



# Agenda

## Council Meeting

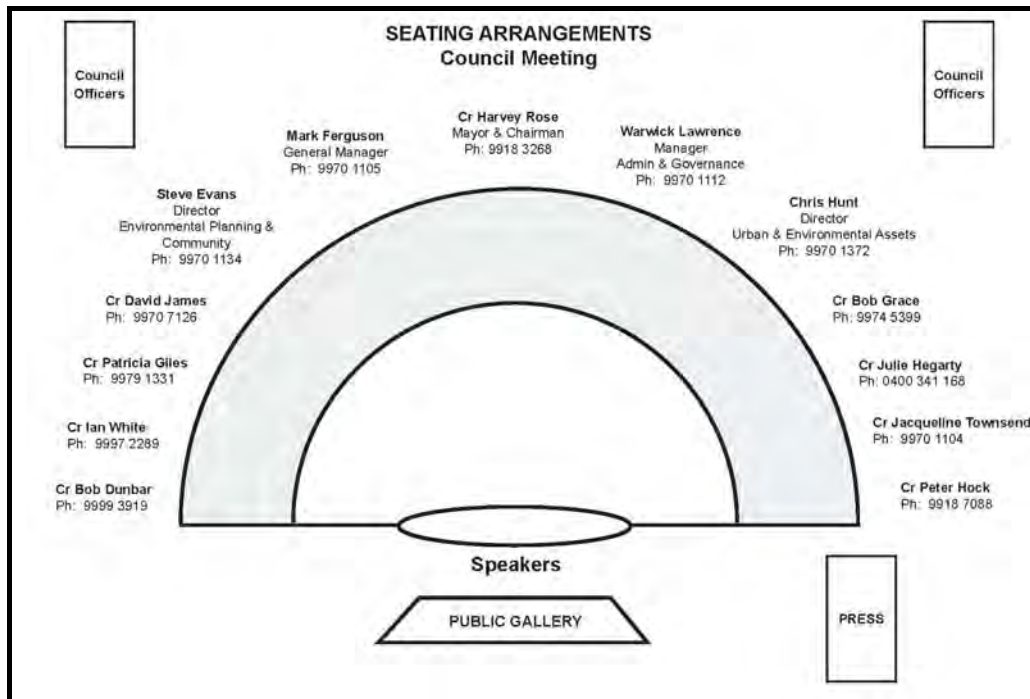
Notice is hereby given that a Council Meeting of Pittwater Council will be held at Mona Vale Memorial Hall on

***19 March 2012***

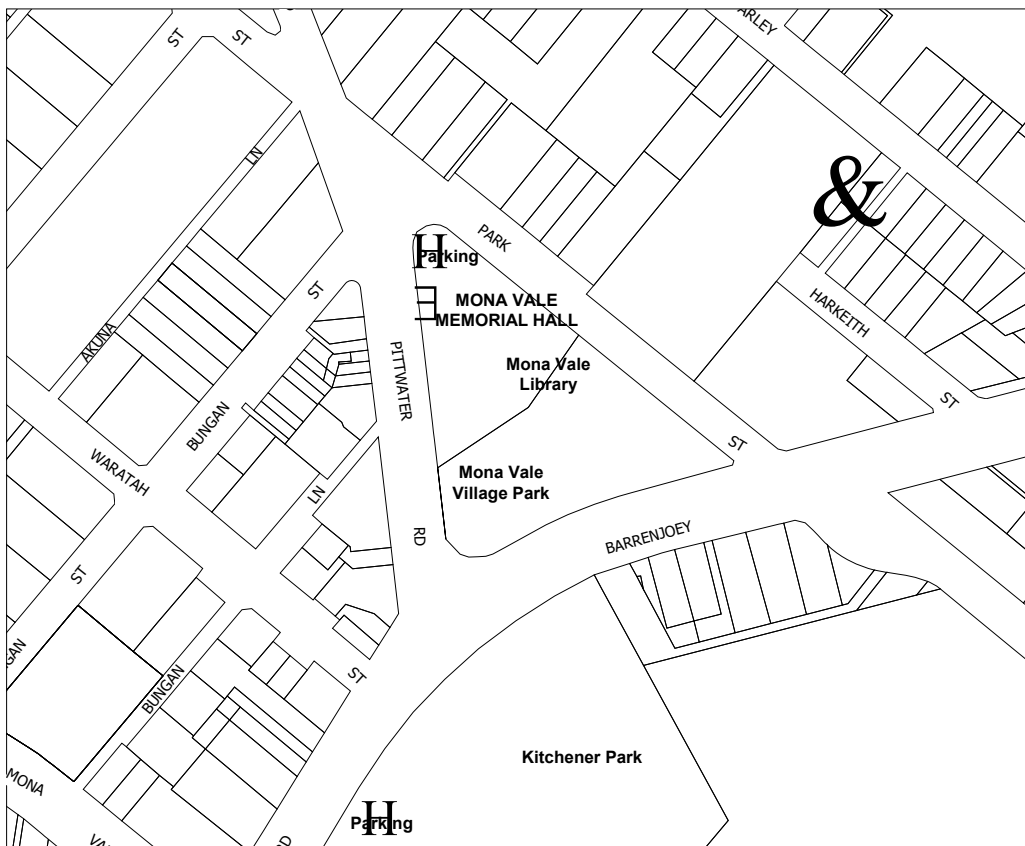
Commencing at 6.30pm for the purpose of considering the items included on the Agenda.

Mark Ferguson  
**GENERAL MANAGER**

## Seating Arrangements



## Meeting Location



All Pittwater Council's Agenda and Minutes are available on the Pittwater website at [www.pittwater.nsw.gov.au](http://www.pittwater.nsw.gov.au)

## IMPORTANT NOTE FOR COUNCILLORS

The Council has received Confidential Advice in relation to the matters listed below which is attached as **Appendix 1 to Councillor's Agenda on yellow paper**. It is important that Councillors read these documents prior to determining the matters. Should the Council wish to consider the Confidential Advice during the course of the meeting, the following procedure should be followed:

1. Any persons wishing to address the Council are invited to address the Council in Open Session, so that the general (non-confidential) issues relating to the matter are debated in Open Session.
2. Should the Council wish to consider the Confidential Advice at any time during the debate, the Council should resolve into Committee of the Whole in Closed Session in accordance with Section 10A(2)(d) of the Local Government Act 1993, and debate the Confidential Advice in a Closed Forum, with the Press and Public excluded. The Council does not have to make any resolution whilst in Committee of the Whole in Closed Session.
3. Following conclusion of the confidential discussion concerning the Confidential Advice the Council should resolve back into Open Session to continue the debate as required, excluding any reference to the confidential advice. Once again it is noted that the debate in Open Session should centre around the general (non-confidential) issues associated with the matter.
4. The Council should then determine the matter in Open Session.

The Reports on the items below are listed in Open Session in the Agenda:

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Mark Ferguson  
**GENERAL MANAGER**

# Council Meeting

## Acknowledgement of Country

Pittwater Council honours and respects the spirits of the Guringai people.  
Council acknowledges their traditional custodianship of the Pittwater area

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**CONFIDENTIAL CLAUSE**

*This report is **CONFIDENTIAL** in accordance with Section 10A(2)(d) of the Local Government Act 1993, which permits the Council to close the meeting to the public for business relating to the following: -*

- (d) Commercial information of a confidential nature that would, if disclosed:-
- prejudice the commercial position of the person who supplied it; or
  - confer a commercial advantage on a competitor of the Council; or
  - reveal a trade secret.

Confidential - Tender T04/11 - Provision of  
Cleaning Services for Council Offices and Buildings

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**The Senior Management Team  
has approved the inclusion of  
all reports in this agenda.**

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## **Council Meeting**

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### **1.0 Public Forum**

#### **GUIDELINES FOR RESIDENTS - PUBLIC FORUM**

##### **Objective**

**The purpose of the Public Forum is to gain information or suggestions from the community on new and positive initiatives that Council can consider in order to better serve the Pittwater community.**

- The Public Forum is not a decision making forum for the Council;
- Residents should not use the Public Forum to raise routine matters or complaints. Such matters should be forwarded in writing to Council's Customer Service Centres at Mona Vale or Avalon where they will be responded to by appropriate Council officers;
- There will be no debate or questions with, or by, councillors during/following a resident submission;
- Council's general Meeting procedures apply to Public Forums, in particular, no insults or inferences of improper behaviour in relation to any other person/s is permitted;
- No defamatory or slanderous comments will be permitted. Should a resident make such a comment, their submission will be immediately terminated by the Chair of the Meeting;
- Up to 20 minutes is allocated to the Public Forum;
- A maximum of 1 submission per person per Meeting is permitted, with a maximum of 4 submissions in total per Meeting;
- A maximum of 5 minutes is allocated to each submission;
- Public Submissions will not be permitted in relation to the following matters:
  - Matters involving current dealings with Council (eg. development applications, contractual matters, tenders, legal matters, Council matters under investigation, etc);
  - Items on the current Council Meeting agenda;
- The subject matter of a submission is not to be repeated by a subsequent submission on the same topic by the same person within a 3 month period;
- Participants are not permitted to use Council's audio visual or computer equipment as part of their submission. However, photographs, documents etc may be circulated to Councillors as part of the submission;
- Any requests to participate in the Public Forum shall be lodged with Council staff by 12 noon on the day of the Council Meeting. To register a request for a submission, please contact Warwick Lawrence, phone 9970 1112.

Mark Ferguson  
**GENERAL MANAGER**

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### **Statement of Respect**

Pittwater Council promotes and strives to achieve a climate of respect for all and endeavours to inspire in our community shared civic pride by valuing and protecting our unique environment, both natural and built, for current and future generations

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## **2.0 Resident Questions**

### **RESIDENT QUESTION TIME**

#### **Objective**

**The purpose of Resident Question Time is to provide the community with a forum to ask questions of the elected Council on matters that concern or interest individual members of the community.**

- Resident questions are to be handed up on the form located at the back of the Meeting room to Council staff in attendance at the Meeting prior to the commencement of the Meeting;
- A period of up to 10 minutes is allocated to Resident Question Time. A limit of 2 resident questions per person per Meeting is permitted;
- Residents are asked to keep their questions precise to allow the opportunity for clear responses. Questions may be taken on notice depending on the complexity of the question and the need to refer to relevant Council documents;
- There will be no debate or questions with, or by, councillors during/following a resident question;
- No defamatory or slanderous questions will be permitted. Should a resident make such a comment, their question will be immediately terminated by the Chair of the Meeting;
- Council's general Meeting procedures apply to Resident Question Time, in particular, no insults or inferences of improper behaviour in relation to any other person/s is permitted.

Mark Ferguson  
**GENERAL MANAGER**

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### **3.0 Apologies**

Apologies must be received and accepted from absent Members and leave of absence from the Council Meeting must be granted.

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### **4.0 Declarations of Pecuniary and Conflict of Interest including any Political Donations and Gifts**

**Councillors are advised of the following definitions of a "pecuniary" or "conflict" of interest for their assistance:**

\* Section 442 of the Local Government Act, 1993 states that a "pecuniary" interest is as follows:

- "(1) [Pecuniary interest] A Pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person or another person with whom the person is associated.*
- (2) [Remoteness] A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter."*

**Councillors should reference the Local Government Act, 1993 for detailed provisions relating to pecuniary interests.**

\* Council's Code of Conduct states that a "conflict of interest" exists when you could be influenced, or a reasonable person would perceive that you could be influenced by a personal interest when carrying out your public duty.

**Councillors are also reminded of their responsibility to declare any Political donation or Gift in relation to the Local Government & Planning Legislation Amendment (Political Donations) Act 2008.**

\* A reportable political donation is a donation of:

- \$1,000 or more made to or for the benefit of the party, elected member, group or candidate; or
- \$1,000 or more made by a major political donor to or for the benefit of a party, elected member, group or candidate, or made to the major political donor; or
- Less than \$1,000 if the aggregated total of the donations made by the entity or person to the same party, elected member, group, candidate or person within the same financial year (ending 30 June) is \$1,000 or more.

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## 5.0 Confirmation of Minutes

“Councillors are advised that when the confirmation of minutes is being considered, the only question that can arise is whether they faithfully record the proceedings at the meeting referred to. A member of a council who votes for the confirmation of the minutes does not thereby make himself a party to the resolutions recorded: **Re Lands Allotment Co (1894) 1 Ch 616, 63 LJ Ch 291.**”

Minutes of the Council Meeting held on 5 March 2012.

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## 6.0 Public Addresses

The following guidelines apply to any person addressing a Council / Committee meeting in relation to an item on the Council / Committee meeting agenda:

1. *A member of the public may be granted leave to address a meeting of Council or a Committee, where such a request is received by the General Manager no later than 3.00pm on the day of the meeting. This is subject to:*
  - (a) *A maximum of up to four speakers may address on any one item, with a maximum of two speakers in support of the recommendation in the report, and two speakers in opposition.*
  - (b) *A limitation of three minutes is allowed for any one speaker, with no extensions.*
  - (c) *An objector/s to a development application is to speak first with the applicant always being given the right to reply.*

*Exceptions to these requirements may apply where:*

- (a) *The Meeting specifically requests that a person be interviewed at a meeting.*
  - (b) *The Meeting resolves that a person be heard at the meeting without having given prior notice to the General Manager*
2. *Once a public/resident speaker has completed their submission and responded to any Councillor questions, they are to return to their seat in the public gallery prior to the formal debate commencing.*
3. *No defamatory or slanderous comments will be permitted. Should a resident make such a comment, their address will be immediately terminated by the Chair of the meeting.*
4. *Council's general meeting procedures apply to Public Addresses, in particular, no insults or inferences of improper behaviour in relation to any other person is permitted.*
5. *Residents are not permitted to use Council's audio visual or computer equipment as part of their address. However, photographs, documents etc may be circulated to Councillors as part of their address.*

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<b>7.0</b>	<b>Mayoral Minutes</b>
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<b>8.0</b>	<b>Business by Exception (All items on the Agenda)</b>
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Items that are dealt with by exception are items where the recommendations contained in the reports in the Agenda are adopted without discussion.

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<b>9.0</b>	<b>Council Meeting Business</b>
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<b>C9.1</b>	<b>Tender T04/11 - Provision of cleaning services for Council offices and buildings</b>
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**Meeting:** Council

**Date:** 19 March 2012

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**STRATEGY:** Business Management

**ACTION:** Manage Council's Contracts Administration

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## **PURPOSE OF REPORT**

To seek Council's approval for the evaluation panel's recommendation for the provision of cleaning services for Council offices and buildings for a three (3) year contract term.

### **1.0 BACKGROUND**

- 1.1 The regular cleaning of council offices and buildings is an important component of maintaining Councils assets and providing a safe work place for employees to carry out their duties.
- 1.2 Vuko Place, Mona Vale Administration Building, Mona Vale Library and Boondah Depot require cleaning on a daily basis (Monday to Friday).
- 1.3 Council has currently one provider contracted to provide services for the cleaning of council offices and buildings.

### **2.0 ISSUES**

- 2.1 Tenders were advertised by open tender:

- via Tenderlink on Tuesday, 17 October, 2011
- in the Sydney Morning Herald on Wednesday, 19 October, 2011; and
- in the Manly Daily on Wednesday, 19 October, 2011
- A total of 26 (twenty-six) contractors purchased the tender documents.

A pre-tender meeting was held at Boondah Depot at 10.00 a.m., 2 November 2011 to further familiarise prospective tenderers with the requirements of the tender.

#### **2.2 Tenders Received**

- Sixteen (16) tenders were received via Tenderlink and duly registered by Council.
- One (1) tender was received in the Tender Box, Mona Vale and duly registered by Council

Tenders received were from:

- |   |                                     |
|---|-------------------------------------|
| • International Cleaning Services Pty Ltd | • Starlight Commercial              |
| • Statewide Quality Services              | • ADZ Cleaning Services Pty Ltd     |
| • Guardian Property Services              | • Quad Services Pty Ltd             |
| • TJS Cleaning Services Pty Ltd           | • Broadlex Services                 |
| • Supercare Property Services             | • Douglas Wright Pty Ltd            |
| • Cama Corp                               | • Storm International               |
| • LPK Services Pty Ltd                    | • The Shine Services                |
| • The Sparkle Team Property Services      | • Pacific Building Management Group |
|   | • AMC Cleaning (NSW) Pty Ltd        |



## **2.3 Tender Compliance**

Submissions received from all tenderers were found to be conforming, with all required forms being completed. No exceptions to the Conditions of Contract were noted from any tenderer.

## **2.4 Tender Evaluation**

The Tender panel comprised:

Linda Ward, Facilities Manager, North Narrabeen Reserve – Reserves & Recreation  
John Berry, Group Leader, Building Services - Reserves & Recreation  
Peter Baartz, Senior Officer Procurement & Fleet - Urban Infrastructure

## **2.5 Evaluation Criteria**

Evaluation criteria comprised:

Mandatory Criteria (Pass/Fail)

- Compliance with Conditions of Tender and submission of all documentation
- Financial Capacity
- Compliance with Occupational Health & Safety Legislation
- Insurances
- Departures and qualification and compliance with Specification

Weighted criteria

- The fees, rates and prices
- key personnel including Sub-contractors
- Demonstrated past experience in performing work
- Quality Assurance systems and procedures
- Environmental sustainability and social equity
- Anticipated sub-contracting

## **2.6 Tender Evaluation**

The detailed analysis of the tender is 'commercial in confidence' and as such is included as a confidential attachment – see Confidential Section of this Agenda.

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## **3.0 SUSTAINABILITY ASSESSMENT**

### **3.1 Supporting & Connecting our Community (Social)**

3.1.1 The tender process includes an assessment of sustainable practices and products.

3.1.2 Tenderers are required to complete an Environmental Sustainability & Social Equity questionnaire covering aspects of organisational and product information systems, policy and environmental sustainability. Tenderers provided information relating to products used, waste and water management as well as recycling.

3.1.3 All tenderers completed this schedule and were scored accordingly.

### **3.2 Valuing & Caring for our Natural Environment (Environmental)**

- 3.2.1 An assessment was made of the products proposed for use for the cleaning of council premises during the life of the contract. It was noted that short listed tenderers proposed the use of product with non hazardous ingredients to 100% in many cases.

### **3.3 Enhancing our Working & Learning (Economic)**

- 3.3.1 No sustainability impact

### **3.4 Leading an Effective & Collaborative Council (Governance)**

- 3.4.1 The calling of an assessment of tenders is in accordance with Council's procurement requirements. The tenders were assessed by a panel against eight (8) criteria with associated weighting.

### **3.5 Integrating our Built Environment (Infrastructure)**

- 3.5.1 No sustainability impact

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## **4.0 EXECUTIVE SUMMARY**

- 4.1 Tenders were called for the cleaning of Council offices and buildings under T04/11 - Provision of cleaning services for Council offices and buildings. Seventeen (17) tenders containing seventeen (17) proposals were received and upon assessment, the evaluation panel is recommending the tender from Guardian Property Services Pty Ltd in the amount of \$ 247,839.33 be accepted. Council approval is sought for the recommendation.

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## **RECOMMENDATION**

1. That the tender received from Guardian Property Services Pty Ltd for the provision of cleaning services to Council offices and buildings in the amount of \$247,839.33 for a three (3) year term, be accepted.
2. That the General Manager be authorised to sign all documentation required for the execution of Tender T04/11

Report prepared by  
John Berry, Building Services Group Leader

Les Munn  
**MANAGER, RESERVES, RECREATION & BUILDING SERVICES**

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## **Governance Committee**

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### **10.0 Governance Committee Business**

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<b>C10.1</b>	<b>Financial Report for the Period Ending 29 February 2012 of the 2011/2012 Financial Year</b>
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**Meeting:** Governance Committee

**Date:** 19 March 2012

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**STRATEGY:** Business Management

**Action:** To provide monthly, quarterly and annual budgets and financial statements

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## **PURPOSE OF REPORT**

To provide Council with the financial results for the period ending 29 February 2012 of the 2011/2012 Financial Year.

### **1.0 BACKGROUND**

1.1 The Original 2011/2012 Budget was adopted by Council as part of the 2011-2015 Delivery Program & Budget on 18 April 2011. The Revised 2011/12 Budget as a part of December quarterly review was adopted by Council on 20 February 2012, and have been transferred to the Revised budget column in this report.

1.2 Councils Monthly reporting structure includes the following;

- **Consolidated Position**
  - Graphical Representation
  - Commentary
  - Consolidated Financial Statement
- **Operating Position**
  - Graphical Representation
  - Commentary
  - Operating Financial Statement
- **Balance Sheet**
- **Cash Flow Statement**
- **2011/12 Major Projects**

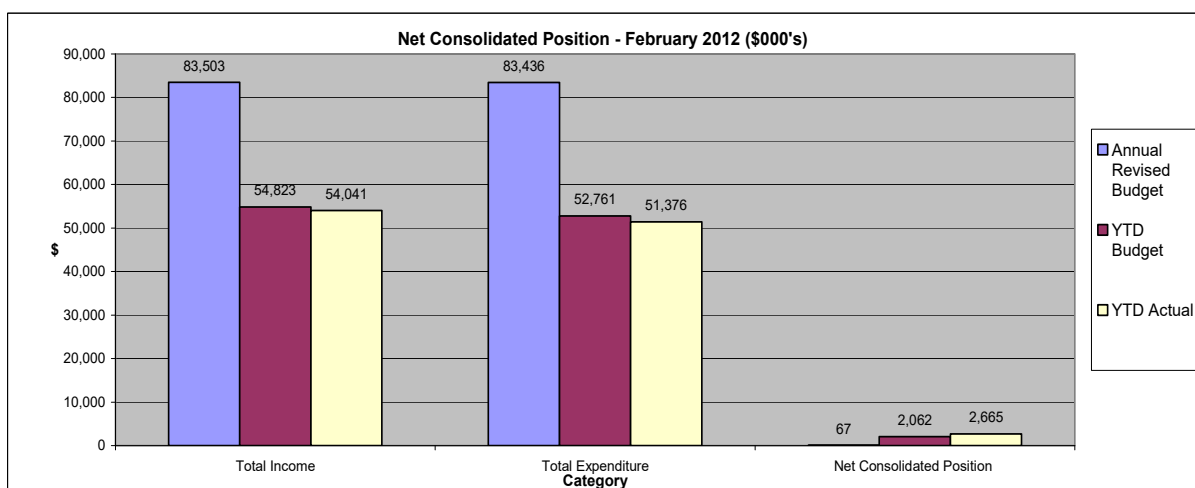
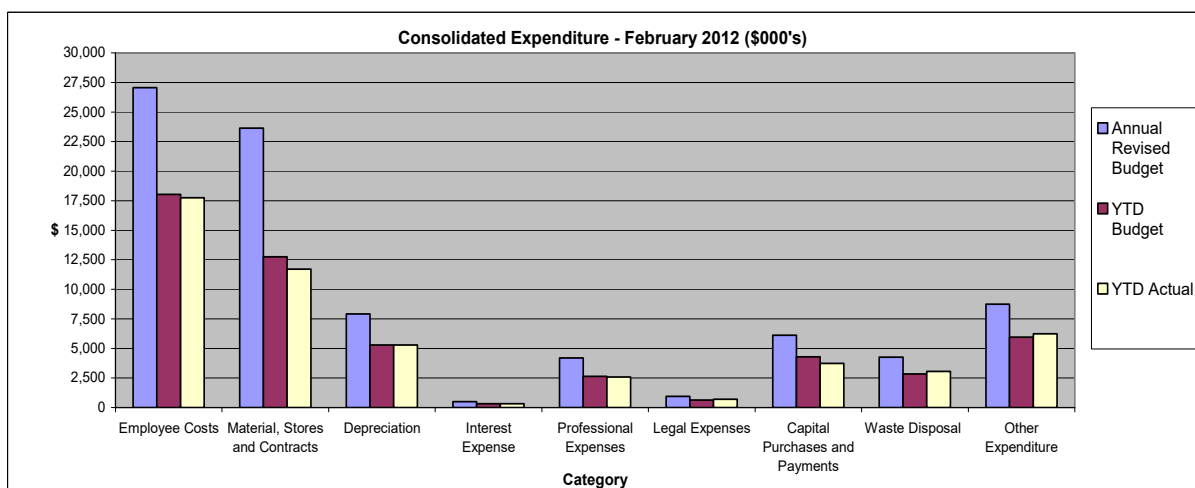
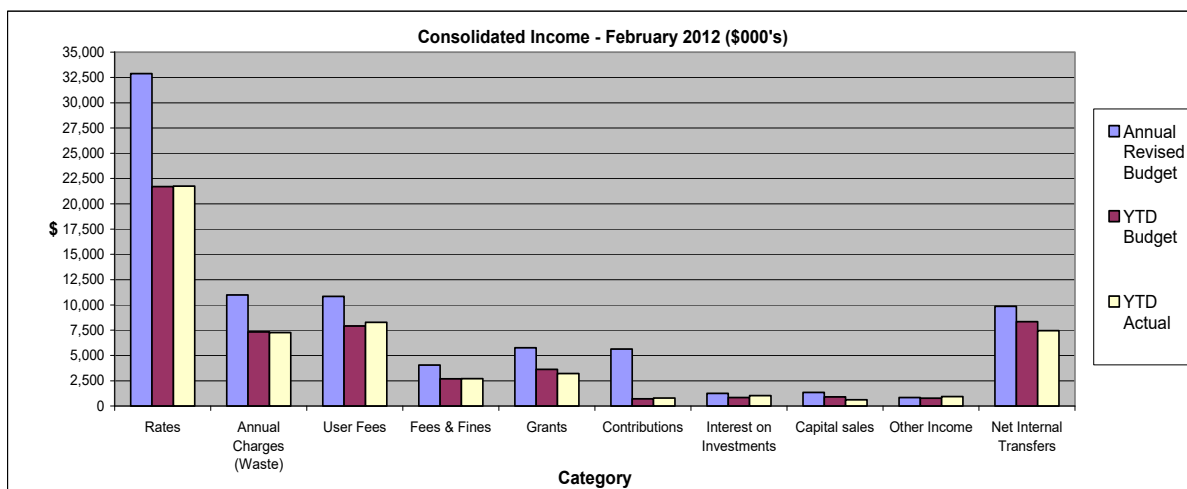
### **2.0 ISSUES**

#### **2.1 Consolidated Financial Statement**

The Original 2011/2012 Budget was adopted by Council as part of the 2011-2015 Delivery Program & Budget on 18 April 2011. The Revised Budgets have been amended to reflect the revote figures as adopted by Council on 20 February 2012.

The year to date consolidated financial result for the period ending 29 February 2012 is a increase of Council funds of \$2.665 million. Compared to the year to date budget of a increase of Council funds of \$2.062 million this represents a positive variance of \$603,000.

The graphical representation below outlines Council's major categories of consolidated income and expenditure.



## 2.2 Commentary - Consolidated YTD Budget Versus Actual – 29 February 12

<b>YTD Consolidated Budget as at 29 February 2012 - Increase of Council Funds</b>		<b>\$ 2,062,000</b>
<b>INCOME</b>		
Increased User Fees mainly relating to Sydney Lakeside, Parking Fee's & Cemetery Income & Rental Income paid in Advance	\$	380,000
Reduced Operating Grant Transfers mainly relating to Fee Relief Grant, Flood Mapping & Coastal Zone Protection Grants	-\$	268,000
Reduced Capital Grant Transfers mainly due to works relating to Careel Bay Wharf, Traffic Facilities & Pedestrian Bridge	-\$	134,000
Increased Operating Contributions mainly relating to Restorations Contributions	\$	53,000
Increased Return on Investments & Other Interest Income	\$	202,000
Increased Other Income relating to Insurance, Legal Recoveries & Markets Income	\$	144,000
Reduced Capital Sales Income mainly relating to Plant vehicle Sales	-\$	285,000
Reduced Transfers from Reserve - S94 mainly relating to Narrabeen Creek Works	\$	151,000
Reduced Transfers from Reserve - Other mainly relating to Lakeside Capital works & Plant Purchases	-\$	932,000
<b>EXPENDITURE</b>		
Reduced Salaries, Wages & On costs	\$	282,000
Reduced Materials & Contract Services mainly due to timing of the Capital Works Program with a Corresponding reduction in Funds Transfers	\$	1,050,000
Additional Other Expenditure mainly relating to Legal & Insurance Expenditure	-\$	91,000
Additional Sundry Services & Waste Disposal Expenditure	-\$	216,000
Additional Public Utilities Mainly relating to Street Lighting	-\$	104,000
Additional Leases/Rental/Hire/Licences mainly due to Scotland Island, Road Rehabilitation Caravan Park, & Hitchcock Park works	-\$	92,000
Reduced Capital Purchases mainly due to timing of Plant & Motor vehicle Purchases, Pay & Display Machines, and Library Book Purchases	\$	558,000
Additional Transfers to Reserve - Other mainly due to Road Reserve Sales, Dinghy & Energy Fund Works	-\$	95,000
<b>YTD Consolidated Actual as at 29 February 2012 - Increase of Council Funds</b>		<b>\$ 2,665,000</b>

The above financial analysis represents the variations between the February 2012 YTD Budget and the actual flow of Income, Expenditure and the utilisation of associated funds as at 29 February 2012.

The overall difference in the February 2012 YTD Budget to Actual is a positive variance of \$603,000.

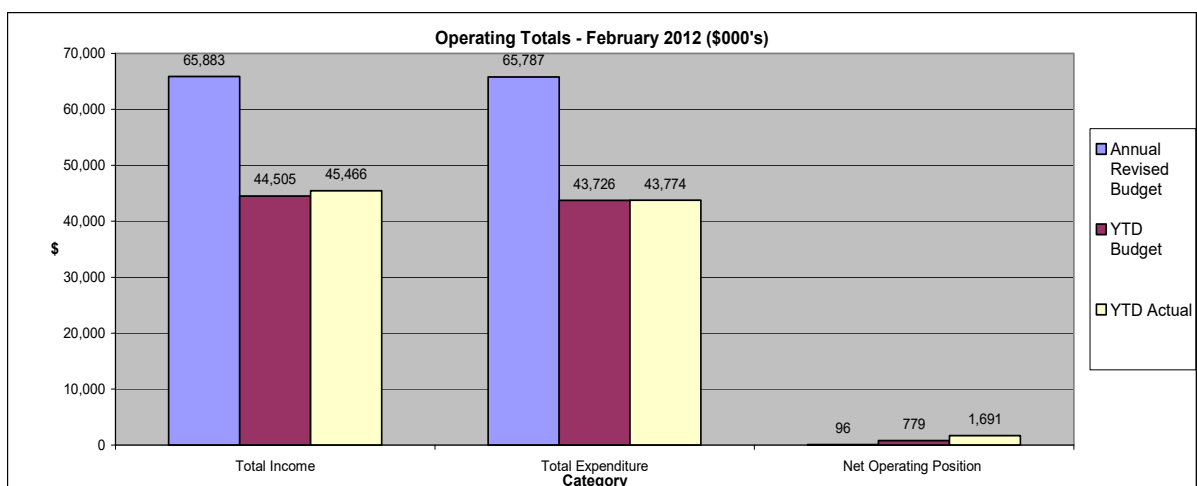
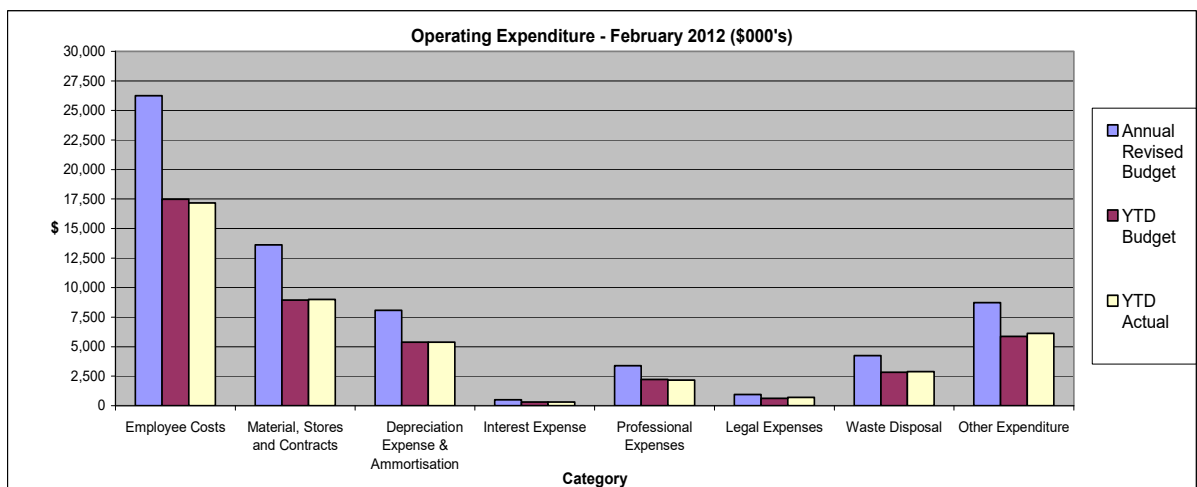
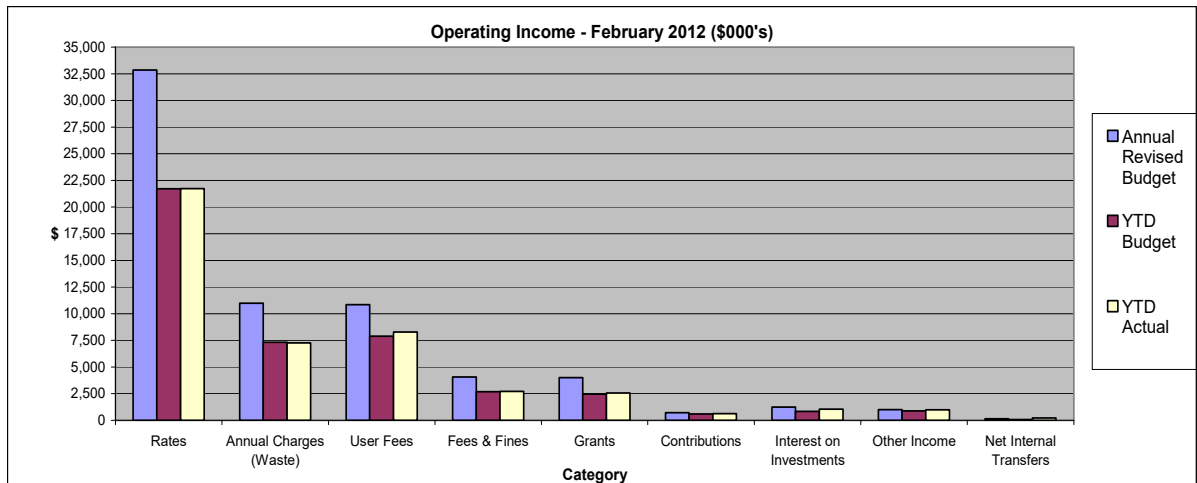
# CONSOLIDATED STATEMENT

<b>Pittwater Council</b> <b>Consolidated Statement</b> <b>For Period 8 Ending 29 February 2012</b>							
Year to Date - \$000's			Annual Budget - \$000's				
Budget	Actual	Variance		Original	Revised	Projected	Variance
			Direct Income				
7,907	8,286	380	User Fees	10,529	10,848	10,848	0
984	950	-34	Regulatory Fees	1,709	1,497	1,497	0
1,711	1,761	51	Regulatory Fines	2,576	2,567	2,567	0
2,470	2,202	-268	Operating Grant Transfers	3,343	4,005	4,005	0
1,143	1,009	-134	Capital Grant Transfers	902	1,771	1,771	0
123	153	30	Capital Contributions	5,032	4,922	4,922	0
587	640	53	Operating Contributions	475	712	712	0
21,710	21,742	32	Rates Income	32,868	32,868	32,868	0
7,322	7,254	-67	Domestic Waste Charges	10,987	10,987	10,987	0
836	1,039	202	Return on Investments & Other Interest Income	1,355	1,255	1,255	0
302	302	0	Rebates Income	290	302	302	0
481	625	144	Other Income	252	548	548	0
903	618	-285	Capital Sales	1,355	1,355	1,355	0
<b>46,477</b>	<b>46,581</b>	<b>105</b>	<b>Total Direct Income</b>	<b>71,671</b>	<b>73,636</b>	<b>73,636</b>	<b>0</b>
			Indirect Income				
1,763	1,722	-41	Plant Hire Recovery	2,661	2,645	2,645	0
2,259	2,259	0	Notional Rental Income	3,389	3,389	3,389	0
284	487	203	Service Agreement Income	427	427	427	0
4,987	4,987	0	Overhead Recovery	7,484	7,484	7,484	0
1,200	1,270	70	Contract Internal Income	2,097	1,993	1,993	0
5,284	5,284	0	Transfer From Reserve-Depreciation	7,960	7,929	7,929	0
739	889	151	Transfer From Reserve-S94	2,672	2,849	2,849	0
4,725	3,793	-932	Transfer From Reserve-Other	6,984	8,916	8,916	0
<b>21,240</b>	<b>20,690</b>	<b>-550</b>	<b>Total Indirect Income</b>	<b>33,673</b>	<b>35,631</b>	<b>35,631</b>	<b>0</b>
			Direct Expenditure				
13,399	13,239	159	Salaries & Wages	20,374	20,133	20,133	0
4,644	4,521	123	Other Employee Costs	6,844	6,938	6,938	0
885	893	-9	Materials	1,823	1,658	1,658	0
155	233	-78	Stores	231	233	233	0
56	62	-5	Minor Plant Purchases	45	81	81	0
1,563	1,694	-131	Plant & Equipment	2,218	2,189	2,189	0
10,090	8,818	1,273	Contract Services External	16,097	19,481	19,481	0
5,284	5,284	0	Depreciation Expense	7,960	7,929	7,929	0
324	319	5	Interest Expense	618	508	508	0
2,632	2,581	51	Professional Expenses	3,120	4,197	4,197	0
633	706	-73	Legal Expenses	950	950	950	0
216	229	-14	Bad & Doubtful Debts	219	219	219	0
456	547	-92	Leases/Rentals/Hire/Licences	516	642	642	0
1,050	1,154	-104	Public Utilities	1,513	1,575	1,575	0
242	256	-14	Communications	271	364	364	0
226	222	4	Advertising	398	339	339	0
661	698	-36	Insurance	1,026	973	973	0
120	130	-10	Banking	170	180	180	0
383	294	90	Other Expenses	611	570	570	0
246	341	-95	Office Expenses	355	363	363	0
2,844	3,060	-216	Sundry Services/Waste Disposal	4,958	4,263	4,263	0
94	109	-15	Memberships	91	113	113	0
2,271	2,256	14	Levies/Contributions/Subsidies	3,004	3,408	3,408	0
4,288	3,730	558	Capital Purchases/Payments	5,951	6,131	6,131	0
<b>52,761</b>	<b>51,376</b>	<b>1,385</b>	<b>Total Direct Expenditure</b>	<b>79,362</b>	<b>83,436</b>	<b>83,436</b>	<b>0</b>
			Indirect Expenditure				
939	939	0	Corporate Development Overhead	1,409	1,409	1,409	0
996	996	0	IT Services Overhead	1,494	1,494	1,494	0
1,135	1,135	0	Financial Services Overhead	1,703	1,703	1,703	0
2,259	2,259	0	Accommodation Overhead	3,389	3,389	3,389	0
726	726	0	Insurance Overhead	1,089	1,089	1,089	0
580	580	0	Records Overhead	870	870	870	0
611	611	0	Customer Service Overhead	918	918	918	0
1,763	1,722	40	Plant Hire Charge Internal	2,661	2,645	2,645	0
1,200	1,270	-70	Contract Services Internal Expense	2,097	1,993	1,993	0
261	470	-209	Service Agreement Expense	392	392	392	0
123	125	-2	Transfer To Reserve-S94	2,783	2,960	2,960	0
2,302	2,397	-95	Transfer To Reserve-Other	7,095	6,902	6,902	0
<b>12,894</b>	<b>13,231</b>	<b>-336</b>	<b>Total Indirect Expenditure</b>	<b>25,900</b>	<b>25,764</b>	<b>25,764</b>	<b>0</b>
<b>2,062</b>	<b>2,665</b>	<b>603</b>	<b>Increase/(call) on Council Funds</b>	<b>82</b>	<b>67</b>	<b>67</b>	<b>0</b>

## 2.3 Operating Statement

The year to date Operating Result before Capital for the period ending 29 February 2012 is a surplus of \$1.691 million. Compared to the Year to Date budget of a \$779,000 deficit this amounts to a positive variance of \$912,000.

The graphical representation below outlines Council's major categories of Operating income and expenditure.





## 2.4 Commentary – Operating YTD Budget Versus Actual – 29 February 12

<b>YTD Operating Results before Capital Budget as at 29 February 2012</b>		<b>\$</b>	<b>779,000</b>
<b>INCOME</b>			
Increased User Fees mainly relating to Sydney Lakeside, Parking Fee's & Cemetery Income & Rental Income paid in Advance	\$	380,000	
Increased Operating Grant Transfers mainly relating to Financial Assistance Grant	\$	111,000	
Additional Operating Contributions mainly relating to Restorations Income	\$	53,000	
Increased Return on Investments & Other Interest Income	\$	202,000	
Increased Other Income relating to Insurance, Legal Recoveries & Markets Income	\$	147,000	
Decreased Loss on Sale of Assets mainly relating to Plant Sales	-\$	58,000	
<b>EXPENDITURE</b>			
Reduced Salaries, Wages & On costs	\$	327,000	
Additional Materials, Stores & Contract Services External	-\$	47,000	
Additional Public Utilities Mainly relating to Street Lighting	-\$	104,000	
Additional Other Expenditure mainly relating to Legal & Insurance Expenditure	-\$	99,000	
<b>YTD Operating Results before Capital Actuals as at 29 February 2012</b>		<b>\$</b>	<b>1,691,000</b>

The above financial analysis represents the variations between the February 2012 YTD Budget and the actual flow of Income and Expenditure as at 29 February 2012.

The overall difference in the February 2012 YTD Budget to Actual is a positive variance of \$912,000.

# OPERATING STATEMENT

Pittwater Council							
Operating Statement							
For Period 8 Ending 29 February 2012							
Year to Date - \$000's			Annual Budget - \$000's				
Budget	Actual	Variance		Original	Revised	Projected	Variance
			Direct Income				
7,907	8,286	380	User Fees	10,529	10,848	10,848	0
984	950	-34	Regulatory Fees	1,709	1,497	1,497	0
1,711	1,761	51	Regulatory Fines	2,576	2,567	2,567	0
2,470	2,581	111	Operating Grant Income	3,343	4,005	4,005	0
587	640	53	Operating Contributions	475	712	712	0
21,710	21,742	32	Rates Income	32,868	32,868	32,868	0
7,322	7,254	-67	Domestic Waste Charges	10,987	10,987	10,987	0
836	1,039	202	Return on Investments & Other Interest Income	1,355	1,255	1,255	0
302	302	0	Rebates Income	290	302	302	0
481	627	147	Other Income	252	548	548	0
107	49	-58	Profit / (Loss) on Sale of Assets	160	160	160	0
0	0	0	Gain from Joint Venture Assets	0	0	0	0
44,415	45,231	817	Total Direct Income	64,543	65,748	65,748	0
			Indirect Income				
1,763	1,723	-40	Plant Hire Recovery	2,661	2,645	2,645	0
284	487	203	Service Agreement Income	427	427	427	0
1,200	1,270	70	Contract Internal Income	2,097	1,993	1,993	0
3,247	3,480	233	Total Indirect Income	5,184	5,064	5,064	0
			Direct Expenditure				
13,001	12,808	193	Salaries & Wages	19,784	19,543	19,543	0
4,488	4,355	134	Other Employee Costs	6,613	6,708	6,708	0
584	677	-93	Materials	798	881	881	0
155	191	-36	Stores	231	233	233	0
48	49	-1	Minor Plant Purchases	45	72	72	0
1,527	1,625	-98	Plant & Equipment	2,218	2,153	2,153	0
6,642	6,461	181	Contract Services External	9,705	10,293	10,293	0
5,378	5,378	0	Depreciation Expense & Ammortisation	8,101	8,070	8,070	0
324	319	5	Interest Expense	618	508	508	0
2,236	2,168	68	Professional Expenses	2,443	3,403	3,403	0
633	704	-71	Legal Expenses	950	950	950	0
216	229	-14	Bad & Doubtful Debts	219	219	219	0
428	449	-21	Leases/Rentals/Hire/Licences	516	614	614	0
1,050	1,153	-104	Public Utilities	1,513	1,575	1,575	0
176	255	-80	Communications	271	364	364	0
226	221	5	Advertising	398	339	339	0
661	698	-36	Insurance	1,026	973	973	0
120	130	-10	Banking	170	180	180	0
383	294	90	Other Expenses	611	570	570	0
246	340	-94	Office Expenses	355	363	363	0
2,839	2,905	-67	Sundry Services/Waste Disposal	4,958	4,258	4,258	0
94	109	-15	Memberships	91	113	113	0
2,271	2,256	15	Levies/Contributions/Subsidies	3,004	3,408	3,408	0
43,726	43,774	-49	Total Direct Expenditure	64,636	65,788	65,788	0
			Indirect Expenditure				
1,696	1,640	56	Plant Hire Charge Internal	2,561	2,545	2,545	0
1,200	1,270	-70	Contract Services Internal Expense	2,097	1,993	1,993	0
261	336	-75	Service Agreement Expense	392	392	392	0
3,157	3,246	-88	Total Indirect Expenditure	5,049	4,929	4,929	0
779	1,691	912	Operating Results before Capital	42	96	96	0
1,266	1,128	138	Grants & Contributions - Capital	3,534	4,293	4,293	0
0	0	0	Material Public Benefits - S94	0	0	0	0
2,045	2,819	775	Change in Net Assets - Resulting from Opera	3,576	4,389	4,389	0

## 2.5 Balance Sheet

Council's actual change in equity for the period ending 29 February 2012 is a increase of \$2.819 million (net change in assets resulting from operations) and now stands at \$1.312 billion as represented in Council's Balance Sheet below:

<b>Pittwater Council</b> <b>Balance Sheet</b> <b>For Period 8 Ending 29 February 2012</b>			
<b>Actual</b> <b>29/02/2012</b> <b>\$'000's</b>		<b>Projected</b> <b>30/06/2012</b> <b>\$'000</b>	<b>Actual</b> <b>30/06/2011</b> <b>\$'000</b>
<b>CURRENT ASSETS</b>			
19,539	Cash Assets	1,469	1,994
8,815	Investments	20,740	22,267
2,588	Receivables	4,192	4,546
58	Inventories	60	57
712	Other	300	300
4,625	Non Current Assets held for sale	4,625	4,625
<u>36,337</u>	<b>TOTAL CURRENT ASSETS</b>	<u>31,386</u>	<u>33,789</u>
<b>NON-CURRENT ASSETS</b>			
0	Investments	0	0
0	Receivables	870	870
0	Inventories	0	0
1,283,214	Infrastructure Property, Plant and Equipment	1,288,909	1,281,024
3,483	Investments Accounted for using the Equity Method	5,494	5,494
1,720	Investment Property	1,750	1,750
5,182	Intangible Assets	3,092	3,234
<u>1,293,599</u>	<b>TOTAL NON-CURRENT ASSETS</b>	<u>1,300,115</u>	<u>1,292,372</u>
<u><u>1,329,936</u></u>	<b>TOTAL ASSETS</b>	<u><u>1,331,501</u></u>	<u><u>1,326,161</u></u>
<b>CURRENT LIABILITIES</b>			
5,324	Payables	3,167	3,791
1,207	Interest Bearing Liabilities	975	881
6,234	Provisions	6,328	6,191
<u>12,765</u>	<b>TOTAL CURRENT LIABILITIES</b>	<u>10,470</u>	<u>10,863</u>
<b>NON-CURRENT LIABILITIES</b>			
0	Payables	0	0
4,759	Interest Bearing Liabilities	7,054	5,715
165	Provisions	160	155
<u>4,924</u>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<u>7,214</u>	<u>5,870</u>
<u><u>17,689</u></u>	<b>TOTAL LIABILITIES</b>	<u><u>17,684</u></u>	<u><u>16,733</u></u>
<u><u>1,312,247</u></u>	<b>NET ASSETS</b>	<u><u>1,313,817</u></u>	<u><u>1,309,428</u></u>
<b>EQUITY</b>			
1,312,247	Accumulated Surplus/ ( Deficit )	1,313,817	1,309,428
	Asset Revaluation Reserve		
<u><u>1,312,247</u></u>	<b>TOTAL EQUITY</b>	<u><u>1,313,817</u></u>	<u><u>1,309,428</u></u>

## 2.6 Cash Flow Statement

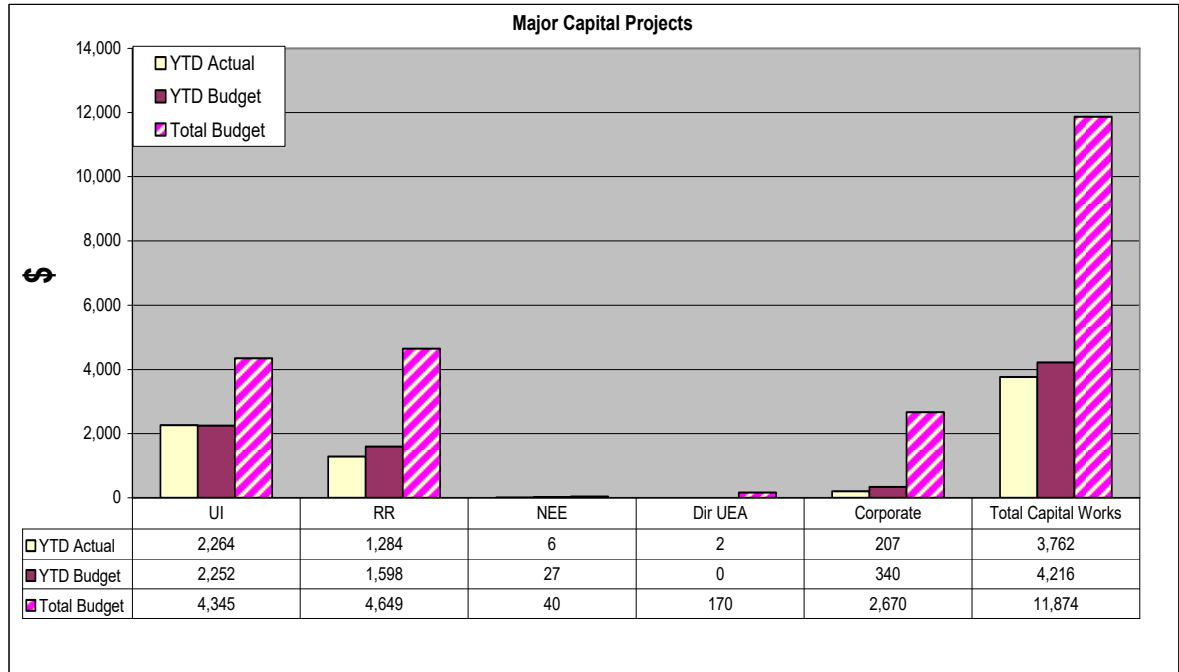
The actual Cash flow for the period ended 29 February 2012 is a net inflow of \$4.092 million. Compared to the year to date budget of \$2.469 million this amounts to a positive variance of \$1.623 million. This positive variance is mainly due to the timing of the Capital works Program.

Following is a graphical representation of Council's cash position budget to actual:-

<b>Pittwater Council</b> <b>Cash Flow Statement</b> <b>For Period 8 Ending 29 February 2012</b>							
Year to Date - \$000's			Annual Budget - \$000's				
Budget	Actual	Variance		Original	Revised	Projected	Variance
<b>Cash Inflows</b>							
33,356	33,321	-35	Rates & Garbage	43,746	43,627	43,627	0
3,593	3,191	-402	Grants	4,245	5,264	5,264	0
8,571	8,951	380	User Charges	10,529	10,848	10,848	0
2,667	2,684	17	Regulatory Fees & Fines	4,285	4,064	4,064	0
660	668	8	Contributions & Donations	475	712	712	0
929	1,131	202	Return on Investments & Other Interest Income	1,355	1,255	1,255	0
900	618	-282	Sale of Assets (Excluding Land)	1,355	1,355	1,355	0
0	0	0	Sale of Land	0	0	0	0
763	907	144	Other	542	853	853	0
200	125	-75	S94 Contributions Received	2,632	2,522	2,522	0
0	0	0	Proceeds from loan	2,400	2,400	2,400	0
0	187	187	GST Net Inflow	0	0	0	0
<b>51,639</b>	<b>51,784</b>	<b>145</b>	<b>Total Inflows</b>	<b>71,562</b>	<b>72,900</b>	<b>72,900</b>	<b>0</b>
<b>Cash Outflows</b>							
13,720	13,561	159	Employee Salary & Wages	20,374	20,133	20,133	0
4,596	4,473	123	Employee Other Costs	6,395	6,388	6,388	0
1,233	1,254	-21	Insurance Claims/Premiums	1,026	973	973	0
2,451	2,437	14	Levies & Contributions	3,004	3,407	3,407	0
21,915	21,197	718	Materials/Stores/Contracts	32,635	36,462	36,462	0
633	706	-73	Legal Expenses	950	950	950	0
253	253	0	Loan Interest Repayments	618	508	508	0
420	420	0	Loan Principal Repayments	949	880	880	0
3,949	3,391	558	Purchase Of Assets	5,002	5,251	5,251	0
<b>49,170</b>	<b>47,692</b>	<b>1,478</b>	<b>Total Outflows</b>	<b>70,953</b>	<b>74,952</b>	<b>74,952</b>	<b>0</b>
2,469	4,092	1,623	Net Inflows/(Outflows)	609	-2,052	-2,052	0
24,261	24,261	0	Funds Carried Forward from Prior Year	20,629	24,261	24,261	0
<b>26,730</b>	<b>28,353</b>	<b>1,623</b>	<b>Total General Fund</b>	<b>21,238</b>	<b>22,209</b>	<b>22,209</b>	<b>0</b>
7,760	7,912	-152	Less Restricted Assets	6,483	9,700	9,700	0
800	964	-164	Less Unexpended Grants	800	800	800	0
8,243	9,270	-1,027	Less Internal Reserves	11,420	9,895	9,895	0
<b>9,927</b>	<b>10,207</b>	<b>280</b>	<b>Increase/(call) on Council Funds</b>	<b>2,535</b>	<b>1,814</b>	<b>1,814</b>	<b>0</b>

## 2.7 2011/2012 Major Projects

The total budget expenditure for Major projects amounted to \$11.874 million as amended in the December Quarterly Review. The actual Expenditure for the period ended 29 February 2012 amount to \$3.762 million. Budgeted Expenditure versus Actual Expenditure of the CIP is outlined below:



2011/2012 MAJOR PROJECTS		Revised	Projected	Gross	Percentage
PERIOD ENDING 29th February 2012		Total	Total	Exp	Complete
TOP TEN JOBS BY PROJECTED BUDGET	Comment	Budget	Budget	Actual	%
Sydney Lakeside Upgrade Cabins	Lakeside Cabins Purchase	1,400,000	1,400,000	-	0%
Narrabeen Creek - Corridor B - Stage 1	S94 WWV Funded Project	895,000	895,000	329,323	37%
Deep Creek Pedestrian Bridge - Construction	RTA/Warringah/Pittwater Joint Funded	476,360	476,360	476,360	100%
Woorak Reserve	Grant, Marine Reserve Funded	412,150	412,150	337,154	82%
Regional Playground Sector 8	S94 WWV Funded Project	300,000	300,000	1,710	1%
PB Ferry Wharf	Grant, Marine Reserve Funded	256,521	256,521	4,365	2%
RTA Funding Traffic Signs & Linemarking	Ongoing Road Works	207,507	207,507	111,598	54%
Revolving Energy Fund	Energy Efficiency Projects	200,500	200,500	17,514	9%
Bungendor St - Harvey Rd to 82	Federal Gov't grant Funded	135,000	135,000	131,833	98%
S/W Quality Treatment Device Improvements	SMSC Funded Works	130,000	130,000	83,816	64%

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### **3.0 SUSTAINABILITY ASSESSMENT**

#### **3.1 Supporting & Connecting our Community (Social)**

3.1.1 The Report will have no impact on this strategy

#### **3.2 Valuing & Caring for our Natural Environment (Environmental)**

3.2.1 The Report will have no impact on this strategy

#### **3.3 Enhancing our Working & Learning (Economic)**

3.3.1 The Report will have no impact on this strategy

#### **3.4 Leading an Effective & Collaborative Council (Governance)**

3.4.1 The Report will have no impact on this strategy

#### **3.5 Integrating our Built Environment (Infrastructure)**

3.5.1 The Report will have no impact on this strategy

---

### **4.0 EXECUTIVE SUMMARY**

4.1 In providing the Council with the financial results for the period ending 29 February 2012 the following information should be noted:

- The year to date Consolidated financial result for the period ending 29 February 2012 is an increase on Council funds of \$2.665 million. Compared to the year to date budget of \$2.062 million, this represents a positive variance of \$603,000.
- The year to date Operating Result before Capital for the period ending 29 February 2012 is a surplus of \$1.691 million. Compared to the Year to Date Budget of \$779,000 surplus this amounts to a positive variance of \$912,000.
- The Major Projects Program year to date expenditure stands as \$3.762 as at 29 February 2012.
- The actual Cash flow for the period ended 29 February 2012 is a net inflow of \$4.092 million. Compared to the year to date budget of \$2.469 million this amounts to a positive variance of \$1.623 million.

---

## **RECOMMENDATION**

That the Year to date financial results for the period ending 29 February 2012 be noted, including:

- Consolidated financial result being an increase of Council funds of \$2.665 million.
- Operating result before capital being a surplus of \$1.691 million.
- Major Projects Program expenditure stands as \$3.762 million.
- Cash and investment position stands at \$28.353 million.

Report prepared by  
Myles Thana, Management Accountant

Mark Jones  
**CHIEF FINANCIAL OFFICER**

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## **C10.2 Investment Balances for the Month of February 2012**

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**Meeting:** Governance Committee

**Date:** 19 March 2012

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**STRATEGY:** Business Management

**ACTION:** To Provide Effective Investment of Council's Funds

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### **PURPOSE OF REPORT**

To advise on the status of Council's Investment Balances for the Month of February 2012

### **1.0 BACKGROUND**

- 1.1 As provided for in Regulation 212 of the Local Government (General) Regulation, 2005, a report listing Council's investments (**see Attachment 1**) must be presented.

### **2.0 ISSUES**

#### **2.1 MONTHLY RETURNS**

Investment return for the month of February 2012:

Term deposits interest income:	\$	117,284
Tradable CDO/FRNs interest income:	\$	-
Tradable CDO/FRNs capital movement:	\$	<u>20,096</u>
Net investment income for February 2012:	\$	137,380

#### **YEAR TO DATE RETURN**

Investment return year to date February 2012:

Term deposits interest income:	\$	1,037,929
Tradable CDO/FRNs interest income:	\$	72,758
Tradable CDO/FRNs capital movement:	\$	<u>(202,227)</u>
Net investment return year to date:	\$	908,460

Projected investment return budget for financial year.      \$      1,125,000

#### **2.2 PERFORMANCE OF COUNCIL'S PORTFOLIO FOR THE LAST FIVE YEARS**

Annual returns of Council's portfolio for the last five years:

<b>Year to</b>	<b>Net Return</b>	<b>Return on average funds invested</b>
June 2008	\$ 594,815	2.3%
June 2009	\$ 534,575	2.4%
June 2010	\$1,364,315	6.1%
June 2011	\$1,521,223	5.9%
February 2012	\$ 908,460	5.1%
Projected Budget	\$1,125,000	5.4%

Note: Net investment return includes interest income and capital movements.



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## **RESPONSIBLE ACCOUNTING OFFICER CERTIFICATION**

The Responsible Accounting Officer certifies that all investments have been made in Accordance with Section 625 of the Local Government Act, 1993 the Local Government (General) Regulations, and Council's Investment Policy (No 143).

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### **3.0 SUSTAINABILITY ASSESSMENT**

3.1 A sustainability assessment is not required for this report.

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### **4.0 EXECUTIVE SUMMARY**

4.1 The net investment return as at 29 February 2012 is a gain of \$ 908,460.

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## **RECOMMENDATION**

That the information provided in the report be noted, including the 2011/12 net investment return of \$ 908,460.

Report prepared by  
Renaë Wilde, Senior Project Accountant

Mark Jones  
**CHIEF FINANCIAL OFFICER**

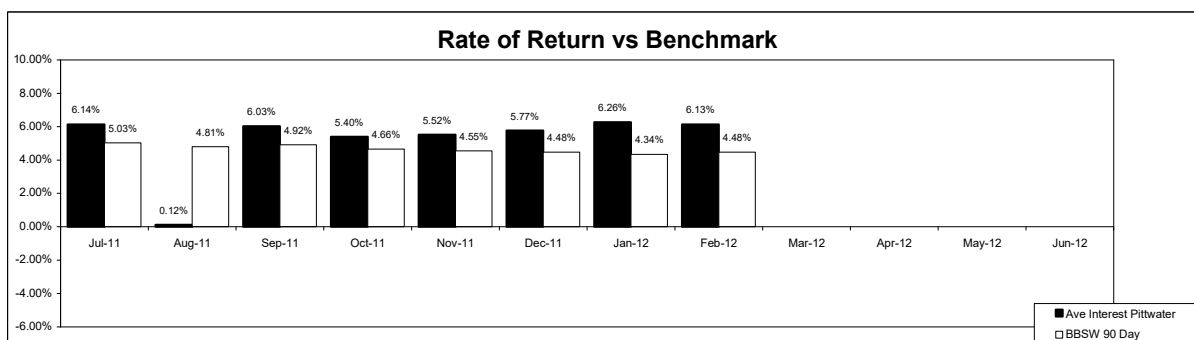
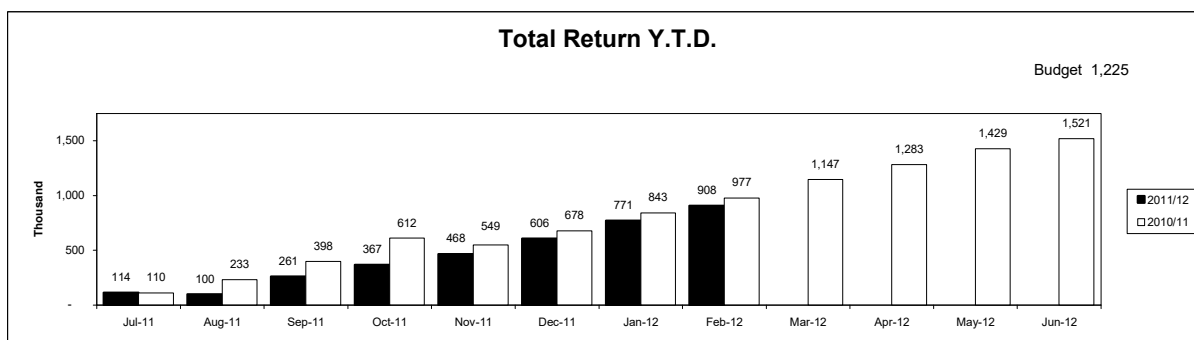
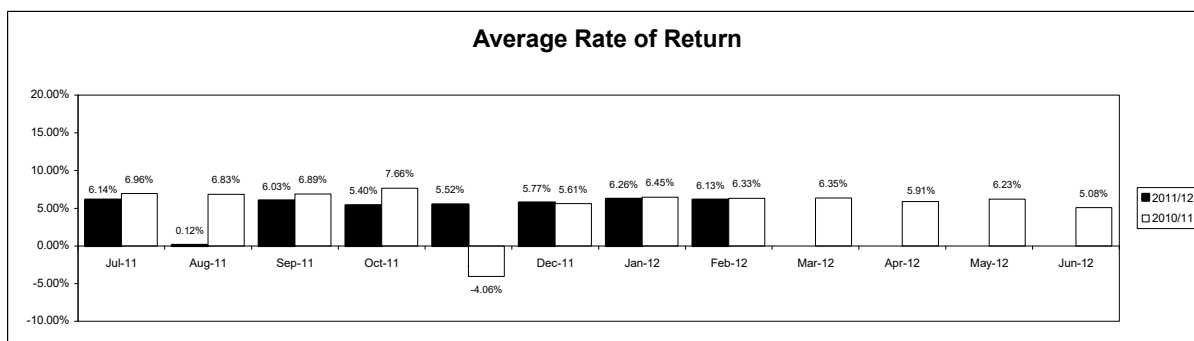
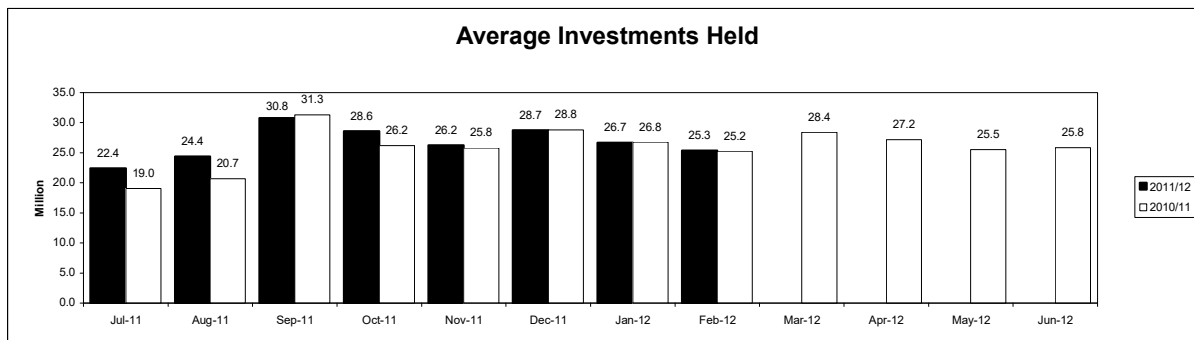
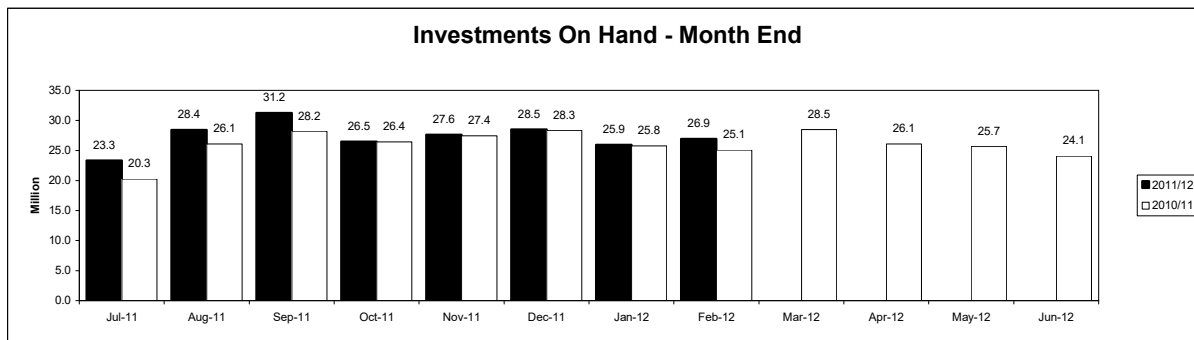


# PITTWATER COUNCIL

## INVESTMENT BALANCES

As at 29th February 2012

TYPE	INSTITUTION	Rating	AMOUNT \$	DATE INVESTED	MATURITY DATE	TERM (DAYS)	INTEREST RATE
At Call	NAB	AA-	350,000.00	At Call	At Call	1	4.75%
At Call Total			350,000.00				
Term Dep	IMB Society	BBB	500,000.00	16-Jan-12	16-Apr-12	91	5.90%
Term Dep	IMB Society	BBB	500,000.00	19-Jan-12	18-Apr-12	90	5.90%
Term Dep	IMB Society	BBB	1,000,000.00	30-Jan-12	30-Apr-12	91	5.85%
Term Dep	IMB Society	BBB	1,000,000.00	15-Feb-12	9-May-12	84	5.82%
Investee Total			3,000,000.00				
Term Dep	Suncorp-Metway	A+	1,000,000.00	30-Nov-11	2-Mar-12	93	5.75%
Term Dep	Suncorp-Metway	A+	500,000.00	21-Feb-12	17-May-12	86	5.85%
Term Dep	Suncorp-Metway	A+	500,000.00	21-Feb-12	20-Aug-12	181	6.00%
Term Dep	Suncorp-Metway	A+	750,000.00	22-Feb-12	22-Aug-12	182	6.00%
Term Dep	Suncorp-Metway	A+	1,000,000.00	28-Feb-12	6-Jun-12	99	5.90%
Term Dep	Suncorp-Metway	A+	1,000,000.00	29-Feb-12	28-Aug-12	181	5.95%
Investee Total			4,750,000.00				
Term Dep	Bankwest	AA-	1,000,000.00	16-Mar-11	15-Mar-12	365	5.95%
Term Dep	Bankwest	AA-	1,000,000.00	2-Dec-11	2-Mar-12	91	5.82%
Term Dep	Bankwest	AA-	1,000,000.00	12-Dec-11	10-Apr-12	120	6.00%
Term Dep	Bankwest	AA-	750,000.00	13-Dec-11	3-Apr-12	112	6.00%
Term Dep	Bankwest	AA-	750,000.00	4-Jan-12	3-Apr-12	90	5.90%
Term Dep	Bankwest	AA-	750,000.00	12-Jan-12	16-Apr-12	95	6.00%
Investee Total			5,250,000.00				
Term Dep	Westpac	AA-	500,000.00	30-Jan-12	1-Aug-12	184	5.85%
Investee Total			500,000.00				
Term Dep	Newcastle Permanent	BBB+	1,000,000.00	5-Dec-11	6-Mar-12	92	5.83%
Term Dep	Newcastle Permanent	BBB+	1,000,000.00	27-Jan-12	26-Apr-12	90	5.85%
Investee Total			2,000,000.00				
Term Dep	ING Bank	A+	1,000,000.00	1-Mar-11	1-Mar-12	366	6.45%
Term Dep	ING Bank	A+	1,000,000.00	30-May-11	29-May-12	365	6.31%
Term Dep	ING Bank	A+	750,000.00	3-Feb-12	3-Aug-12	182	5.97%
Term Dep	ING Bank	A+	750,000.00	7-Feb-12	7-Aug-12	182	5.97%
Term Dep	ING Bank	A+	1,000,000.00	14-Feb-12	13-Aug-12	181	5.97%
Term Dep	ING Bank	A+	750,000.00	27-Feb-12	27-Aug-12	182	6.03%
Term Dep	ING Bank	A+	1,000,000.00	29-Feb-12	29-Aug-12	182	6.04%
Investee Total			6,250,000.00				
Term Dep	NAB	AA-	1,000,000.00	4-Aug-11	5-Mar-12	214	6.00%
Term Dep	NAB	AA-	1,000,000.00	22-Nov-11	21-Mar-12	120	5.82%
Term Dep	NAB	AA-	1,000,000.00	23-Nov-11	23-Mar-12	121	5.82%
Term Dep	NAB	AA-	1,000,000.00	29-Nov-11	30-May-12	183	5.79%
Investee Total			4,000,000.00				
Longreach Capital Markets							
Portfolio Manager							
Structured Note	Citigroup (see investment information)	A+	500,000.00	28-Jun-07	28-Jun-14		0.00%
Investee Total			500,000.00				
* Arranging Institution							
Floating Rate CDO	* Merrill Lynch	D	63,664.00	14-Dec-11	20-Mar-13		bbsw + 1.70%
Floating Rate CDO	* J P Morgan	D	1,038.00	06-Jul-06	20-Jun-13		bbsw + 1.65%
Floating Rate CDO	* J P Morgan	D	53,430.00	13-Oct-05	20-Mar-14		bbsw + 1.00%
Floating Rate CDO	* Lehman Bros	under review	194,000.00	20-Mar-07	20-Sep-14		suspended
Floating Rate CDO	* Morgan Stanley	D	2,500.00	15-Aug-06	20-Jun-15		bbsw + 3.30%
Investee Total			314,632.00				
				Feb BBSW Close		4.48%	
TOTAL INVESTMENTS			\$26,914,632.00				



## Investment Information:

### Types of Investments

**At Call** refers to funds held at a financial institution and can be recalled by Council either same day or on an overnight basis.

A **Term Deposit** is a short term deposit held at a financial institution for a fixed term and attracting interest at a deemed rate.

A **Bank Bill** is a short term investment issued by a bank representing its promise to pay a specific sum to the bearer on settlement. The amount payable to Council at maturity is the face value which represents the purchase price and interest earned.

A **Floating Rate Note** is a longer term investment issued by a financial institution with a variable interest rate. The adjustments to the interest rate are usually made every three months and are tied to a certain money-market index such as the BBSW.

A **Floating Rate CDO** or Collateralised Debt Obligation is an investment backed by a diversified pool of one or more classes of debt. These investments are for longer terms and offer a higher rate of interest. Credit Ratings are assigned to these investments as detailed in the investment balances listing.

### Credit Rating Information

Credit ratings are generally a statement as to the institutions credit quality.

Ratings ranging from BBB- to AAA (long term) are considered investment grade.

A general guide as to the meaning of each credit rating is as follows:

AAA	<i>Extremely strong capacity to meet financial commitments (highest rating)</i>
AA	<i>Very strong capacity to meet financial commitments</i>
A	<i>Strong capacity to meet financial commitments, but somewhat more susceptible to adverse economic conditions and changes in circumstances</i>
BBB	<i>Adequate capacity to meet financial commitments with adverse economic conditions or changing circumstances more likely to lead to a weakened capacity of the obligor to meet its financial commitments</i>
BB	<i>Less vulnerable in the near term, but faces major ongoing uncertainties and exposures to adverse business, financial, and economic conditions</i>
B	<i>More vulnerable to non-payment than obligations rated 'BB', but the obligor currently has the capacity to meet its financial commitment on the obligation</i>
CCC	<i>Currently vulnerable, and is dependent upon favourable business, financial, and economic conditions to meet its financial commitments</i>
CC	<i>Currently highly vulnerable</i>
C	<i>Highly likely to default</i>
D	<i>Defaulted</i>

The **Bank Bill Swap Rate (BBSW)** is the average mid rate, for Australian Dollar bills of exchange, accepted by an approved bank, having regard to a designated maturity.

**Note:** Council's Longreach structure product is shown at face value, as required by international accounting standards as it was purchased on a hold to maturity basis, unlike Council's CDOs within the ex - Lehman Bros portfolio that are considered tradable.

Current market value of this structure product is: - Longreach Structured Note \$473,450

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## **C10.3 Legal Expenditure as at 29 February 2012**

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**Meeting:** Governance Committee

**Date:** 19 March 2012

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**STRATEGY:** Business Management

**ACTION:** To produce monthly, quarterly and annual budgets and statements

---

### **PURPOSE OF REPORT**

To advise on the status of Council's Legal Expenditure as at 29 February 2012.

#### **1.0 BACKGROUND**

1.1 In providing Council with an accurate picture of Pittwater's Legal Expenditure, current data and a graphical representation of Council's Legal Expenditure are presented.

#### **2.0 ISSUES**

2.1 Gross Annual Legal Budget for 2011/12: \$ 950,000

Gross Legal Expenditure Breakdown:

- Total Solicitor Fees at 29/2/12: \$ 414,764
- Total Other Associated Expenditure at 29/2/12: \$ 291,166

Total Gross Legal Expenditure at 29/2/12: \$ 705,930

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#### **3.0 SUSTAINABILITY ASSESSMENT**

3.1 No sustainability assessment is required.

---

#### **4.0 EXECUTIVE SUMMARY**

4.1 The Gross Legal Expenditure to 29 February 2012 is \$ 705,930 which exceeds the Year to Date Budget for 2011/12.

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### **RECOMMENDATION**

That the information provided in the report (**see Attachment 1**) be noted.

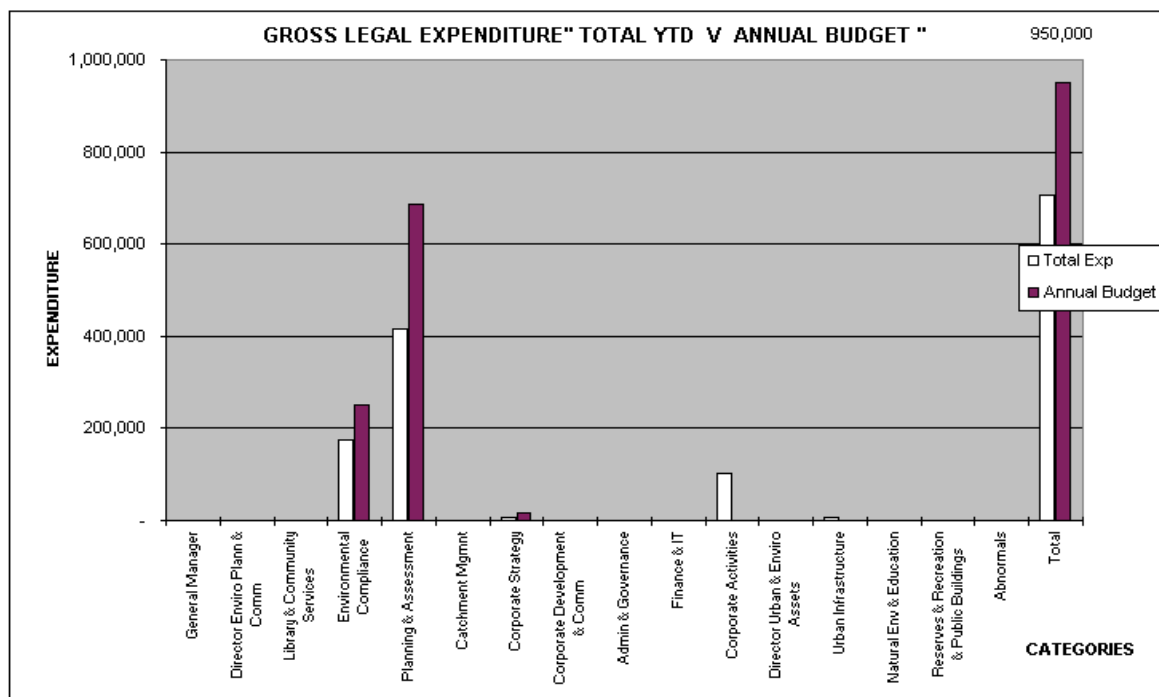
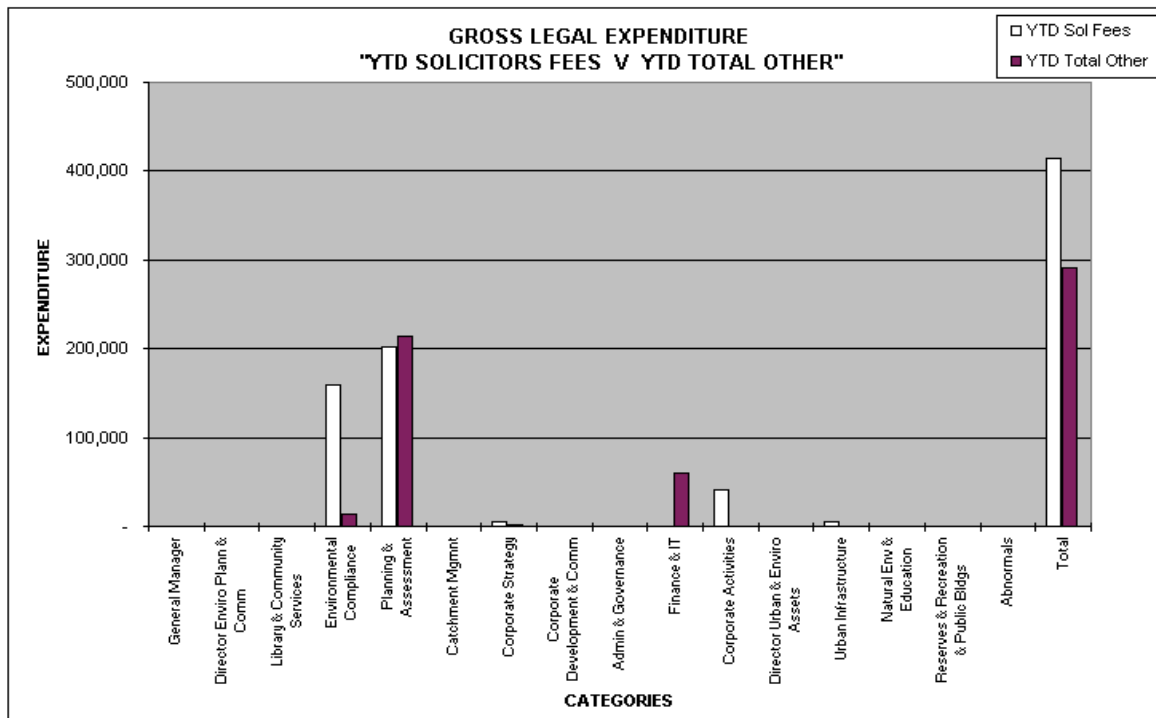
Report prepared by  
Renae Wilde, Senior Project Accountant

Mark Jones  
**CHIEF FINANCIAL OFFICER**

## LEGAL EXPENDITURE TOTALS AND GRAPHICAL REPRESENTATION

*as at 29th February 2012*

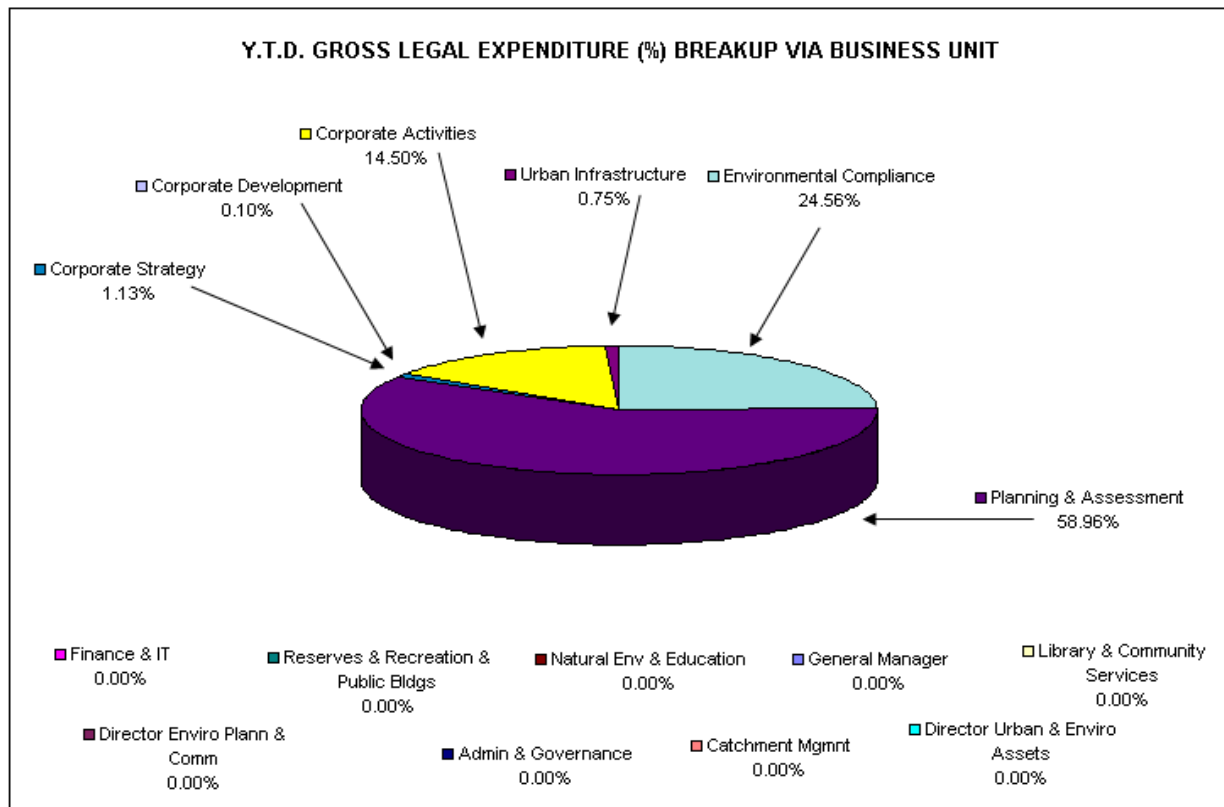
Solicitors Other Expenditure	Solicitors Fees Expenditure	Third Party Expenditure	Total Expenditure	Current Year Budget	Current Year Inc/Recov/Reversal
191,118	414,764	100,048	705,930	950,000	13,385



## **LEGAL EXPENDITURE** **TOTALS AND GRAPHICAL REPRESENTATION**

*as at 29th February 2012*

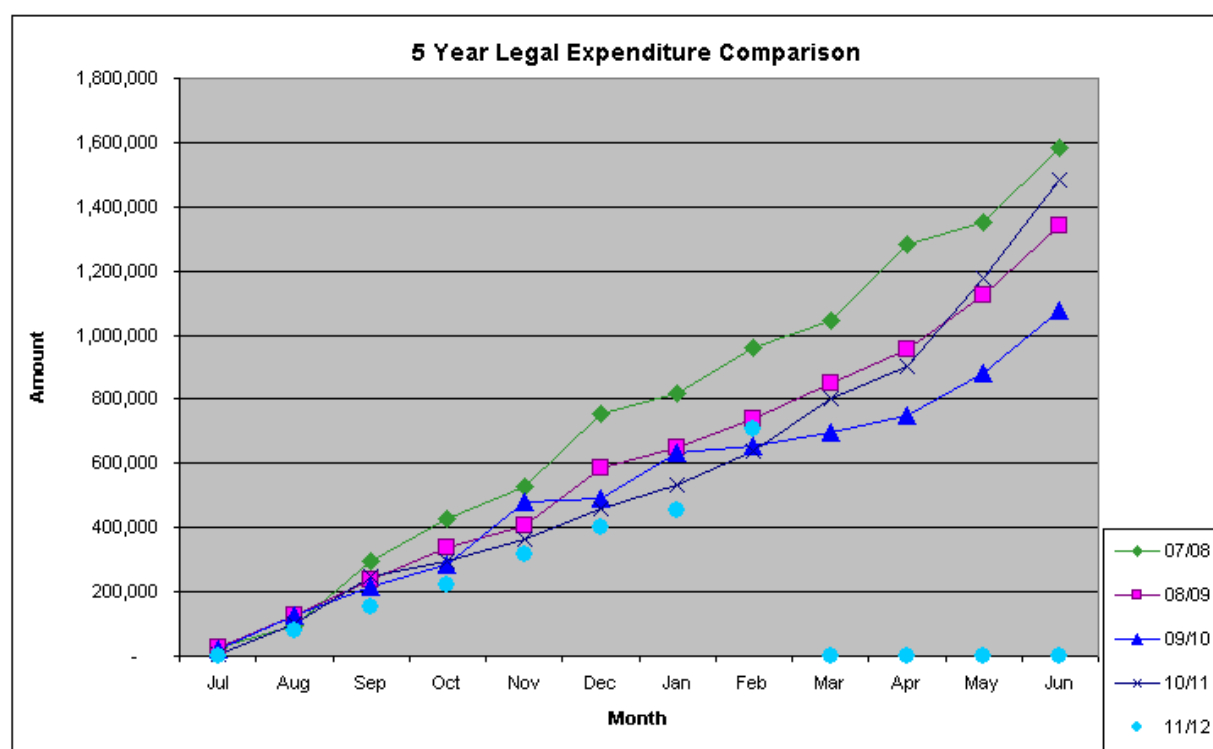
Solicitors Other Expenditure	Solicitors Fees Expenditure	Third Party Expenditure	Total Expenditure	Current Year Budget	Current Year Inc/Recov/Reversal
191,118	414,764	100,048	705,930	950,000	13,385



## **LEGAL EXPENDITURE** **TOTALS AND GRAPHICAL REPRESENTATION**

*as at 29th February 2012*

Solicitors Other Expenditure	Solicitors Fees Expenditure	Third Party Expenditure	Total Expenditure	Current Year Budget	Current Year Inc/Recov/Reversal
191,118	414,764	100,048	705,930	950,000	13,385



### **Top Ten Legal Matters by 2011/12 Expenditure**

Property	Description	2011/12 Expenditure	Prior Years Expenditure	Expenditure Life to Date All Years
14 - 18 Boondah Road Warriewood*	Advice and Challenge Approval	\$ 173,429	\$ 278,778	\$ 452,207
38-40 St Andrews Gate Elanora Heights	Deemed Refusal	\$ 133,806	\$ -	\$ 133,806
Currawong	ICAC Investigation	\$ 102,353	\$ 13,742	\$ 116,095
6 Polo Avenue Mona Vale	Contempt of Court Proceedings Unauthorised Land Use	\$ 89,125	\$ 1,441	\$ 90,566
21 Bungan Street Mona Vale	Deemed Refusal	\$ 83,917	\$ 16,244	\$ 100,161
10 Byrny Road Palm Beach	Deemed Refusal	\$ 14,602	\$ -	\$ 14,602
48 Old Barrenjoey Road Avalon	Unauthorised Use of Premises	\$ 12,876	\$ -	\$ 12,876
325 Barrenjoey Road & 3 Seaview Avenue Newport	Deemed Refusal S82A	\$ 11,375	\$ -	\$ 11,375
3 Beaconsfield Street Newport	Unauthorised Use of Premises	\$ 8,453	\$ 2,866	\$ 11,319
20 Chiltern Road Ingleside	Illegal Land Use	\$ 8,232	\$ -	\$ 8,232
		<b>\$ 638,168</b>	<b>\$ 34,293</b>	<b>\$ 499,032</b>

\* In relation to 14-18 Boondah Road, Council on 4/10/11 resolved that a report on the costs specific to the Court case be provided. This will be provided upon final accounts being received.



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## **C10.4 Monthly Contractors & Staff Report - January 2012**

**Meeting:** Governance Committee

**Date:** 19 March 2012

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**Strategy:** Business Management

**Action:** Produce monthly, quarterly and annual budgets and statements

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### **PURPOSE OF REPORT**

To report on new staff appointments and new contract engagements for the month of January 2012

#### **1.0 BACKGROUND**

On 7 September 2009 Council resolved:

*"In light of the current economic crisis and financial constraints of Council, Council resume the monthly reporting of all staff and contractor appointments."*

Accordingly, a monthly report in respect of all new appointments of staff and engagement of new contractors is submitted to Council.

In order to gain a more precise and meaningful understanding of contractor engagements on a month by month basis, all Monthly Contractors and Staff Reports will list new staff appointments and terminations and contractor engagements for each month that exceed \$2,000 and or are ongoing for greater than one month.

#### **2.0 ISSUES**

The information at **Attachment 1** of this Report has been provided by the Business Unit Managers and is broken into the following sub-sections:

- Appointment of Council staff
  - Termination of Council Staff
  - Contracts (greater than \$2,000 and or are ongoing for greater than one month)
- 

#### **3.0 SUSTAINABILITY ASSESSMENT**

A sustainability assessment is not required for this report.

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#### **4.0 EXECUTIVE SUMMARY**

The movements of Council staff for the month of January 2012 are as follows:

- 5 appointments that refill existing vacancies
- 4 terminations

A summary of new contractor engagements are outlined in **Attachment 1**.

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#### **RECOMMENDATION**

1. That the information provided on the engagement of new contracts for the month of January 2012 as provided by the Business Unit Managers at **Attachment 1** be noted.
2. That the terminations and appointments of staff during January 2012 be noted.

Report prepared by

Mark Jones  
**CHIEF FINANCIAL OFFICER**

**Appointments of Council Staff in January 2012**  
**Appointments of Council Staff in January 2012**

Business Unit	Position	Status (PFT,TFT,PPT,TPT Secondment)	Start Date	Reason for Appointment
EC	Temporary Administration Officer	TFT	03/01/12	Recruitment vacancy
GM	Executive Assistant to Mayor & Councillors	PFT	09/01/12	Recruitment vacancy
A&G	Customer Service Officer	PFT	11/01/12	New position
F&IT	Temporary Accounts Payable/Receivable Officer	TFT	16/01/12	Cover for long term absences
A&G	Customer Service Officer	PFT	20/01/12	Recruitment vacancy

**Terminations of Council Staff in January 2012**

Business Unit	Position	Status (PFT,TFT,PPT,TPT Secondment)	Start Date	Finish Date
CL&ED	Child Development Officer	PFT	06/11/06	13/01/12
P&A	Strategic Planning Support Officer	PFT	18/03/11	13/01/12
CL&ED	Team Leader – Early Childhood	PFT	06/06/11	23/01/12
CM&CC	Principal Officer – Floodplain Management	PPT	14/11/05	31/01/12

## Contract Engagements – January 2012

Division/Unit	Name of Approved Consultant/Contractor/Agency	Position Type of Work	Basis of Engagement	Cost to Council	Term
Corporate Development	Tempnet	Casual Parking Officers - EC	Contract Agreement	\$29,136	1 month
Corporate Development	Tempnet	Assistant Development Officers – P&A	Contract Agreement	\$12,809	1 month
Corporate Development	Tempnet	CEC Educators - NE&E	Contract Agreement	\$14,527	1 month
Corporate Development	Tempnet	Executive Assistant to Director - P&A	Contract Agreement	\$5,075	1 month
Corporate Development	Tempnet	Administration Officer - EC	Contract Agreement	\$5,247	1 month
Corporate Development	Tempnet	Education Officer - EC	Contract Agreement	\$6,648	1 month
Corporate Development	Tempnet	Asset Systems - UI	Contract Agreement	\$5,180	1 month
Corporate Development	Hornsby Shire Council	Emotional Intelligence Profile Pack & Training	Contract Agreement	\$4,026	1 month
Corporate Development	SSSafe	Snake, Spider and Tick Safety Information Sessions	Contract Agreement	\$5,280	1 month
Corporate Development	Hallmark Additions	Local Government Job Pack x 20 advertisements	Contract Agreement	\$3,850	1 month
Urban Infrastructure	Ecological Australia	Investigate Coastal Littoral Rainforest	Contract Agreement	\$38,000	5 years
Catchment Management & Climate Change	WMA Water	Flood consultancy services	Contract Agreement	\$5,423	6 months
Catchment Management & Climate Change	Australian Wetlands Consulting	Water and sediment audits	Tender	\$56,714	6 months
Natural Environment and Education	Australian Wetlands and Rivers Centre	Water bird and habitat surveys in Pittwater	Contract Agreement	\$24,050	5 months
Reserves, Recreation & Building Services	Able Jetty Constructions	Remove 4 piles, 3 concrete sleeves and headstocks Church Point Public Wharf	Quote	\$3,400	1 month

Reserves, Recreation & Building Services	Brocks Plumbing PL	Plumbing works to Caravan Park	Quote	\$3,846	1 month
Reserves, Recreation & Building Services	Austral Monsoon Door Systems	Repairs to Roller doors at Boondah Depot	Quote	\$4,400	1 month
Reserves, Recreation & Building Services	Roofsafe T Systems Pty Ltd	Re certification of height safety systems installed on various Council properties	Quote	\$4,840	Yearly
Reserves, Recreation & Building Services	Power Poles & Electrical PL	Electrical works to Coal and Candle Fire Station	Quote	\$9,397	1 month
Reserves, Recreation & Building Services	Autonomous Energy	Solar System for Boondah Depot	Quote	\$31,690	1 month
Reserves, Recreation & Building Services	Twenty Bird Blue	Replace decking at Bayview Tennis Courts	Quote	\$27,225	1 month
Reserves, Recreation & Building Services	Weaver Sports Services	Replace surface on middle 2 courts at Mona vale Tennis Club	Quote	\$23,250	1 month
Reserves, Recreation & Building Services	Camden Soil	Supply and spread topsoil 200 tonne at Pittwater High	Quote	\$10,802	1 month
Reserves, Recreation & Building Services	Camden Soil	Supply and spread topsoil 200 tonne at Rat Park	Quote	\$10,802	1 month
Reserves, Recreation & Building Services	Camden Soil	Supply and spread topsoil 200 tonne at Careel Bay	Quote	\$10,802	1 month
Reserves, Recreation & Building Services	Camden Soil	Supply and spread topsoil 100 tonne at Old Barrenjoey Road	Quote	\$4,910	1 month
Reserves, Recreation & Building Services	Sterling Group	Supply and spread topsoil 400 tonne at North Narrabeen and Newport	Quote	\$3,520	1 month
Reserves, Recreation & Building Services	Qualturf	Supply and lay 320 sqm. of couch turf at W.S.V.	Quote	\$3,344	1 month
Reserves, Recreation & Building Services	Qualturf	Supply and lay 1100 sqm. of kikuyu turf for Newport Oval	Quote	\$8,470	1 month
Reserves, Recreation & Building Services	Qualturf	Supply and lay Kikuyu Turf at Hitchcock Park	Quote	\$61,710	1 month
Reserves, Recreation & Building Services	Amack	Supply and operate machinery – grader roller etc for Hitchcock park	Quote	\$20,341	1 month
Reserves Recreation & Building Services	Benedict	Topsoil 127 tonnes for North Narrabeen Reserve	Quote	\$5,240	1 month

Reserves Recreation & Building Services	Benedict	Topsoil -100 tonnes for Hitchcock Park	Quote	\$3,456	1 month
Reserves Recreation & Building Services	Benedict	Topsoil - 100 tonnes for Newport Oval	Quote	\$3,859	1 month
Reserves Recreation & Building Services	Goldspar	Goalposts and parts for Kitchener Park	Quote	\$4,736	1 month
Reserves, Recreation & Building Services	Advanced Arbor Service	Tree Works	Contract Agreement	\$5,225	1 month
Reserves, Recreation & Building Services	Australian Urban Tree Service	Tree Works	Contract Agreement	\$1,796	1 month
Reserves, Recreation & Building Services	Plateau Tree Service	Tree Works	Contract Agreement	\$12,936	1 month
Reserves, Recreation & Building Services	Active Tree Service	Tree Works	Contract Agreement	\$16,968	1 month
Reserves, Recreation & Building Services	Marsupial Landscape Management P/L	Weed control Narrabeen Creek	Monthly maintenance	\$5,071	1 month
Reserves, Recreation & Building Services	Toolijooa Environmental Restoration	Weed control Fern Creek	Monthly maintenance	\$3,000	1 month
Reserves, Recreation & Building Services	Sydney Bush Regeneration	Careel Creek - Bush regeneration and weed control	Contract Agreement	\$13,000	6 months
Reserves, Recreation & Building Services	Sydney Bush Regeneration	Bush regeneration Palmgrove Reserve	Contract Agreement	\$10,000	6 Months

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## **C10.5 Investment Policy No.143 - Minor Amendment**

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**Meeting:** Governance Committee

**Date:** 19 March 2012

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**STRATEGY:** Business Management

**ACTION:** To Provide Effective Investment of Council's Funds

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### **PURPOSE OF REPORT**

To update Council's Investment Policy in line with current legislative requirements.

### **1.0 BACKGROUND**

- 1.1 On 20 June 2011, Council adopted a new Investment Policy (No.143) as a part of the Corporate Services Division's Policy Review. The new Investment Policy was updated to reflect current legislative requirements and to strengthen Council's approach to the investment of funds.

### **2.0 ISSUES**

#### **2.1 AMENDMENT TO POLICY**

When Council's current Investment Policy was put to Council in June 2011, under category 3, *Authorised Investments*, the investment type "Mortgage of Land" was inadvertently included as a prescribed investment as per the Minister's Investment Order.

Mortgage of Land at that stage had been removed from the Minister's Investment Order and accordingly must be removed from Council's current Investment Policy (No.143).

#### **2.2 AMENDED INVESTMENT POLICY NO. 143**

Council's amended Investment Policy no. 143 is included in **Attachment 1**.

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### **3.0 SUSTAINABILITY ASSESSMENT**

A sustainability assessment is not required for this report.

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### **4.0 EXECUTIVE SUMMARY**

When Council's current Investment Policy was put to Council in June 2011, under category 3, *Authorised Investments*, the investment type "Mortgage of Land" was inadvertently included as a prescribed investment as per the Minister's Investment Order.

Mortgage of Land at that stage had been removed from the Minister's Investment Order and accordingly must be removed from Council's Investment Policy (No.143).

---

## **RECOMMENDATION**

That Council amend its current Investment Policy No. 143, removing “Mortgage of Land” as an Authorised Investment.

Report prepared by

Mark Jones  
**CHIEF FINANCIAL OFFICER**



<b>Council Policy – No 143</b>  <b>Version: 4</b>	<b>Adopted:</b>	<b>OM 10.3.2003</b>
	<b>Amended</b>	<b>13.9.2004</b> <b>20.6.2011</b> <b>19.3.2012</b>

<b>TITLE:</b>	<b>INVESTMENT POLICY</b>
<b>STRATEGY:</b>	Business Management
<b>BUSINESS UNIT:</b>	Finance and IT
<b>RELEVANT LEGISLATION:</b>	Local Government Act, 1993 Local Government General Regulations, 2005 Local Government Ministerial Investment Order
<b>RELATED POLICIES:</b>	Nil

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### **Objective**

- To provide a disciplined approach to the investment of Council funds.
- ☐ To outline the legislative framework associated with the investment of surplus funds
- ☐ Outline key issues when investing funds, such as risk, portfolio diversity, liquidity requirements, benchmarks etc
- ☐ Define duties and obligations of the Council and Council Officers
- ☐ Establish proper reporting and monitoring procedures

### **Policy Statement**

In the investment of Council funds, investments are to be made on the basis of ensuring capital preservation and an optimum safe return from Council's surplus funds.

Investments are to be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolio to safeguard the portfolio in accordance with the spirit of this Investment Policy.

## **Policy Principles:**

### **1. Delegation of Authority**

The investment of funds to be at the discretion of the General Manager and/or a nominated Officer of the Council as determined by the General Manager and outlined in Council's Delegations of Authority Register.

### **2. Authority for Investment**

All investments are to be made in accordance with:

- ☐ Local Government Act 1993 – Section 625;
- ☐ Ministerial Order - Relating to investments by Councils (The Ministerial Order relates to the Order prevailing at the time the investment is made)
- ☐ Local Government (General Regulation) Regulations 2005 – Reg 212
- ☐ NSW Government Gazette No. 160 (24-12-2008) – Shares in Kimbriki Environmental Enterprises Pty Limited
- ☐ Local Government Code of Accounting Practice and Financial Reporting,
- ☐ Any applicable International Accounting Standards; and
- ☐ Department of Local Government Circulars

### **3. Authorised Investments**

All investments must be denominated in Australian Dollars.

Authorised investments must comply with Section 4 (Risk) of this Policy and are to be limited to securities as prescribed below:

- ☐ Any Debentures or Securities issued by the Commonwealth, State or Council;
- ☐ Interest bearing deposit, debentures or bond issued by an authorised deposit taking institution (ADI) (as defined by the banking Act , 1959 Cwth), including but not limited to a term deposit (short term investments) and or an investment in Senior Debt with an authorised deposit taking institution (ADI), including Floating Rate Notes or Fixed Bonds (Longer Term Investment) (subordinated debt obligations are to be excluded);
- ☐ A bill of exchange which has the maturity date of not more than 200 days issued by an authorised deposit taking institution (ADI);
- ☐ A deposit with the New South Wales Treasury Corporation or Investment with NSW Treasury Corporation Hourglass Investment Facility;

Note: The above investments reflect the prescribed investments contained within the latest Local Government Act, 1993 - Ministerial Investment Order.

#### 4. Risk

In order to minimise risk and preserve capital within Council's investment portfolio Council must;

- ☐ Diversify investments whereby the amount invested with any one authorised deposit taking institution (ADI) shall not exceed 25% of Council's total portfolio.
- ☐ The term to maturity of any Council's investments may range from "At Call" to 2 Years in order to allow for maximisation of investment yields and the matching of longer term obligations with funds invested. The purchase of land as an asset holding is exempt from this term restriction as land would be purchased on the basis of a long term holding with a focus on capital appreciation.
- ☐ Ensure that the entire portfolio maintains a level of liquidity that is commensurate with Council's operational needs.

#### 5. Investment Practices

- ☐ When investing not less than three (3) quotations shall be obtained from an authorised deposit taking institution (ADI) when an investment is proposed.
- ☐ If any of Council's investments alters as such they no longer fall within the investment policy guidelines, they will be divested as soon as practicable.
- ☐ Investments that are currently held yet cannot be liquidated due to market forces and do not fall within the above parameters of this guideline (e.g. Collateral Debt Obligations) will be grandfathered as long as necessary as per the Transitional Arrangements prescribed in the Local Government Act, 1993 – Ministerial Order and associated guidelines (Relating to investments by Councils).
- ☐ All Investments made must comply with Council's Delegation of Authority Register.
- ☐ Where required Council is to obtain independent valuations on a monthly basis and these valuation are to be utilised in Reports to Council.
- ☐ From time to time Council may seek the advice of an Independent Investment Advisor to review investment practices, type, exposure and valuations. (see clause 9 of this Policy).

#### 6. Officer Responsibility

Council Officer should act at all times with the duty of care, level of skill, prudence and diligence that a prudent person would exercise when investing and managing their own affairs and in the spirit of the "Prudent Person" principle as set out on Section 14 of the Trustee Act, 1925 (NSW).

At all times Council Officers must invest funds on the basis of preservation of capital and the minimisation of risk.

#### 7. Council Responsibility

As per Section 8 of the Local Government Act, 1993, "Council's Charter", Council must "bear in mind that it is the custodian and trustee of public assets and to effectively plan for, account for and manage the assets for which it is responsible", including the investment of funds.

Accordingly, based on Council's Charter, Council must be satisfied that an appropriate Investment Policy (this Policy) is in place and enacted by the Delegated Officers to ensure the preservation of Council's invested funds.

## 8. Ethics and Conflicts of Interest

Council Officers and Councillors shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager.

Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

## 9. Investment Advisors

If Council chooses to seek advice from an independent Investment Advisor they must be approved by the General Manager (as the Delegated Officer) and licensed by the Australian Securities and Investment Commission.

The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

The independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

## 10. Performance Benchmarks

- ☐ Council's investments are to be performance benchmarked in order to measure the returns on Council's funds as follows:

Investment Type	Performance Benchmark
Cash	"At Call" BBSW Cash Rate
Direct Investments	UBSWA Bank Bill
Land	CPI + Council deemed margin of 2%

## 11. Reporting

- ☐ As per the Local Government (General Regulation) Regulations 2005 – Reg 212, a monthly report shall be provided to Council detailing Council's investment portfolio.
- ☐ For audit purposes, Certificates shall be obtained from authorised deposit taking institution (ADI) confirming the amounts of investment held on Council's behalf at 30 June each year.

## 12. Prohibitions

Council must not:

- ☐ Invest in speculative financial instruments (e.g. derivative based investments)
- ☐ Use leveraging (debt) to fund its investment portfolio

### Definitions:

ADI

Authorised Deposit-Taking Institutions (ADI) are corporations that are authorised under the Banking Act 1959 (Cwth) to take deposits from customers.

Bill of Exchange

A bill of exchange is an unconditional order in writing, addressed by one person to another, signed by the person giving it, requiring the person to whom it is addressed to pay on demand, or at a fixed or determinable future time, a sum certain in money to or to the order of a specified person, or to bearer.

#### Debentures

A debenture is a document evidencing an acknowledgement of a debt, which a company has created for the purposes of raising capital. Debentures are issued by companies in return for medium and long-term investment of funds by lenders.

#### Securities

For financial markets these are the many types of financial instruments (ie, documents) that are traded in financial markets (except futures contracts), e.g., bonds and shares.

#### Floating Rate Notes (FRNs)

An FRN is a medium term debt security paying a periodic floating rate of interest linked to a reference rate such as the BBSW. As the reference rate changes so too do the payments you receive providing investors with the ability to achieve returns at a margin above the benchmark.

#### Senior Debt

Is debt such as a bond or other form of debt that takes priority over other debt securities sold by the issuer, usually when facing liquidation.

#### Grandfather Clause

Grandfather clause is a legislative clause, which, when prohibiting a certain activity, exempts those who were already engaged in the activity at the time the legislation was passed.

#### Investment Portfolio

The total pool of all of Council's investments.

#### Preservation of Capital

Preservation of capital refers to an investment strategy with the primary goal of preventing losses in an investment portfolio's total value.

#### Prudent person standard

Prudent person standard is a legal standard restricting the investing and managing of a client's account to what a prudent person seeking reasonable income and preservation of capital might exercise for his or her own investment.

#### Responsible accounting officer

Responsible Accounting Officer (RAO) of a council means a member of the staff of the council designated by the General Manager. The Chief Financial Officer is Council's ROA.

#### Bank Bill Swap rate (BBSW)

This rate is the average mid-point yield (bid and offer) in the bill market as at 11am. It is used as the money market's reference rate for short-term funds.

#### UBSWA Bank Bill

Is the bank bill rate issued by UBS Warburg Australia who is a global investment banker and leading corporate advisor in Australia. The UBS Warburg Australian Bank Bill Index is one of the most widely used benchmark for analysing short duration "cash" funds in the Australian Cash Market. In use since 1987, this leading global investment bank's index comprises 13 bank bills of identical face value with maturity dates ranging between 7 and 91 days. As each bill matures it is reinvested for 91 days and the accumulation index value is the sum of the discounted face values of these 13 bills on a particular date.

Note: The above policy has been formed with regard to the NSW Department of Local Government Investment Policy Guidelines May 2010.

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<b>C10.6</b>	<b>Minutes of SHOROC Board Meeting held on 29 February 2012</b>
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**Meeting:** Governance Committee

**Date:** 19 March 2012

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**STRATEGY:** Business Management

**ACTION:** Provide effective access to information management.

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## **PURPOSE OF REPORT**

To report the minutes of the SHOROC Board Meeting held on 29 February 2012 for Council's consideration (refer **Attachments 1 - 3**).

### **1.0 BACKGROUND**

- 1.1 SHOROC comprises Pittwater, Warringah, Manly and Mosman Councils and was established to address regional issues affecting the member councils. Each Council is represented by the Mayor and General Manager.

### **2.0 ISSUES**

- 2.1 The following issues were addressed at the SHOROC Board Meeting held on 29 February 2012:

- Matters Arising from previous meeting minutes
  - Nil
- Advocacy and Issues Management
  - Meeting with LGSA President CR Keith Rhoades
  - Presentation from Transport for NSW
  - Presentation from NSLHD Chief Executive
  - *Shaping Our Future* – investment in transport and health
  - NSW 2021 Regional and Local Action Plans
  - Destination 2036
- SHOROC Project and Working Group Reports
  - Kimbriki Sub-Committee Minutes
  - Inventory of regional assets
  - Regional waste stream composition audit
  - Groundwater investigation project
- Council Cost Saving and Efficiency Program
  - Quarterly Cost Savings and Efficiency Program Report
  - Update on Cost Saving and Efficiency Program Progress
  - Waste management and collection

- SHOROC Administrative Matters
  - 2011 Councillor Forum and Board Planning
  - 2012 Corporate Plan development
  - Review of current work priorities
  - December 2011 financial report

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### **3.0 SUSTAINABILITY ASSESSMENT**

3.1 This report does not require a Sustainability Assessment.

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### **4.0 EXECUTIVE SUMMARY**

4.1 SHOROC Board meetings are held every three (3) months and provide an opportunity for General Managers and Mayors to discuss issues and initiatives of regional significance. The minutes (refer **Attachment 1**) of the Board Meeting held on 29 February 2012, plus Tab E, DLG Circular to NSW 2021 (refer **Attachment 2**) and Tab I, SHOROC Regional Waste Audit Report (refer **Attachment 3**) are submitted to Council for information purposes.

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### **RECOMMENDATION**

That the Minutes of the SHOROC Board Meeting held on 29 February 2012 be noted and those matters requiring further consideration by Pittwater Council be the subject of separate reports to Council as required.

Report prepared by  
Amelia Buchanan - Executive Assistant, Mayor & Councillors

Warwick Lawrence  
**MANAGER, ADMINISTRATION & GOVERNANCE**

## SHOROC INCORPORATED BOARD MEETING

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



### Board Members Present

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

### In attendance

Ben Taylor	Executive Director SHOROC
Lisa Stevens	Office and Communications Manager SHOROC
Mohini Nair (Item 4.2)	Director of the Centre for Transport Planning Transport for NSW
Phillip Brogan (Item 4.2)	Consultant, Transport for NSW
Vicki Taylor (Item 4.3)	Chief Executive Northern Sydney Local Health District
Anthony Manning (Item 4.3)	Director of Planning and Technical at Health Infrastructure
Frank Bazik (Item 4.3)	General Manager Northern Beaches Health Service

### Item 1 Welcome and Apologies

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

### Item 2 Adoption of 16 November 2011 Board Minutes

<p><b>Item 2</b> The Board resolved:</p> <ul style="list-style-type: none"> <li>▪ <b>To adopt</b> the Minutes of the meeting held 16 November 2011.</li> </ul> <p><i>Moved Henry Wong /Seconded Cr Anne Connon</i> <i>Carried Unanimously</i></p>
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**Item 3 Matters arising from previous meeting minutes***Nil***Item 4 Advocacy and issues management****Item 4.1 Meeting with LGSA President CR Keith Rhoades**

At its 16 November 2011 meeting the SHOROC Board resolved:

- to write a letter from the President to the LGSA to express the Board's disappointment with the 2011 Annual LGSA Conference in Nowra, particularly the failure to address any significant issues for local government such as the changes to the Local Government and Planning Acts and the lack of quorum for debate of motions, and to urge the LGSA Executive to change the model for next year's Conference.

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

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

*Item listed for discussion.*

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

Corporate Plan priority:	<ol style="list-style-type: none"> <li>1. Continue coordination of Mayor-led lobbying of state and federal government for investment in transport and health infrastructure as agreed through the Shaping Our Future strategy.</li> <li>2. Support councils involvement in the delivery of Shaping Our Future infrastructure priorities as funded, including feasibility studies for BRT system, road planning and health planning including planning for Northern Beaches Hospital</li> </ol>
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Ms Carolyn McNally, Deputy Director General at Transport for NSW (TfN) and Ms Mohini Nair, Director of the Centre for Transport Planning at TfN have been invited to the Board meeting to provide an update on the NSW Government's Northern Beaches Bus Rapid Transit (BRT) pre-feasibility study. It is understood the presentation will provide an update on project progress, detail the shortlisted options being considered and their associated issues and costs, outline the network planning being considered, outline the next steps and seek feedback from the Board.

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

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

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

It is recommended that an Extraordinary meeting of the SHOROC Board be called immediately upon release of the BRT pre-feasibility study report in order to review the report and agree an appropriate advocacy strategy.

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

**Item listed for discussion.**

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

**Item 4.2**

The Board resolved:

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

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

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

<i>Corporate Plan priority:</i>	<p>1. Continue coordination of Mayor-led lobbying of state and federal government for investment in transport and health infrastructure as agreed through the <i>Shaping Our Future</i> strategy.</p> <p>2. Support councils involvement in the delivery of <i>Shaping Our Future</i> infrastructure priorities as funded, including feasibility studies for BRT system, road planning and health planning including planning for Northern Beaches Hospital</p>
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Ms Vicki Taylor, Chief Executive of the Northern Sydney Health Network (NSLHD) and Mr Anthony Manning, Director of Planning and Technical at Health Infrastructure have been invited to attend the Board meeting to provide a presentation on the Northern Beaches Clinical Services Plan and in particular the development of the Northern Beaches Hospital and the project governance structures.

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

- Ms Taylor provided an update on the Northern Beaches Health Services including development of the Clinical Services Plan, which outlines the roles of each of the regions' hospitals in the future and is expected to be approved by NSW Health by the



end of November 2011. Ms Taylor confirmed the Government remains totally committed to the Northern Beaches Hospital development and its planning is progressing well. Ms Taylor agreed to provide SHOROC with a copy of the Clinical Services Plan as soon as it is approved, to present to the next Board meeting on the Plan, and to liaise with the Executive Director to formalise SHOROC's involvement in the project steering committee or equivalent.

- Mr Manning provided an update on the planning for the Northern Beaches Hospital at Frenchs Forest, outlining that HI will be conducting market sounding nationally and internationally later this year and conducting a formal Expression's of Interest process early in 2012, and that the strategic business case for the Hospital is being revised with consultation to occur with clinicians shortly on implementation. Mr Manning stated that the government is aiming for 2013-2014 commencement of the hospital with completion around 2017-2018. Mr Manning advised that it is the view of the NSLHD and HI that the construction of the hospital should not be phased. Mr Manning confirmed Mona Vale and Manly Hospitals will remain fully functional until the new hospital is operational, from which time Mona Vale Hospital will be continue to operate in a complementary role.
- The Board re-iterated the need for investment in road upgrades in conjunction with the Northern Beaches Hospital development, including grade separation at the intersections of Warringah Road with Wakehurst Parkway and Forest Way. Mr Manning outlined that HI is in discussions with Ministers and Transport for NSW to ensure funding is allocated to these upgrades as HI considers the upgrades are required as part of the Hospital development.

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

#### **Item 4.3**

The Board resolved:

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

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

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

<i>Corporate Plan priority:</i>	<p>1. Continue coordination of Mayor-led lobbying of state and federal government for investment in transport and health infrastructure as agreed through the <i>Shaping Our Future</i> strategy.</p> <p>2. Support councils involvement in the delivery of <i>Shaping Our Future</i> infrastructure priorities as funded, including feasibility studies for BRT system, road planning and health planning including planning for Northern Beaches Hospital.</p>
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An update on progress of this campaign to secure investment in the SHOROC region's transport and health infrastructure is outlined below.

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

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

Health infrastructure issues are to be discussed under Item 4.3.

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

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

Key issues discussed included

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

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

##### **Transport infrastructure issues**

###### **BRT pre-feasibility project progress**

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

###### **NSW Long Term Transport Master Plan**

The first local government advisory group meeting for the NSW Government Long Term Transport Master Plan was held on 15 December 2011. This advisory group includes representatives from all the NSW ROCs. There are also three other advisory groups: Customer and Community Advisory Group; Industry Advisory Group; and Transport Specialists Advisory Group.



Discussion at the meeting was quite broad and focussed around informing the discussion paper which is due to be released in February 2012 for public comment. The Agenda, Terms of Reference and Minutes of the local government advisory group are attached (**Tab C**). Minutes of all the advisory group meetings can be found in the library section of the website [www.transportmasterplan.nsw.gov.au](http://www.transportmasterplan.nsw.gov.au)

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

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

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

The next stages of the development process are as follows:

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

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

#### Warringah road grade separation

As agreed by GMAC at its December 2011 meeting, SHOROC wrote to the Minister for Transport, Transport for NSW and Infrastructure NSW to advocate as outlined in *Shaping Our Future* that as part of the construction of the Northern Beaches Hospital it is critical the funding to be allocated for grade separation at the intersections of Wakehurst Parkway and Warringah Road, and Warringah Road and Forest Way. A copy of the letter is attached (Tab D).

**Item 4.4**

The Board resolved:

- **To Note** the update on the campaign to secure investment in the SHOROC region's transport and health infrastructure.
- **To Note** the update on the development process for the NSW Long Term Transport Masterplan and the need to continue to be consistent and united on the regional transport infrastructure priorities that have been agreed in *Shaping Our Future*.
- **To Agree** SHOROC prepare a formal submission on the NSW Long Term Transport Masterplan Discussion Paper for the approval of GMAC and then the SHOROC President which strongly advocates for the transport priorities agreed in the *Shaping Our Future* strategy, plus any further comments agreed by GMAC.
- **To Agree** the President write to the Transport and Health Ministers as well as Local Members indicating that:
  - The SHOROC Board was pleased with the briefings received from Transport for NSW and NSW Health.
  - The Board has serious concerns regarding the apparent lack of integration between the identification and delivery of transport solutions for the Warringah Road corridor and the planning for the Northern Beaches Hospital and Frenchs Forest.
  - The Board re-iterates as outlined in the *Shaping Our Future* strategy adopted by all four councils that as part of the construction of the Northern Beaches Hospital it is critical the funding to be allocated for grade separation at the intersections of Wakehurst Parkway and Warringah Road, and Warringah Road and Forest Way.

*Moved Cr Michael Regan/Seconded Cr Harvey Rose*

*Carried Unanimously*

**Item 4.5 NSW 2021 Regional & Local Action Plans**

Corporate Plan priority:	<ol style="list-style-type: none"> <li>1. Continue coordination of Mayor-led lobbying of state and federal government for investment in transport and health infrastructure as agreed through the <i>Shaping Our Future</i> strategy.</li> <li>2. Support councils involvement in the delivery of <i>Shaping Our Future</i> infrastructure priorities as funded, including feasibility studies for BRT system, road planning and health planning including planning for Northern Beaches Hospital</li> </ol>
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In late 2011 the NSW Government released its new State Plan: NSW 2021. NSW 2021 states that *'communities have their own priorities and over the next year we will work to 'localise' NSW 2021. State Regional Ministers and Members of Parliament will consult with local government and communities to develop local and regional action plans aligned to NSW 2021. These plans will focus on the most important action the NSW Government can take to improve outcomes in each region.'*

The Division of Local Government has now released a circular on the 'localisation' of NSW 2021, through the development of Regional Action Plans (Attached at **Tab E**).

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



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

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

The action plans will be informed by:

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

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

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

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

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

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

**Item 4.5**

The Board resolved:

- **To Note** the update on the development process for the NSW 2021 Regional & Local Action Plans including the release of the Northern Beaches Regional Action Plan Discussion Paper.
- **To Endorse** the need to continue to remain consistent and united on the regional priorities that have been agreed in *Shaping Our Future* as the priorities for inclusion in the Regional Action Plan.
- **To Agree** SHOROC prepare a formal submission on the Northern Beaches Regional Action Plan Discussion Paper for the approval of the SHOROC President strongly advocating for the transport and health priorities agreed in the *Shaping Our Future* strategy particularly the need for the Warringah Road and Wakehurst Parkway upgrades, plus any further comments agreed by GMAC at its 7 March 2012 meeting on the priority actions to boost the local economy, protect our natural assets or address alcohol-related crime and anti-social behaviour.

*Moved Cr Harvey Rose /Seconded Cr Michael Regan*

*Carried Unanimously*

**Item 4.6 Destination 2036**

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

The Board at its 16 November 2011 meeting resolved that, subject to the content of the draft *Destination 2036* action plan, a SHOROC submission be prepared by the February 2012 deadline that supports implementation of actions related to the Local Government Act being more enabling than prescriptive with a variety of models including corporate entities and enabling legislation for ROCs, identifying and removing barriers to stronger and more effective resource sharing and shared service provision for example through creation of council owned corporations, and aligning and integrating strategic planning between State and Local Government on a regional basis. The submission was made by the 15 February 2012 deadline with the approval of the SHOROC President.

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

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

**Item 4.6**

The Board resolved:

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

*Moved Cr Harvey Rose /Seconded Cr Anne Connors*

*Carried Unanimously*



**Item 5 Additional matters raised by councils***Nil***Item 6 SHOROC project and working group reports****Item 6.1 Kimbriki Sub-Committee minutes**

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

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

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

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

<b>Item 6.1</b>	
The Board resolved:	
<ul style="list-style-type: none"> <li><b>To Note</b> the Minutes of the Kimbriki Sub-Committee of the SHOROC Board.</li> </ul>	
<i>Moved Cr Anne Connon/Seconded Rik Hart</i>	
<i>Carried Unanimously</i>	

**Item 6.2 Inventory of regional assets**

Corporate Plan priority:	9. Seek grant funding and commence regional liveability strategy.
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The SHOROC Board resolved at its 10 August 2011 meeting:

- To agree to the need for an inventory of regional assets and to refer the item to GMAC to develop an inventory of infrastructure assets of regional significance that could be used as the basis of SHOROC advocacy for grant funding.
- That in the interim if councils are seeking grant funding for what is considered an asset of regional significance letters of support can be sought from SHOROC.

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

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

Outlined below are:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### Next Steps

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

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

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

#### Item 6.2

The Board resolved:

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

*Moved Viv May /Seconded Cr Michael Regan*

*Carried Unanimously*



### Item 6.3 Regional waste stream composition audit

Corporate Plan priority:	<p>11. Continue council efficiency and effectiveness program across councils to deliver \$300,000 in cost savings and efficiency measures and improve productivity through improved processes, operations, shared resources, tendering and procurement.</p> <p>14. Continue project planning for common waste collection service by 2014 in collaboration with council waste, education and engagement staff and KEE.</p> <p>17. Continue to support and work with SHOROC working groups and committees in priority areas including efficiency and effectiveness strategy, procurement, workforce planning, waste management and others as required.</p>
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At its 2 February 2011 meeting GMAC agreed to complete a regional waste stream audit and that this would be project-managed by SHOROC in conjunction with council staff and Kimbriki. The audit was to examine the materials within the three waste streams (general waste, recyclables and garden organics).

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

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

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

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

The audit reveals that while the mean residual bin weight is approximately 1.8kg lighter compared to 2006 figures the proportion of food waste within the residual bin has remained fairly steady at 39.78% (up slightly from 39.13% in 2006).

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

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

#### Item 6.3

The Board resolved:

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

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

## Item 6.4 Groundwater investigation project

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

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

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

### Item 6.4

The Board resolved:

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

*Moved Henry Wong /Seconded Mark Ferguson*

*Carried Unanimously*

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

## Item 7 Council Cost Saving & Efficiency Program

### Item 7.1 Quarterly Cost Savings & Efficiency Program report

<i>Corporate Plan priority:</i>	<i>11. Continue council efficiency and effectiveness program across councils to deliver \$300,000 in cost savings and efficiency measures and improve productivity through improved processes, operations, shared resources, tendering and procurement.</i>
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The Cost Saving and Efficiency Program has delivered significant savings across the region through the successful delivery of a number of regional collaborative projects and ongoing regional contracts completed during the latter part of the 2011 calendar year.

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

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

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

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

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

#### Item 7.1

The Board resolved:

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

*Moved Henry Wong/Seconded Cr Anne Cannon*

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

*Abstain: Cr Michael Regan*

*Carried*



## Item 7.2 Update on Cost Saving & Efficiency Program progress

<i>Corporate Plan priority:</i>	<i>11. Continue council efficiency and effectiveness program across councils to deliver \$300,000 in cost savings and efficiency measures and improve productivity through improved processes, operations, shared resources, tendering and procurement.</i>
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During the second quarter a number of major regional tenders were completed, representing significant savings through the collaborative procurement of services.

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

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

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

### A. Road Construction Services and Materials tender

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

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

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

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

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

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

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

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

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

C. CCTV and Stormwater Drainage Asset Services Tender

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

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

D. Tyres Tender

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

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

E. Records Offsite Storage and Archiving Tender

*Status: Tender submissions closed, evaluation in progress*

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

F. AS4000 General Conditions of Contract Regional Training Course

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

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

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



### Next steps for the Program

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

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

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

#### Item 7.2

The Board resolved:

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

*Moved Cr Harvey Rose /Seconded Henry Wong*

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

*Abstain: Cr Michael Regan*

*Carried*

### Item 7.3 Waste management & collection

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

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

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

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

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

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

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

At its 27 October 2011 meeting GMAC agreed SHOROC was to commence work on the tender development for the common collection system. It's planned work will proceed in January 2012 with a view to requesting quotations for the tender specification development late in the first quarter of 2012, subject to approval by GMAC.

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

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

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

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

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

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

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

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

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

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

**Item 7.3**

The Board resolved:

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

*Moved Cr Anne Cannon /Seconded Henry Wong*

*Carried Unanimously*



## Item 8 SHOROC Administrative Matters

### Item 8.1 2011 Councillor Forum Report

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

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

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

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

<b>Item 8.1</b> The Board resolved: <ul style="list-style-type: none"> <li>• <b>To Note</b> the 2011 SHOROC Councillor Forum Report including the documented notes from discussion at the Forum for consideration as the 2012-2016 SHOROC Corporate Plan is developed.</li> <li>• <b>To Approve</b> the 2011 SHOROC Councillor Forum Report for distribution to all Councillors for information.</li> </ul> <p><i>Moved Rik Hart/Seconded Cr Anne Cannon</i>  <i>Carried Unanimously</i></p>	
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### Item 8.2 2012 Corporate Plan development

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

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

- To endorse the majority view of Councillors expressed at the Forum that the regional governance model for the SHOROC region should be based on the existing model of four independent councils collaborating through SHOROC, with an expansion of the capacity of SHOROC to deliver financial savings through greater investigation and implementation where appropriate of shared and collaborative functions and services.
- To agree that the functional areas suggested at the Councillor Forum for further investigation in regard to collaboration and/or shared services, together with the criteria for assessment and suggestions regarding project governance, be referred to GMAC for consideration with a request to report back to the Board with recommended next steps including the most appropriate functional areas that could be further investigated further and how to proceed.

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

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

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

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

#### **Item 8.2**

The Board resolved:

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

*Moved Henry Wong /Seconded Cr Anne Cannon*

*Carried Unanimously*

#### **Item 8.3 Review of current work priorities**

The SHOROC Corporate Plan approved by the Board states that one of the ways the priorities for SHOROC will be continually reviewed is through “quarterly operational priority reviews to ensure we are honing in on the key projects and priority issues for our region, our councils and our business effectively and efficiently”.



SHOROC's current major projects underway are:

- Coordination of the Mayor-led campaign for investment in the transport and health infrastructure agreed under *Shaping Our Future*. This includes arranging meetings with NSW and Commonwealth elected officials, senior bureaucrats and other stakeholders, participating in the Department of Transport's Project Control Group for the Bus Rapid Transit feasibility planning, and providing public statements, input and submissions to appropriate government reviews and strategy/plan development processes.
- Delivering priority cost savings & efficiency projects for councils including conducting a regional waste stream composition audit, coordinating regional tenders, and specific projects focussed on construction certification, records archiving and digitisation, and HR training and recruitment.
- Coordinating planning for a common waste collection system in collaboration with council staff and KEE with the aim of seeking tender submissions in mid to late 2012.
- Supporting councils where required in working with Kimbriki Environmental Enterprises on the Kimbriki facility development
- Working with key council staff to coordinate and support implementation of projects identified in the regional sustainability strategy *Shaping Our Future Sustainable Future*.
- Developing the first regional 'health of the region' indicator report.
- Developing the Regional Assets inventory and scoping the regional liveability strategy project
- Developing the 2012-2016 SHOROC Corporate Plan.

Other work currently underway includes:

- Facilitating collaboration and knowledge sharing on urban planning, climate change, water cycle management and other matters.
- Encouraging coordinated planning, upgrades and maintenance of footpaths, roads and bike paths, particularly at LGA boundaries through the Urban Planners Group.
- Organising the SHOROC Combined Councillor Induction Seminar for October 2012
- Implementing the Historical place names register project with schools.
- Reviewing policies and governance arrangements.
- Secretariat for Board, GMAC, Kimbriki Sub-Committee and strategic, operational and projects groups as required.
- Watching brief on regional transport and health related issues.
- Watching brief on the NSW Government's *Destination 2036* project.

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

- Coordinating submissions on the NSW Planning review process as required.
- On-going management of website and social media to promote councils and SHOROC where appropriate.

**Item 8.3**

The Board resolved:

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

*Moved Henry Wong /Seconded Mark Feguson*

*Carried Unanimously*

**Item 8.4 December 2011 financial report**

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

**Item 8.4**

The Board resolved:

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

*Moved Rik Hart/Seconded Henry Wong*

*Carried Unanimously*

**Item 9 General business****Item 10 Confirm time for next meeting**

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

## ATTACHMENTS

- 
- Tab A. Letter to LGSA and response from Cr Rhoades
  - Tab B. *Shaping Our Future* Transport Priorities
  - Tab C. NSW Long Term Transport Master Plan Agenda & Minutes
  - Tab D. Current Priorities for Improving Transport in NSW
  - Tab E. DLG Circular on the NSW 2021
  - Tab F. Invitation to NSW 2021 Northern Sydney Community Forum
  - Tab G. SHOROC Kimbriki Sub-Committee Minutes 7 December 2011
  - Tab H. Draft Regional Assets Inventory
  - Tab I. SHOROC Regional Waste Audit Report
  - Tab J. Quarterly report of cost savings for the second quarter of 2011-2012
  - Tab K. 2011 Councillor Forum Report
  - Tab L. SHOROC second quarterly financial report for 2011/12



**Tab A. Letter to LGSA and response from Cr Rhoades**

23 November 2011

Cr Keith Rhoades AFSM  
President  
Local Government Association of New South Wales  
GPO Box 7003  
Sydney NSW 2001



Dear Cr Rhoades

I write as the SHOROC President on behalf of Manly, Mosman, Pittwater and Warringah councils to express the SHOROC Board's significant disappointment with the Local Government Association of NSW Annual Conference 2011.

Attendance at this Conference came at significant expense for our councils and communities yet there was a distinct failure to address any significant issues for local government. Issues which should be discussed are those that will have a major bearing on local government such as the review of the NSW planning system and resultant changes to the EP&A Act, the *Destination 2036* process and its foreshadowed review of the Local Government Act, and how we as an industry can practically solve the issue of financial sustainability for our councils.

Our councils attended the Conference to the end and were appalled by the lack of quorum for debate. If you were to debate issues of major importance such as EP&A Act I am sure there would be much stronger attendance for the debates. Perhaps a review of the success of previous motions would provide the catalyst for the Associations to restructure the format of the annual Conference.

You describe this Conference on the LGSA website as an *opportunity to come together to discuss and set policy for the coming year, and to identify, discuss and make recommendations for our future challenges and opportunities*. The current format does not provide this opportunity.

We urge you and the Executive to change the model for next year's Conference to tackle these and other important issues, the ones that really matter to local government. The Conference should have a specific overarching theme relevant to all councils, with at most 5 motions debated during the course of the Conference and well-designed capacity building presentations for Councillors.

If you would like to discuss this further, please feel free to contact myself, Warringah Mayor Michael Regan, Mosman Mayor Anne Cannon or Pittwater Mayor Harvey Rose.

Regards


Cr Jean Hay  
Mayor Manly  
SHOROC President

## Local Government Association of NSW



19 December 2012

Cr Jean Hay AM  
Mayor of Manly Council  
President SHOROC  
PO Box 361  
Brookvale NSW 2100

  
Dear Cr Hay AM

### 2011 Local Government Association Conference

Thank you for your letter dated 23 November 2011 in relation to the 2011 LGA Conference.

Your comments, along with a number of other letters from members, and additional feedback from the post conference survey, were the subject of significant discussion at the recent meetings of the LGA Conference Committee and the LGA Executive.

As a result of the feedback and the discussion a number of changes are proposed for the 2012 Conference. These are set out in a letter I have sent to all Councils posted last week. A copy of this letter is attached.

It is hoped that the proposed changes will ensure that a repeat of the problems encountered at the 2011 Conference do not reoccur.

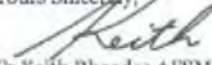
Critical to the success of the 2012 Conference however will be ensuring the support of all Councils so that a decision by the LGA Executive to place before Conference only those motions which address issues at the highest sector wide level possible is not overturned by the Conference, and further that all delegates to Conference are made fully aware of their responsibilities to ensure that the Conference maintains quorum throughout.

It would be appreciated if you could consider the attached letter in the context of your original letter to the Association and let me know if there are any other issues or outstanding matters you feel need to be addressed prior to the 2012 Conference.

Thank you again for bringing your concerns to my attention, it is important that the Association delivers an Annual Conference of value to its members.

I would also like to take this opportunity to wish you and your fellow Councillors a Merry Christmas and a happy, healthy and prosperous New Year.

Yours Sincerely,

  
Cr Keith Rhoades AFSM  
President

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**Tab B. Shaping Our Future Transport Priorities****Shaping Our Future transport priorities****Agreed by SHOROC Board 29 September 2010**

Priorities for investment in transport to better integrate the SHOROC region with Sydney

- ① *East/West between the major centres of Dee Why/Brookvale and Frenchs Forest to Chatswood, Macquarie and beyond to take pressure off the North/South corridor including:*
  - *Fast public transport links to Chatswood, Ryde and CBD with an initial focus on priority median-strip bus corridors using a Bus Rapid Transit system which is adaptable to light rail or other greater capacity transport in future years as needed.*
  - *Grade separation at the intersections of Wakehurst Parkway and Warringah Road, a critical part of the construction of the Northern Beaches Hospital, and Warringah Road and Forest Way.*
  - *Mona Vale Road upgrade to a divided dual-lane carriageway for its full length through to Mona Vale to improve safety and efficiency, and enable Warriewood/Ingleside growth.*
- ② *North/South linking the major centres with the north of the region as well as North Sydney and the CBD:*
  - *Improving north/south public transport for SHOROC and Sydney's North West:*
    - ③ *A Bus Rapid Transit system on the north-south corridor from Mona Vale using a peak hour co-located median bus lane to the city or preferably to a new modal interchange at Neutral Bay.*
    - ④ *A new underground Neutral Bay interchange to also serve buses from Sydney's North West, linking to a metro-style rapid transit service to Wynyard using the Harbour Bridge and redundant tram tunnels.*
- ⑤ *Public transport service improvements to improve travel times and accessibility.*
- ⑥ *Unclogging road pinch points including along the Spit-Military Road corridor.*
- ⑦ *Strategic planning and more investment in park and ride facilities.*
- ⑧ *Greater use of community bus services and integration with each other and commercial operators.*



**Tab C. NSW Long Term Transport Master Plan Agenda & Minutes****Agenda Item 4****Developing the NSW Long Term Transport Master Plan**

The NSW Long Term Transport Master Plan will involve a new approach to integrated transport planning by drawing input from the entire State to create a coordinated multimodal plan for NSW.

Over coming months the NSW Long Term Transport Master Plan and its development process will need to:

- Gain an insight into community expectations for transport and identify the transport needs for NSW over the next 20 years and the challenges to be overcome;
- Consider options for future development of the transport system and identify the role of each transport mode in meeting future needs including light and heavy rail, road, buses, ferries, cycling, and walking;
- Identify and describe the preferred directions for transport development; and
- Confirm short, term initiatives and identify medium and longer term priorities for both transport services and infrastructure.

In undertaking this work over the next 12 months, TfNSW will be clearly focused on establishing agreed objectives and determining key measures of success.

Key questions include:

- How should transport services be delivered in 20 years?
- What will users expect from transport in 20 years time?
- How do we transition from now to then?

The purpose of this paper is to seek your input into what the NSW Long Term Transport Master Plan needs to achieve. This will take into account the needs of the State, customers, other stakeholders and your organisation. We are seeking your views on how these aspirations can be achieved.

The NSW Long Term Transport Master Plan needs to consider how to meet a wide range of key transport challenges, including providing customer centric services, catering for population growth, supporting and creating employment opportunities and economic development, and managing the increased demand for transport infrastructure.

The NSW Long Term Transport Master Plan also needs to be integrated with other Government strategic plans for infrastructure and land use planning. It needs to consider the NSW 2021 plan, the Infrastructure NSW (INSW) State Infrastructure Strategy and the Metropolitan Plan and Regional Plans.

### Proposed Measures of Success

Some proposed measures of success, designed to promote discussion, are set out below and in Figure 4.1.

*1: The Plan clearly identifies current and future transport challenges over the next 20 years.*

- Clear articulation of current and future transport challenges by time period, mode, geography and customer segment.

*2: The Plan clearly outlines coordinated, integrated, evidence-based strategies to address these transport needs, identifying the role of each mode.*

- Strategies are developed from a sound evidence base.
- Strategies are clearly articulated, including expected timing, feasibility, affordability and geographical location.
- Strategies promote modal integration and coordination.
- The Plan is sufficiently detailed to enable further detailed planning / implementation to take place.
- The Plan identifies the role of each transport mode in meeting transport needs.

*3: The Plan provides clarity to the Plan users, enabling them to make follow-on decisions with confidence.*

- The plan provides a good framework for detailed supporting plans on a regional or mode basis can be developed.
- Prioritised list of projects, accounting for capital and recurrent spending obligations.
- Identifies how transport will support and promote planned land use.

*4: The Plan has been developed in collaboration with stakeholders, customers and the community.*

- The Plan considers the needs of the whole State.
- The Plan addresses the needs of both passengers and freight.

**IN CONFIDENCE****NSW Long Term Transport Master Plan  
Local Government Advisory Group  
Terms of Reference****PURPOSE**

Transport for NSW, on behalf of the NSW Government, is to prepare the NSW Long Term Transport Master Plan. Preparation of the Plan will:

- Identify the transport needs for NSW over the next 20 years and the challenges to be overcome.
- Identify the role of each transport mode in meeting future needs including rail, road, buses, ferries, cycling, and walking.
- To gain insight into community expectations for transport.
- Consider options for future development of the transport system.
- Identify the preferred directions for development.
- Identify and confirm initial priorities for both services and infrastructure.

**BACKGROUND**

The NSW Government is taking a new approach to transport planning by drawing on the input of the entire State to create a coordinated NSW Long Term Transport Master Plan for NSW.

Extensive consultation with key stakeholders from industry, Local Government, transport specialists, customers and the community will be carried out over 12 months to better understand the challenges for transport planning, identify transport needs and collaboratively develop a new comprehensive plan for all modes of transport, across all of NSW.

The NSW Long Term Transport Master Plan will aim to improve the integration of the NSW transport system by putting industry and customers at the "centre of the picture", and deliver certainty and a strong framework for the future of transport in the State.

The NSW Long Term Transport Master Plan will carefully consider how to meet the key challenges facing the State, including population growth, the need for job creation and increased demand for transport infrastructure.

**AIM**

- To create a forum for discussion and exchange of information on topics related to the development of a Long Term Transport Master Plan for NSW.
- To assist the project team to identify issues related to the transport system that will input into the development of the plan.
- To act as a two way communication link between the project team and the stakeholders.

ToR 21 November 2011



## **IN CONFIDENCE**

### **MEMBERSHIP**

The Advisory Group will have the following membership:

- Central Coast Regional Organisation of Councils (CCROC)
- Central NSW Councils (CENTROC)
- City of Sydney Council
- Hunter Councils Inc
- Inner Metropolitan Regional Organisation of Councils (IMROC)
- Local Government Association
- Shires Association of NSW
- Macarthur Regional Organisation of Councils (MACROC)
- Mid North Coast Group of Councils
- Namoi Regional Organisation of Councils (NamoiROC)
- New England Local Government Group
- Northern Rivers Regional Organisation of Councils (NOROC)
- Northern Sydney Regional Organisation of Councils (NSROC)
- Orana Regional Organisation of Councils (OROC)
- Riverina and Murray Regional Organisation of Councils (RAMROC)
- Riverina Eastern Regional Organisation of Councils (REROC)
- Shore Regional Organisation of Councils (SHOROC)
- South East Regional Organisation of Councils (SEROC)
- Southern Councils Group
- Southern Sydney Regional Organisation of Councils (SSROC)
- Sydney Coastal Councils Group Inc
- Western Sydney Regional Organisation of Councils (WSROC)

### **TASKS OF THE ADVISORY GROUP**

1. Meet to provide stakeholder input into the development of the NSW Long Term Transport Master Plan.
2. Consider and comment on a range of information that will be presented to the Advisory Group.
3. Identify, communicate, represent and consider the broad range of needs and interests of the community and stakeholders.
4. Assist the development of the NSW Long Term Transport Master Plan to keep the community and stakeholders informed about the project by disseminating information via existing networks.

## IN CONFIDENCE

### TIMING

The extensive program of consultation and engagement will wrap around three key phases in the NSW Transport Master Plan process:

- **February 2012** – Discussion paper incorporating community and stakeholder input
- **June 2012** – Draft NSW Long Term Transport Master Plan with agreed goals and priorities for transport across the State and reflecting the needs of industry and users
- **November 2012** – Final NSW Long Term Transport Master Plan including priorities over the next 20 years.

### OPERATION OF THE ADVISORY GROUP

The Advisory Group will be chaired by Carolyn McNally, Deputy Director General, Planning and Programs, Transport for NSW.

The Advisory Group will operate in the following way:

- The Advisory Group has limited membership to enable detailed discussion of the issues. Alternate delegates are permissible, but attendance should be notified in advance. Additional delegates may be invited, as necessary, at the discretion of the chairperson.
- Where a response cannot be given at the meeting questions shall be taken on notice and a reply given via the meeting notes.
- All questions will be made through the chairperson.
- No member shall make public statements purporting to represent the views of the Advisory Group.
- The Advisory Group will reach decisions by openly discussing and debating information.
- The Advisory Group will meet at key stages in the development phase of the project. The first meetings of the Advisory Group will be on 15 December 2011.

### TRANSPORT FOR NSW

Transport for NSW's role in the Advisory Group is to:

- Facilitate feedback and input from members.
- Collect and disseminate relevant reports and research from all parties to the Advisory Group.
- Provide updated information on the development of the NSW Long Term Transport Master Plan.
- Provide all secretariat and meeting requirements.
- Report to the Minister for Transport on the outcomes and discussions of the Advisory Group.

ToR 21 November 2011





## AGENDA

### Long Term Transport Master Plan Advisory Group

#### Local Government

<b>Date</b>	15 December 2011
<b>Time</b>	9:30am – 11:30am
<b>Venue</b>	Transport for NSW, Level 6 Boardroom, 18 Lee St, Haymarket
<b>Chairperson</b>	Carolyn McNally, Deputy Director General, Planning and Programs
<b>Invitees</b>	<ul style="list-style-type: none"> <li>• Peter Wilson, Honorary Secretary Central Coast Regional Organisation of Councils</li> <li>• Jennifer Bennett, CEO, Central NSW Councils</li> <li>• Clover Moore, Lord Mayor, City of Sydney Council</li> <li>• Roger Stephan, CEO, Hunter Councils Inc</li> <li>• Richard Connors, Senior Policy officer, Roads and Transport (on behalf of Cr Keith Rhoades, President, Local Government Association)</li> <li>• Cr Ray Donald, President, Shires Association of NSW</li> <li>• Christine Winning, CEO, Macarthur Regional Organisation of Councils</li> <li>• Neil Porter, Secretary, Mid North Coast Group of Councils</li> <li>• Stephen Bartlett, Executive Officer, Namoi Regional Organisation of Councils</li> <li>• Maria Woods, Chair, New England Local Government Group</li> <li>• Ann Lewis, Executive Officer, Northern Rivers Regional Organisation of Councils</li> <li>• Carolynne James, Executive Officer, Northern Sydney Regional Organisation of Councils</li> <li>• Belinda Barlow, Executive Officer, Orana Regional Organisation of Councils</li> <li>• Julie Briggs, Executive Officer, Riverina Eastern Regional Organisation of Councils</li> <li>• Ben Taylor, Executive Officer, Shore Regional Organisation of Councils</li> <li>• Don Cooper, Executive Officer, South East Regional Organisation of Councils</li> <li>• Lesley Scarlett, Executive Officer, Southern Councils Group</li> <li>• Alan Northey, General Manager, Southern Sydney Regional Organisation of Councils</li> <li>• Geoff Withycombe, Executive Officer, Sydney Coastal Councils Group</li> <li>• Kerry Bartlett, CEO, Western Sydney Regional Organisation of Councils</li> </ul>
<b>Apologies</b>	<ul style="list-style-type: none"> <li>• Ray Stubbs, Executive Officer, Riverina and Murray Regional Organisation of Councils</li> </ul>

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

Agenda Items	
1.	Welcome and introductions
2.	Terms of Reference
3.	Customer survey findings and launch feedback
4.	Developing the NSW Long Term Transport Master Plan
5.	The discussion paper
6.	Thank you, next meeting and close

Tab D. Current Priorities for Improving Transport in NSW



## Current priorities for improving transport in NSW



### Customer experience



- » Opal electronic ticketing
- » Improve train carriages
- » New buses and improved services
- » Improve signage and wayfinding
- » Timetable improvements
- » Additional train services across the CityRail network
- » Public transport interchange and car park upgrades
- » Rail station upgrades, including easy access
- » Wynyard Walk
- » Pedestrian facilities, including bridges
- » Commuter wharf upgrades
- » Improve public transport and traffic information
- » Community Transport funding
- » Franchising of Sydney Ferries
- » Improve ferry services and routes

### Servicing growth areas



- » South West Rail Link
- » North West Rail Link
- » Erskine Park Link Road
- » Camden Valley Way widening
- » Richmond Road improvements
- » Narellan Road improvements
- » Central Coast road upgrades, including Central Coast Highway, Pacific Highway, Wyong Road
- » New buses and bus routes

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



## Supporting the economy and regions



- » Pacific Highway upgrade, including bypasses of Bulahdelah, Kempsey and Woolgoolga
- » Hunter Expressway
- » Hume Highway, complete duplication between Sydney and Melbourne
- » Princes Highway improvements
- » Great Western Highway, four lanes east of Katoomba
- » M2 and M5 West motorway widening
- » Commence enhancements to support Port Botany and Sydney Airport
- » Commence work on Sydney's next motorway (to be identified by Infrastructure NSW)
- » Enfield Intermodal Logistics Centre and improved freight rail to Port Botany
- » Southern and Northern Sydney rail freight corridors
- » Invest in the regional rail network
- » Improve access for higher productivity freight vehicles, including upgrading key bridges and road links
- » Newell Highway overtaking lanes and other improvements
- » Maintain our transport assets across the State

## Safety Improvements



- » Road black spot and other safety treatments
- » Park and Travel Safety program
- » Safer Drivers course for learners
- » Simpler speed zones
- » Speed enforcement measures
- » School zone flashing lights
- » Roadside rest areas

## Getting more out of urban networks



- » Inner West light rail extension
- » Rail clearways works
- » Traffic and transport congestion treatments
- » Train carriage and rail operating systems improvements
- » Improvements to strategic bus routes
- » Motorway Priority Breakdown Response Team
- » Managed motorways initiatives
- » Enhanced cycleway links
- » Investigate light rail extensions in the Sydney CBD and to the Universities of Sydney and NSW
- » Investigate a bus rapid transit system for the Northern Beaches of Sydney

Visit the NSW Long Term Transport Master Plan website  
[www.transportmasterplan.nsw.gov.au](http://www.transportmasterplan.nsw.gov.au)

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**Tab E. DLG Circular to NSW 2021**

**See Separate attachment**

Tab F. Invitation to NSW 2021 Northern Sydney Community Forum



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





## DEE WHY

### REGIONAL ACTION PLAN – NORTHERN SYDNEY

7.30-9.00pm, Wednesday 29 February  
Dee Why RSL  
932 Pittwater Road, Dee Why

#### Agenda

7:00pm	<b>Registration</b> Light refreshments
7.30pm	<b>Welcome</b> Brad Hazzard MP, Member for Wakehurst, Minister for Planning & Infrastructure, Minister Assisting the Premier on Infrastructure NSW
7.35pm	<b>Northern Sydney Regional Action Plan</b> Jillian Skinner MP, Minister for Health, Minister for Medical Research
7.45pm	<b>Community Discussion</b> Community are invited to provide input and respond to the priorities and actions identified in the discussion paper: 1. What are your priorities for Northern Sydney? 2. What actions should the NSW Government take to deliver the priorities for Northern Sydney?
8.45pm	<b>Open Forum with Ministers</b> Public Question and Answer session with: <ul style="list-style-type: none"> <li>Jillian Skinner MP, Minister for Health, Minister for Medical Research</li> <li>Brad Hazzard MP, Minister for Planning &amp; Infrastructure, Minister Assisting the Premier on Infrastructure NSW</li> <li>Mike Baird MP, Treasurer</li> <li>Rob Stokes MP, Parliamentary Secretary for Renewable Energy</li> </ul>
9.00pm	<b>Close Meeting</b>

A Community Discussion Paper will be available prior to the meeting, online at [www.haveyoursay.nsw.gov.au/nsw2021](http://www.haveyoursay.nsw.gov.au/nsw2021) or call 9228 5223.



**Tab G. SHOROC Kimbriki Sub-Committee Minutes 7 December 2011****KIMBRIKI SUB-COMMITTEE  
MEETING MINUTES**

**5:00 - 7.00pm Wednesday 7 December 2011**  
**Eco House and Garden, Kimbriki**

**Attendance:**

Clr Conny Harris, Warringah Council (Chair)  
Clr Cathy Griffin, Manly Council (for Clr Barbara Aird)  
Clr Denise Wilton, Mosman Council  
Ms June Dawes, Warringah Community Representative  
Ms Keelah Lam, Manly Community Representative

**Invited Guests:**

Mr Jeff Lofts, Pittwater Council, attending for Mark Ferguson  
Mr Boris Bolgoff, attending for Rik Hart  
Mr John Saul, attending for Viv May  
Mr Paul Perkins, Chairman Kimbriki Board  
Mr Aaron Hudson, CEO Kimbriki  
Mr Mark Winsor, Senior Project Officer Kimbriki

**Secretariat:**

Mr Ben Taylor, Executive Director, SHOROC  
Ms Andrea Tattam, Business Manager, SHOROC

**Apologies:**

Clr Barbara Aird, Manly Council  
Clr David James, Pittwater Council  
Mr Tony Whybrow, Mosman Community Representative  
Mr Mark Ferguson, General Manager, Pittwater Council  
Mr Viv May, General Manager, Mosman Council  
Mr Rik Hart, General Manager, Warringah Council

**Item 1 Welcome and Apologies**

Chair Clr Harris opened the meeting with acknowledgment to the Guringai people, the traditional owners of the land and welcomed all present. Apologies were received from those listed above.

It was noted that Jan Biggs, Community Representative Pittwater Council has recently tendered her resignation from the Kimbriki Sub Committee. Mr Jeff Lofts advised that Council was seeking a new representative and would advise accordingly in due course.

Chair Clr Harris requested that when Clr James could not attend from Pittwater, that the alternative councillor for the subcommittee attend in his absence. Mr Lofts agreed that this matter will be brought before the council and the General Manager.

**Item 2 Minutes of 7 September 2011**

Confirmation of the minutes of the previous meeting 7 September 2011 was moved by June Dawes, seconded by Keelah Lam.

The Kimbriki Sub-Committee:

- **Adopted** the minutes of the meeting of 4 May 2011.

### Item 3 Election of Chairperson

Chair Cllr Harris moved to change the agenda so that the election would take place following agenda Item 6. Carried.

### Item 4 Updated on progress of RRF and MRF (Kimbriki)

Mr Mark Winsor provided a presentation on the update of the RRF and MRF facilities at Kimbriki. Powerpoint presentation attached to minutes.

Discussion points following the presentation are summarised as:

- Discussion of the composition of the mobile garbage bins in use within SHOROC, noting they are comprised of approximately 35% recycled materials, that this proportion is constrained due to the need for flexibility in the product material and to contribute to a life span of 7-10 years, the end of life reuse of the plastic from the bins was also discussed. The possibility of a clear plastic was briefly discussed but the committee noted the issues around the nature of the product material and privacy.
- Discussion on the co-mingled recycling of glass and paper noted that compaction rates in co-mingled collections and the protection of the glass by the paper/cardboard can provide better outcomes in terms of glass fines. The use of glass fines and other recyclables was also discussed, and Cllr Griffin requested guidance on the best approach to gain support of reuse within the SHOROC region. It was agreed that the Kimbriki minutes would be presented to the GMAC February 2012 meeting for consideration of using glass fines/other recyclable materials in council applications.

The Kimbriki Sub-Committee:

- **Agreed** to present the minutes of this meeting to the February 2012 GMAC for consideration of advice on how councils might extend their support to the use of recycled materials such as glass fines in roads and other associated works as well as other recycled products in general

Carried Unanimously

### Item 5 Common Collection System

Ben Taylor provided an update advising that SHOROC and the councils would shortly be commencing development of the tender documentation (excludes Manly) and thanked the subcommittee for their support of the recommended system.



Clr Harris noted her ongoing concern regarding the number of collections and that she would like to see the minimisation of collections as much as possible. Boris Bolgoff noted that innovation will be strongly emphasised in the tender, and that issues such as this would be addressed in this regard. It was noted that there is no quota on the volumes collected by the contractor.

## **Item 6 Correspondence regarding sub committee terms of reference (Tony Whybrow)**

In the absence of Mr Whybrow this agenda item was not discussed.

## **Item 7 Election of Chairperson**

Ben Taylor thanked Clr Harris for her work as Chair of the Subcommittee over the previous year and called for nominations for a new chair. Clr Harris moved the nomination of Clr Denise Wilton, seconded by Cathy Griffin. No further nominations received. Clr Wilton was elected to the position of Chair unanimously.

## **Item 8 General Business**

### **8.1 Proposed Art from Waste Expo**

Clr Harris requested support from KEE and the possible use of the Eco House and Garden for a proposed 'Art from Waste' expo. Aaron Hudson advised that KEE would place this on their agenda for consideration.

### **8.2 Proposed support for plastics from ocean**

Clr Harris requested support from KEE for a movement supporting the removal of plastics from the ocean. Paul Perkins noted this was outside the role of the Board but potentially could support the group delivering some kind of event through the availability of the Kimbriki location. Chair Clr Wilton suggested this be taken to the councils for discussion in terms of community education.

### **8.3 Recent waste audits**

Clr Griffin noted the completion of the recent waste audit for Manly Council and enquired as to whether other councils were doing and whether this was on an ongoing basis. Mark Winser advised that all councils had completed the audit as part of the SHOROC audit project and that this was last completed in 2006. Furthermore he advised that KEE also completed a truck based waste audit during 2011 and it would be an ongoing initiative to examine the waste streams into the future.

### **8.4 Education and Disposable Nappies**

Keelah Lam asked KEE what their role was in terms of education around the use of disposable nappies. Mark Winser responded noting education in this regard was largely the responsibility for councils however that KEE continues to keep abreast of changing technologies in this matter. Ben Taylor noted that this issue would be a key focus area as part of the education around the introduction of the common collection system.

## **Item 9 Meeting schedule for 2012**

It was agreed that meetings would again be held quarterly from 5-7pm on the first Wednesday of March (7<sup>th</sup>), June (6<sup>th</sup>), September (5<sup>th</sup>) and December (5<sup>th</sup>).

Meeting locations to be confirmed.

**The meeting closed at 6.50pm.**

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**Attachments:**

1. Presentation by Mr Mark Winser, KEE

Tab H. Draft Regional Assets Inventory

GOVERNMENT OWNED REGIONAL ASSETS							
Asset Type	Asset Name	LGA	Council Asset Owner	State or Federal Government Asset Owner	Significance Rating 1-2 or 3-4 (highest)	Priority Rating for Increased Funding/Investment (1 to 5, with 1 being the highest priority)	Other Details/Comments – i.e. Why/Why Not Significant
<b>INFRASTRUCTURE</b>							
Transport / Access	Pittwater Road/ Spit Rd / Military Rd to the City	All LGAs		\$	1	1	
	Moona Vale Road	PLGA, WLGA		\$	1	1	
	Warragah Road	WLGA		\$	1	1	
	Wakehurst Pkwy	PLGA, WLGA		\$	1	1	
	Key Access Bridges: Spit Bridge, Roseville Bridge	MMLGA, NLGA, WLGA		\$	1	1	
	Bus Network and Moona Vale / Brookvale Bus Depot	WLGA		\$	1	1	
	Park and Ride Facilities	All LGAs	All Councils	\$	1	1	
	Manly Wharf and Ferries	MLGA		\$	1	2	
	Mosman / Taronga Zoo Wharf and Ferries	MLGA		\$	2	2	
	Palm Beach Wharf and Ferries	MLGA		\$	2	2	
Hospitals	Regional Cycle Ways	All LGAs	All Council's	\$ (RTA)	2	3	
	Friends Forest Hospital (Future)	WLGA		\$	1	1	
	Manly Hospital	MLGA		\$	1	3	
	Moona Vale Hospital	PLGA		\$	1	1	
NSW Rural Fire Service Regional Branch	NSW Rural Fire Service; Warragah/Pittwater District Office: Thompson Drive, Off Kimber Rd, TERRY HILLS, NSW.	PLGA, WLGA		\$	1	5	
Water / Waste Water	North Head Water Pollution Control Plant	MLGA		\$	1	1	
	Warrenwood Sewerage Treatment Plant	PLGA		\$	2	2	
Resource Recovery Centre	Kimberly Resource Recovery Centre	MLGA	MMLGA, NLGA, PLGA, WLGA		1	1	
	Belrose Resource Recovery Centre	WLGA	WLGA		1	5	

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

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RECREATIONAL ASSETS									
Swimming Pools	Warringah Aquatic Centre	WLGA							
	All SHOROC Ocean and Harbour Baths/ Pools	All LGAs			WC			1	3
	Andrew Bay Charlton Pool				All Council's?			1	3
	Mosman Pool	MLGA			MC			2	4
Skate Parks	Manly Vale Skate Park	MLGA			MMVC			3	4
	Mona Vale Skate Park	WLGA						3	5
		PLGA			PC			3	5
Golf Courses	All Public Golf Courses	All LGAs							Significance of Use and as Opens Space/Land
								2	5
Sports Facilities	Brookvale Oval – Stadium	WLGA							Home of Manly Warringah Sea Eagles Rugby League Club Stadium holds 23,000 people
	Sydney Academy of Sport and Recreation, Wakehurst Parkway Narrabeen NSW 2101	WLGA						1	2
	Rat Park Stadium (Pittwater Rugby Park, North Narrabeen Reserve)	PLGA					5	1	The Sydney Academy of Sport and Recreation is the most comprehensive commercially available sports science service provider in NSW.
									Home of Warringah Rugby Club since 1975. Stadium holds 10,000 people
	Manly Oval	MLGA						2	A-grade Cricket, A-grade Rugby, athletics, school carnivals
	Cromer Park Soccer	WLGA						2	Manly United Football Club, Northern Beaches NSW Premier League Team – Home Ground.



	Allan Border Oval	MMLGA	M/MC				2		Mosman Cricket Club – Int 4 Grade Cricket
	John Fisher Park, North Curl/Curl – Netball Fields	WLGA	WC				2		Home Ground: Manly Warringah Netball 4 Association
	Rawson Park and Oval						2		Inclusion at Viv May's request
	Marie Bashin Sports Centre						2		Inclusion at Viv May's request
	Multi-Use Trails Networks, Including Bridle Trails								
<b>Multi-Use Trail Networks</b>		All LGA's	All Council's	5			1		
<b>Recreation Areas</b>	Manly Dam	WLGA	WC				1		Mountain Bike Trail + Walking Trails + Water Sports
	Narrabeen Lagoon Trail (Future)	WLGA, PLGA	WC, PC				1		
	Bicentennial Coastal Walkway – Mosman to Palm Beach	MLGA, PLGA, WLGA	MC, PC, WC				1		
	Collaroy Disabilities Predict (Future)	WLGA	WC				2		Accessible Beach

[illegible]

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***Tab 1. SHOROC Regional Waste Audit Report***

See separate attachment





*Tab K. 2011 Councillor Forum Report***2011 SHOROC Councillor Forum Report****15 November 2011 at Taronga Zoo, Mosman**Introduction

The second annual SHOROC Councillor Forum was held on 15 November 2011 at Taronga Zoo. All Councillors from Manly, Mosman, Pittwater and Warringah councils, the SHOROC partner councils, were invited to attend.

The purpose of the Forum in 2011 was for Councillors from the SHOROC councils to come together to discuss the outcomes of the NSW Government's *Destination 2036* Forum on the future of local government, and provide input to the Board on the key priorities for SHOROC for 2012/13 and beyond.

This report summarises the 2011 Forum program and outcomes, including:

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

The purpose of this Report is to document the planning, actions and outcomes arising from the 2011 Councillor Forum within the context of on-going regional collaboration. This report will be formally considered by GMAC, by the SHOROC Board, and during the development of the 2012-2016 SHOROC Corporate Plan, due to be submitted to the Board for approval in May 2012.

This Report is intended for Councillors and the SHOROC Board and further comments and suggestions resulting from review of this Report should be directed to the Executive Director of SHOROC or the council delegates on the SHOROC Board.

1. Background material & pre-Forum survey results

Prior to the Forum, Councillors were provided with a background information pack and invited to complete a survey on the major challenges and priorities for the SHOROC region and councils as well as the performance of SHOROC.

The information pack is included as **Attachment A**. It was divided into three parts and included:

- Part 1. Highlights and key points from the *Destination 2036* Outcomes Report
- Part 2. A summary of SHOROC work-to-date and planned
- Part 3. A summary of council functional areas for consideration and discussion regarding potential areas for further collaboration

The survey is included as **Attachment B**. It was completed by 17.5% of Councillors, being 7 of the 40 Councillors from the four partner councils. While the number of responses is not large, discussion at the Forum was largely constant with the tabulated results.

The full Survey results are included as **Attachment C**. Key points to note:

- Traffic and transport are considered the biggest challenges for the SHOROC region and the priority area for SHOROC councils to work together for a stronger region.
- Financial sustainability and Infrastructure/asset backlog are considered the most important issues facing councils, with potential areas to explore for collaboration or shared services including IT, strategic & development planning, economic development, waste collection, assets & infrastructure, Corporate Services.



- The priority actions identified at *Destination 2036* that should be focused on were considered to be:
  - Aligning and integrating strategic planning between state and local government on a regional level
  - Identifying and removing barriers to stronger and more effective resource sharing and shared service provision with enabling legislation
  - Undertaking a wide ranging review of the LG Act based on the Act being more enabling than prescriptive, with a variety of models (incl. corporate entities).
- SHOROC's overall performance was considered 'good' by 80% and 'excellent' by 20% of respondents. The highest rated projects were considered the SHOROC Board & GMAC secretariat, the Annual Councillor Forum, Council savings (joint procurement/tenders) and the Sustainability action plan.

## 2. An overview of the Forum Program

The NSW Government's *Destination 2036* Forum on the future of local government was chosen as the theme for the 2011 Forum to enable the SHOROC councils to 'get on the front foot' with deciding how to work together as a partnership to make the region and councils even stronger. The Agenda was structured so much of the time was allocated to discussion including on the suggested actions, the increased focus on regional collaboration & example models of governance identified at *Destination 2036* so that the councils could collaboratively identify the next steps for SHOROC and the councils.

The Forum program is included as **Attachment D**. In summary it included:

- Keynote address from The Hon Don Page MP, NSW Minister for Local Government
- Presentation and discussion on regional and council issues, challenges & opportunities
- Presentation and discussion on the outcomes of *Destination 2036*
- Report on SHOROC achievements & performance
- Discussion on priorities for SHOROC 2012/13 and beyond, including
  - Regional collaboration & resource sharing
  - Working together for a stronger region
  - How to make it work

The Forum was attended by 21 Councillors including the four Mayors, plus the four council General Managers and three council staff and representatives from SHOROC. Elton Consulting's Kim Anson was engaged as an independent facilitator for the Forum. The full list of attendees and apologies received is included in **Attachment E**.

On arrival, participants were allocated to one of four tables which included representatives from all four councils and a designated table-facilitator.

Each session on the Program included table-based discussion which was then reported back to the wider group by volunteers in order to seek to identify common ideas and themes to inform the development of SHOROC's next Corporate Plan.

A copy of the presentations provided to the Forum sessions is included as **Attachment F**.

## 3. Notes from discussion at the Forum

The notes taken from the Forum discussions for each session based on the table reports are listed below.

It should be noted these notes were recorded on butchers paper as they were raised by Councillors at the Forum and have not been re-edited. The full table-based notes are included as **Attachment G** and these have been cross-checked against the table-based notes to ensure consistency.

A summary list of the Issues and Opportunities for each Session is listed in the table below:

<b>Session 1: Issues, Challenges &amp; Opportunities</b> <b>Major issues and opportunities for councils and the region</b>
<b>ISSUES:</b> <ul style="list-style-type: none"> <li>• Transport (cross regional)</li> <li>• Regional health services</li> <li>• Council financial sustainability, Infrastructure and Asset Management</li> <li>• Ageing population &amp; affordable housing</li> <li>• Retention of key industry and key workers in area</li> <li>• Provide safety and wellbeing to people and the environment</li> <li>• Future proof against climate change</li> <li>• Reduce waste and educate residents</li> </ul> <b>OPPORTUNITIES:</b> <ul style="list-style-type: none"> <li>• Working with the three Ministers in our area / ensure infrastructure priorities delivered</li> <li>• Infrastructure lobbying for transport and health services</li> <li>• Improve relationships with State and Federal governments</li> <li>• Funding for waste and Kimbriki infrastructure &amp; education on waste</li> <li>• Financial savings via collaboration</li> <li>• Secure funding for regional assets such as Brookvale Park and WAC</li> <li>• Focus on basic and local services</li> <li>• Strengthening regional voice</li> <li>• Regulatory change to enable local transport networks</li> <li>• Maximise common ground of four councils &amp; operate with common voice</li> <li>• Government review of planning &amp; negotiating for infrastructure funds with metro planning</li> </ul>
<b>Session 2: Outcomes of Destination 2036</b>
<b>A. Priority actions from Destination 2036 that should be pursued by the councils</b>
<ul style="list-style-type: none"> <li>• Review of Local Government Act to be more enabling</li> <li>• Aligning &amp; integrating strategic planning at a regional level</li> <li>• Identify and remove barriers to more effective resource sharing</li> <li>• Make it easier for councils to establish corporate entities</li> <li>• Removing barriers to flexible working and sharing staff</li> <li>• Sharing I.T Platforms</li> <li>• Incorporate enabling legislation for ROC's</li> <li>• Inter-council service provision</li> <li>• Meet with State Government Departments regularly</li> </ul>
<b>Session 2: Outcomes of Destination 2036</b>
<b>B. Models of governance or elements thereof that warrant further investigation</b>
<ul style="list-style-type: none"> <li>• Local democracy and control / autonomy is important / not a regional council</li> <li>• Maintain / strengthen existing model with expanded capacity of ROC and collaboration of shared services</li> <li>• Model A (status quo with increased formalised service delivery, but without Split terms)</li> <li>• Model that encourages resource sharing</li> </ul>

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- Removal of rate capping
- Show support for the model of increased capacity for ROC's
- Process for Councillors to have more input to SHOROC
- Review voting structure at Board Meetings (Deputy Mayor, non-voting GM)
- Expert committees within SHOROC (staff, Councillors, community) to provide input to SHOROC
- Explore council-owned corporations with Board driving service delivery

#### POTENTIAL IDEAS & DISCUSSION ON PILOT PROGRAMS

- Consider pilot programs (eg. strategic Planning - bringing together the regional priorities from council Community Strategic Plans into a Regional Action Plan which would then be agreed for implementation by the NSW Government and councils as part of the State Plan. Waste collection/ Kimbriki)
- More information is needed (case study rather than pilot)
- Develop a pilot program to be accepted by all Councils
- Negotiate with State what we do and what they do (may build relationships with government regionally)

#### Session 3: Priorities for SHOROC 2012/13 and beyond

#### A. Potential focus areas or criteria for identifying the next phase of cost savings & efficiency/shared-services projects for investigation

##### CRITERIA

- Efficiencies and savings, Economies of scale
- Equitable allocation of resources – provide equivalent service level to what council requires
- Statement of Context if has driven through a corporate body / mode – community involvement.
- Quality of service regionally with local service autonomy
- Cost savings without reducing service quality
- Benefits all councils
- Collaboration on environmental assets and State Agencies
- Cooperation of events management (calendar)
- Inclusion & Social equity – doesn't unduly impact on one section of the community
- Strategically important
- Streamlining / standardising use and by laws, DCP etc standards for business and residents

##### POTENTIAL PROJECTS TO BE INVESTIGATED

- Joint library networks SHORElink expansion
- Asset management and sporting assets
- Environmental management and impact assessment
- Tourism – common branding and integration, event calendar
- Regional affordable housing
- LED street lights
- Ranger services
- Roads, bicycle paths, etc.
- Planning and assessment unit, Development and compliance activities
- Back office
- Sharing key staff between councils
- PCYC and aquatic centre
- Kimbriki waste service education

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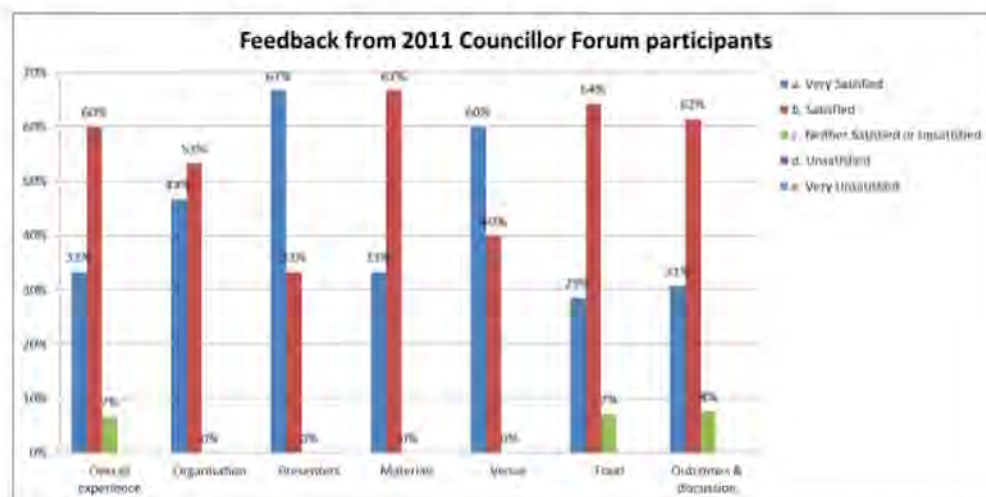


<ul style="list-style-type: none"> <li>• Fleet</li> <li>• All purchase areas</li> <li>• Training</li> </ul>
<b>Session 3: Priorities for SHOROC 2012/13 and beyond</b>
<b>B. Potential focus areas for next phase of regional advocacy &amp; projects</b>
<ul style="list-style-type: none"> <li>• Until legislative change, secretariat of SHOROC is limited and needs to hone in on finishing the areas that have been started – ie transport, health, waste education &amp; capital financing, continuation of tenders and looking at regional service delivery.</li> <li>• Deregulation of public transport so can interface with mass-transit with other options like small feeder buses</li> <li>• Transport options to retain / attract key workers (Central Coast ferry / bus link)</li> <li>• Metropolitan Aboriginal Land Council</li> <li>• Continue infrastructure focus in conjunction with housing &amp; employment planning.</li> </ul>
<b>Session 3: Priorities for SHOROC 2012/13 and beyond</b>
<b>C. Governance areas to be further explored</b>
<b>GOVERNANCE</b> <ul style="list-style-type: none"> <li>• Council-owned corporations including independent Board driving service delivery</li> <li>• Make opt-in and opt-out process clearer</li> <li>• Need to retain autonomy of councils while gaining efficiencies</li> <li>• Should wait and see how Govt projects progress</li> <li>• Set up expert committees (incl. staff, Councillors and community) as part of planning &amp; operations.</li> <li>• Review existing structure and representation on the Board</li> <li>• Develop a draft model for broad acceptance of all councils before going into pilots</li> </ul>
<b>POTENTIAL PILOTS</b> <ul style="list-style-type: none"> <li>• Needs to be clearer what the process is and what is expected. Should be about support and funds from state government and we decide how the process proceeds.</li> <li>• Potential pilot could bring together the regional priorities from council Community Strategic Plans into a Regional Action Plan which would then be agreed for implementation by the NSW Government and councils as part of the State Plan. Build on the strength of SHOROC regionally through Shaping Our Future and enable negotiation with the state government as to what is done at a local level.</li> <li>• Potential pilot waste collection shared services project.</li> </ul>

#### 4. Participant feedback

Forum participants were provided with a brief feedback form on the Forum.

Feedback on the Forum from participants was very positive, with for example 93% of participants stating they were satisfied or very satisfied with the event as outlined below.



#### 5. Board resolution agreeing the next steps

The SHOROC Board met on 16 November 2011 to consider the 2011 Councillor Forum discussion and outcomes and discuss the next steps. The notes taken from the group discussions and the full table-based notes from the Forum were provided to the Board along with a verbal report to inform the discussion.

Following consideration, the Board resolved:

- To note the verbal update on the Forum.
- To endorse the view of Councillors that the priority issues for the SHOROC region and councils are traffic and transport, health services and the financial sustainability of councils.
- To endorse the majority view of Councillors expressed at the Forum that the regional governance model for the SHOROC region should be based on the existing model of four independent councils collaborating through SHOROC, with an expansion of the capacity of SHOROC to deliver financial savings through greater investigation and implementation where appropriate of shared and collaborative functions and services.
- To agree that the functional areas suggested at the Councillor Forum for further investigation in regard to collaboration and/or shared services, together with the criteria for assessment and suggestions regarding project governance, be referred to GMAC for consideration with a request to report back to the Board with recommended next steps including the most appropriate functional areas that could be further investigated and how to proceed.
- To agree that as suggested at the Councillor Forum the implementation of transport and health services infrastructure in conjunction with housing and employment planning, regional waste management including community education and the Kimbriki facility development, and council cost savings through regional tenders, projects and shared services should continue to be the primary focus of SHOROC for the coming years.

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- To agree to seek further details from the NSW Government as to what involvement in a pilot would involve and to come back to Board for consideration as appropriate, noting the suggestions raised at the Forum.
- To agree that, subject to the content of the draft Destination 2036 action plan, a SHOROC submission be prepared by the February 2011 deadline that supports implementation of actions related to the Local Government Act being more enabling than prescriptive with a variety of models including corporate entities and enabling legislation for ROCs, identifying and removing barriers to stronger and more effective resource sharing and shared service provision for example through creation of council owned corporations, and aligning and integrating strategic planning between State and Local Government on a regional basis.
- To agree that the President write to all Councillors to inform them of the positive and constructive discussions at the Forum and the resolutions of the Board in regard to next steps as well as thanking all participating Councillors for their attendance.
- To agree that a written report on the Forum be provided to the February 2012 Board meeting for adoption and subsequent distribution to all Councillors.

As a result of this resolution, work has already begun on developing SHOROC's 2012-2016 Corporate Plan based on the resolution above and the notes of the Councillor Forum. In addition, this report will be formally considered by GMAC, by the SHOROC Board, and throughout the development process of SHOROC's 2012-2016 Corporate Plan, which is due to be submitted to the Board for approval in May 2012.

## Attachment A. Councillor Information Pack

### 2011 SHOROC COUNCILLOR FORUM

#### Destination 2036 – Planning our next steps



#### Background reading and reference material information pack

The enclosed information pack contains background reading and reference material for Councillors attending the 2011 SHOROC Councillor Forum.

Its purpose is to provide a short document for review and reference material summarising the key points from *Destination 2036*, the areas that SHOROC is working on already and the establishment of a shared resource recovery service in Kimbriki, as well as a summary of council functional and service areas for potential further collaboration.

The information pack contains the following:

- Part 4. Highlights and key points from the *Destination 2036* Outcomes Report:
  - a. The Directions
  - b. The Suggested Actions
  - c. Example models of governance
- Part 5. A summary of SHOROC work-to-date and planned
  - a. Highlights from 2010/11
  - b. Key projects underway and planned for 2011/12
  - c. Kimbriki as an example of a shared service
- Part 6. A summary of council functional areas for consideration and discussion regarding potential areas for further collaboration

Further reading in regard to *Destination 2036* can be found on the NSW Division of Local Government website [www.dlg.nsw.gov.au](http://www.dlg.nsw.gov.au)

Key documents include:

- Destination 2036 Communiqué  
<http://www.dlg.nsw.gov.au/dlg/dlghome/documents/information/Destination%202036%20Workshop%20-%20Communique%20-%202018%20August%202011.pdf>
- Full Destination 2036 Outcomes Report  
<http://www.dlg.nsw.gov.au/dlg/dlghome/documents/information/Destination%202036%20Outcomes%20Report%20-%20September%202011.pdf>
- DLG Chief Executive's Personal Message on Destination 2036  
<http://www.dlg.nsw.gov.au/dlg/dlghome/documents/information/DESTINATION%202036%20-%20Some%20food%20for%20Thought.pdf>

## Part 1. Highlights & key points from the Destination 2036 Outcomes Report

### What is Destination 2036?

The NSW Division of Local Government describes *Destination 2036* as the start of a new way of planning which moves local government in NSW from talking about and reacting to change, to managing change to create a preferred future. In effect, it will begin the strategic plan and delivery program for NSW local government, mirroring key elements of the integrated planning and reporting frameworks which individual councils are implementing.

Its focus is to work with councils to meet the needs and expectations of our communities of the future as our population, technologies and economy change dramatically over the next 25 years.

Over 350 representatives from every council and ROC in the State gathered in Dubbo on 17 and 18 August 2011 to begin the process of creating a strong and viable local government sector.

The outcomes from *Destination 2036* to date are summarised in the attached Outcomes Report. Highlights including the major directions, the suggested actions as the next steps and example models of governance are outlined below.

### Directions

At Dubbo, participants were asked to identify Directions for the next 1-4 years, 5-10 years and 10+ years. The summary directions identified from this process are listed below:

- Define roles and relationships of local, state and federal government
- An improved partnership relationship between state and local government
- Increased financial sustainability, with a reformed funding models and new revenue sources
- Development of flexible, adaptable and sustainable models of service delivery to respond to local needs and aspirations eg regional delivery, corporations
- Redesign the legislative framework
- More responsive planning frameworks to address demographic change, population growth, food security and land use decisions

*(More information can be found on pages 21-25 of the Destination 2036 Outcomes Report)*

### The suggested actions for implementation

These summary directions were then used as the basis for development by participants of suggested actions for inclusion in the *Destination 2036* implementation plan.

The suggested actions from the Outcomes Report are listed on the following pages. These suggested actions will be discussed at the Councillor Forum.

*(More information can be found on pages 27-37 of the Destination 2036 Outcomes Report)*



The following list summarises the actions proposed throughout the Destination 2036 Workshop in all of the interactive sessions as well as in the comments provided by individual participants in the comments boxes. The actions presented here are not intended to capture every idea suggested by every participant. The following list focuses on actions which were presented multiple times during the process and/or fed back by one or more groups to a joint session as a priority. The list intended as the basis for further consultation within the local government sector and subsequent refinement by the Implementation Steering Committee which has been formed to oversee the continuation of the Destination 2036 process.

### Suggested Actions about Functions

Action	Action
1a Establish a task force to identify the <b>roles and responsibilities</b> of Federal, State and Local Government and formalise the shared understanding through a MOU or other similar agreement	1l Develop greater community awareness and ownership of the <b>Metropolitan Strategy</b> and other city-wide land use planning policies and strategies
1b Review and <b>clarify functions provided by Local Government</b> , including identifying core or key functions as well as discretionary functions	1m Align state, regional and local planning for <b>transport</b>
1c Ensure that the review of the Local Government Act <b>defines core functions and enables discretionary functions</b>	1n Develop integrated regional plans for <b>affordable and social housing</b> in metropolitan and regional areas
1d Develop a procedure to be implemented when <b>functions are proposed to shift</b> between levels of government	1o Develop and implement strategies for productive <b>agricultural land</b> , to provide food security and encourage the localisation of food production
1e Explore the potential for councils to be directly funded to <b>provide some State and Federal Government services</b> , particularly in regional, rural and remote areas	1p Align state, regional and local planning for <b>coastal management</b> to help provide greater clarity for service provision
1f Clarify and reach agreement on responsibility, and associated funding arrangements, for <b>emergency and fire services</b>	1q Align state, regional and local planning for <b>flooding</b> to help provide greater clarity for service provision
1g Develop and fund a program to increase the number of <b>aged care facilities</b> in rural and remote areas	1r Align state, regional and local planning for <b>disaster management</b> to help provide greater clarity for service provision
1h <b>Align and integrate strategic planning</b> between State and Local Government, including improving the interrelationship between state, regional and local plans	1s Align state, regional and local planning for <b>economic development</b> to help provide greater clarity for service provision
1i Align federal, state, regional and local planning for <b>population growth</b>	1t Identify and remove barriers to <b>stronger and more effective resource sharing and shared service provision</b> , with enabling legislation incorporated into the review of the Local Government Act
1j <b>Promote population, business and industry growth</b> in regional, rural and remote areas	1u Develop a more formalised program for councils to use <b>volunteers and retirees</b> to help provide services
1k Review the <b>Environmental Planning and Assessment Act</b> to increase flexibility and local autonomy	1v Develop and run a campaign to <b>promote Local Government</b> and to inform the community about its roles, responsibilities and functions

### Suggested Actions about Structure

Action	Action
2a. Develop, refine and enable a variety of <b>models</b> of local government in NSW, potentially including: <ul style="list-style-type: none"> <li>→ a model with greater and more formalised regional service delivery and resource sharing</li> <li>→ a model for small to medium councils with shared administrations but independent elected bodies</li> <li>→ a two tier model, with roles and responsibilities separated between local and regional councils</li> <li>→ a model for larger councils with a corporate board structure and/or corporatized service delivery</li> </ul>	2f. Review the <b>Local Government Award</b> to ensure that it enables flexible staffing arrangements to support a variety of models of local government
	2g. Incorporate enabling legislative arrangements for <b>Regional Organisations of Councils</b> into the Local Government Act, including the ability to incorporate
	2h. Review ways in which the <b>regulatory responsibilities</b> of councils can responsibly be reduced and incorporate the outcomes into the review of the Local Government Act and any associated legislation
2b. Undertake and support <b>pilot programs</b> with volunteer councils to test new models of local government	2i. Work to <b>align the regional and sub regional boundaries</b> used by State and Local Government, including by State Government agencies and Regional Organisations of Councils
2c. Undertake <b>engagement with stakeholders</b> on the proposed models of local government	2j. Review the process and relevant legislation for Local Government <b>boundary changes</b> , including establishing an independent, high level panel to determine local government boundaries in NSW
2d. Identify and implement incentives to encourage the <b>voluntary amalgamation</b> of councils and remove roadblocks to amalgamation in the Local Government Act and other relevant mechanisms	
2e. Undertake a wide ranging <b>review of the Local Government Act</b> , based on the principle that the Act be more enabling than prescriptive and incorporate a variety of models of local government	

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## Suggested Actions about Governance

Action	Action	Action
3a Review the <b>Inter Governmental Agreement</b> and use it as a basis to continue to improve the working relationship between State and Local Government	3g Require referendums as part of Local Government elections to allow communities to determine whether to have <b>popularly elected Mayors</b>	3n Amend the Local Government Act to provide broader options rather than the dismissal of an entire council eg <b>dismissal of individual Councillors</b>
3b Develop a process for <b>State Government Departments to meet regularly with Regional Organisations of Councils</b> to discuss local issues	3h Review <b>remuneration</b> for Mayors and Councillors	3o Ensure the Local Government Act talks to other <b>Acts</b>
3c Develop and formalise processes for State and Local Government, including State Government agencies and Regional Organisations of Councils, to work together on <b>integrating strategic planning</b> at a state, regional and local level	3i Explore ways to <b>introduce postal and electronic voting</b> in Local Government elections and enable through the Local Government Act, Electoral Act or other relevant legislation	3p Review the <b>Code of Conduct</b>
3d Investigate <b>terms for Mayors and Councillors</b> , including the possibility of a minimum Mayoral term	3j Pursue the recognition of Local Government in the <b>Australian Constitution</b>	3q Implement programs to encourage a <b>diversity of elected representatives</b> on councils
3e Investigate the option for <b>half term elections</b>	3k Consider including provisions in the Council Charter to clarify that Councillors are required to consider the interests of the <b>entire local government area</b> , rather than an individual ward	3r Review requirements and arrangements for <b>Councillor training</b> , including considering the potential for Councillors to undertake training from the Australian Institute of Directors or similar professional body
3f Review national and international governance models in which Councillors assume responsibilities for <b>specific portfolios</b> or policy areas and incorporate the outcomes into the development of models of local government for NSW	3l Reconsider the provisions in the Local Government Act relating to the establishment of <b>wards</b> and, in particular, the proportion of variation allowed between the number of electors in each ward	3s Develop a joint understanding of the <b>role of the Division of Local Government</b> , including consideration of a more facilitative and less regulatory role
	3m Consider incorporating provisions in the Local Government Act to <b>limit the legal liability</b> of councils	3t Develop and promote new processes and structures for <b>community engagement</b> , including the use of social media and exploring options for virtual councils
		3u Develop a <b>'My Council' website</b> to enable comparison between councils

### Suggested Actions about Finance

Action	Action	Action
4a Review, and develop processes for implementing specific options to increase the <b>financial sustainability</b> of councils, including: → removing, phasing out or further revising rate pegging → deregulating fees and charges → establishing more flexible rating categories → moving to rate valuations based on the improved value of land → reviewing pensioner rate rebates → removing or reducing rate exemption categories → allowing councils to invest in businesses → considering the application of Public Private Partnerships to council service provision → investigating the South Australian local government banking model → examining other options to improve financial sustainability	4c Pursue a reasonable and fixed allocation of <b>Federal Government tax revenue</b> for Local Government 4d Lobby to increase the total amount provided to councils in <b>Federal Assistance Grants</b> 4e Review the formula used for <b>assessing disadvantage</b> as part of Federal Assistance Grants 4f Lobby the Federal Government to ensure the ongoing continuation of the <b>'Roads to Recovery'</b> program 4g Lobby COAG to provide a coordinating mechanism for Federal, State and Local Government <b>infrastructure strategies</b> and associated funding processes 4h Explore, and develop processes for implementing alternate methods for funding council <b>infrastructure</b> , including: → establishing an infrastructure fund → establishing infrastructure bonds → investigating the ability for councils to borrow funds against assets → providing low or no interest loans for infrastructure	4i Review the way in which <b>infrastructure maintenance and renewal</b> is budgeted and reported 4j Establish a <b>'Royalties for Regions'</b> program, particularly for areas affected by mining 4k Consider the implications of the <b>Henry Tax Review</b> and identify opportunities for local government 4l Simplify State Government <b>grant funding processes</b> to Local Government 4m Identify the characteristics of a <b>sustainable council</b> compared to an unsustainable council 4n Review <b>Section 94 arrangements</b> in the Environmental Planning and Assessment Act, including the ability for funding to be used more flexibly
4b Amend the Local Government Act to make it easier for councils to establish <b>corporate entities</b>		

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## Suggested Actions about Capacity

Action	Action
5a Facilitate contractual arrangements for councils to provide services to each other	5g Undertake and communicate <b>research into innovation and best practice</b> in local government in NSW, Australia and internationally
5b Enable Regional Organisations of Councils or similar regional bodies to share a common workforce	5h Develop a toolkit of ways that councils can take advantage of the <b>National Broadband Network</b> to improve capacity and service delivery
5c Identify and remove barriers to sharing administrative and back of house staff, including GMs and senior staff	5i Investigate the potential for councils to operate from a <b>shared information technology</b> platform
5d Develop a formalised program for sharing specialist professional, technical and other staff between councils in rural areas, on a regional basis and between urban and rural councils	5j Prepare case studies and best practice models of the <b>use of new technologies</b> to improve council capacity and service delivery
5e Explore opportunities for increasing workforce flexibility, including: <ul style="list-style-type: none"> <li>→ working from home and telecommuting</li> <li>→ attracting new and younger staff</li> <li>→ retaining experienced and older staff</li> <li>→ facilitating portability of staff between Local and State Government</li> </ul>	5k Improve sharing of, access to and monitoring of <b>data</b> between State and Local Government
5f Develop a formalised program for partnering and mentoring between large/small and urban/rural councils	



### Example Models of Governance

In Dubbo participants were asked to develop up to two models of local government of the future.

The primary message which emerged from a large proportion of the sub groups was that civic leaders do not want to see a “one size fits all” model of local government in NSW.

Four indicative examples of models are outlined in the Outcomes Report. The Report notes that these are not presented as definitive models endorsed by Workshop participants, but rather starting points for further consideration.

These example models will be discussed at the Councillor Forum.

The four example models included are:

- a. A model with greater and more formalised regional services delivery
- b. A model for small to medium councils with shared administrations but independent elected bodies
- c. A two tiered model with roles and responsibilities between local and regional councils
- d. A model for larger councils with a corporate board structure and/or corporatized service delivery

#### **A. A model with greater and more formalised regional services delivery**

This model included specific governance arrangements, with 5-7 Councillors and Mayors elected by their fellow Councillors for two years terms. It was thought that there should be limits on the maximum number of times a Mayor could serve and that there be four year, split council terms, with biannual elections. The model included Councillors paid a “minimum payment at the base wage”, with an additional allowance for the Mayor. It also incorporated Councillors being assigned portfolios.

Specific council functions were not identified as part of this model, but it was thought that the model should “match services to community needs” and not “duplicate services with other levels of Government and private enterprise”. The model did, however, include more formalised resource sharing arrangements, facilitated through legislation.

In addition to increased resource sharing, the model was proposed to be funded through:

- Removing rate capping, including current IPART processes
- Outsourcing in partnership with other councils
- Using “contractual arrangement for [the] provision of services provided by other councils”
- Removing restrictions on the ability to commercialise.

The model also considered alternative ways of funding infrastructure, such as “more GST funding” and “councils pay interest, Federal or State pay principle”.

In this model, councils increase their capacity by resource sharing and collective outsourcing, as well as improving mentoring arrangements between councils.

#### **B. A model for small to medium councils with shared administrations but independent elected bodies**

The governance for this model was predicated on a corporatised structure, in this case with a Mayor, popularly elected for a four year term, acting as the chair of the board and a General Manager

reporting to the board. The model also featured a “centralised back office supported by place managers with responsibility for service delivery” in specific areas and/or towns. The model was visualised by the sub group as follows:

The proposed functions undertaken in this model included water, sewer, roads, rates, rubbish and the “regional delivery of services via place manager”. These functions were proposed to be funded though GST revenue, set at a fixed proportion, as well as grants and rates.



In this model, councils increase their capacity by

- Building on economies of scale
- Increasing “career opportunities in the region”
- Using shared services, with careful contract management.

#### **C. A two tiered model with roles and responsibilities between local and regional councils**

This model featured two tiers of governance, with “regional political reps fed up from each council” and each council acting as a legal shareholder to the larger body. This structure was likened to a “parent/subsidiary company relationship between a group of councils” – and it was thought that the structure should be guaranteed through “20 year compacts – disciplines to enter and exit (no opt out)”.

The proposed functions undertaken by the council in this model were not specifically defined beyond the general notion that they be “fluid”. However, it was thought that the structure would enable the regional council to “diversify into specific purpose vehicles for certain regional scale functions”.

The model was proposed to be financed through a “common regional rate and discretionary local rate”, as well as “user pays for certain services”. It was also proposed that there be “legislative capacity to operate into different forms ie business structures”.

In this model, councils increase their capacity by

- Increasing the strength of governance
- Sharing a common workforce, including the “CEO and admin”
- Increasing the ability to provide higher quality services
- Increasing efficiency and use of resources.

The model was also seen to “enable regional issues to be addressed”, including catchment management, transport, planning and “service delivery for other levels of government”.

#### **D. A model for larger councils with a corporate board structure and/or corporatized service delivery**

This model was identified as working best in an urban location with a medium to large population centre, defined as approximately 100,000 + with “minimal expected population growth”. The model featured an undivided local government area, without wards, governed by seven Councillors including a popularly elected Mayor.



It also included a corporatised structure, with the General Manager becoming the chief executive officer and reporting to the council as to a board of directors. It was proposed that the CEO position “must be contested after 10 years” and that there be increased payments to Councillors.

The proposed functions undertaken by the council in this model included “all traditional services and programs in consultation with local community”, as well as “tailored additional services to reflect community needs”. It also included a “commitment to regionalisation” with shared services being provided by ROCs and “facilitated services with local groups, Government agencies and NGOs”.

These functions were proposed to be funded through

- Property rates based on land values
- Special rate variations and specific levies
- Loans, grants and other “targeted taxes and fees”
- A “poll tax”, with a “new model required to get a fairer share of Federal Government Revenue”.

In this model, councils increase their capacity by:

- Undertaking specialised services with other councils
- Sharing back of house functions, such as payroll, legal and information technology
- Applying new technology
- Requiring a business case for all new or expanded services.

*(More information can be found on pages 39-47 of the Destination 2036 Outcomes Report)*

## Part 2. A summary of SHOROC work-to-date and planned

Manly, Mosman, Pittwater & Warringah councils established SHOROC to get results for the councils and the region. The focus of SHOROC is to provide value such as bringing in funding for significant infrastructure, collaborating on community or environmental projects and improving council productivity or saving council funds through joint tendering, projects and service delivery.

This past year has seen some major progress, particularly for our region's health, transport and environment with millions of dollars have been committed for our hospitals and transport infrastructure and 27 new projects agreed to improve the environmental sustainability.

Over \$540,000 has been saved by councils since establishing the Cost Savings and Efficiency Program in mid-2009 through joint regional tendering and procurement and collaborative projects including shared services activity.

Collaboration by councils through SHOROC has also resulted in establishment of an outstanding shared resource recovery facility co-owned by the four councils; Kimbriki Environmental Enterprises.

The collaborative approach and united voice has got results and has the potential to deliver significantly more, especially in the area of regional procurement and shared services. This area is especially pertinent given the increasing financial pressures on councils and the push from the NSW Government for change in the local government sector.

More information on recent achievements including Kimbriki and the work to establish a common waste collection system is outlined below.

### Summary of recent achievements and current SHOROC projects

#### HIGHLIGHTS FROM 2010/11

\$125 million for new hospital	To start construction on the Level 5 Hospital at Frenchs Forest by 2015 from NSW Government, plus retaining Mona Vale Hospital in a complementary role.
Major new BRT public transport feasibility study	Feasibility planning for Northern Beaches Bus Rapid Transit (BRT) system from NSW Government, plus commitments to road upgrades associated with the new Hospital.
\$322,449 direct savings to councils	Value for councils through cost and productivity savings in year one of the Efficiency and Cost Savings program, with new efficiency/cost saving projects underway. (Now over \$540,000 saved)
Strong partnership with NSW and Commonwealth MPs	Regular meetings with NSW Ministers and MPs Jillian Skinner MP, Brad Hazzard MP, Mike Baird MP, Rob Stokes MP and Jonathan O'Dea MP and Commonwealth MPs Tony Abbott MP and Bronwyn Bishop MP to discuss delivery of key infrastructure funding priorities for the region.
New regional strategies & indicators	Adoption of <i>Shaping Our Future</i> 'major infrastructure' strategy, 27 new sustainability projects under the <i>Shaping Our Sustainable Future</i> action plan and the 'health of the region' indicators.
More collaborative governance	Establishment of Annual Councillor Forum & processes for Councillors involvement & input.

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Collaboration, knowledge & resource sharing	Regular meetings of Mayors, Councillors, General Managers, Land use planning directors, strategic planners and staff working on climate change, water cycle management, waste, procurement, HR, Records management and State of the Environment reporting.
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Projects delivered in 2010/11 and those underway in 2011/12 are listed below.

Key projects delivered in 2010/11	Key Projects for 2011/12
<b>Working for a stronger region</b>	
<ul style="list-style-type: none"> <li>• <i>Shaping Our Future</i> 'major infrastructure' strategy</li> <li>• Advocacy campaign for health &amp; transport funding</li> <li>• <i>Shaping Our Sustainable Future</i> 'action plan'</li> <li>• Health of the Region Indicators</li> <li>• Historical Place Names Register</li> <li>• Climate change inventory and collaboration</li> <li>• Applying for grant funding opportunities</li> <li>• Spatial Analysis Report to inform <i>Shaping Our Future</i></li> <li>• Regional State of the Environment Report 2009/10</li> </ul>	<ul style="list-style-type: none"> <li>• Continue advocacy campaign for health &amp; transport funding</li> <li>• Support implementation of transport &amp; hospital infrastructure planning</li> <li>• First annual 'health of the region' report</li> <li>• Investigate joint/collaborative tourism promotion and branding, events, and grants.</li> <li>• Support 'Last Drinks' Campaign across region.</li> <li>• Encourage coordinated planning, upgrades and maintenance of footpaths, roads and bike paths.</li> <li>• Commence priority projects under <i>Shaping Our Sustainable Future</i> 'action plan'</li> <li>• Develop regional asset inventory</li> <li>• Commence regional liveability strategy</li> </ul>
<b>Working for stronger councils</b>	
<ul style="list-style-type: none"> <li>• 9 regional tenders and commencement of 7 projects as part of the Cost Savings and Efficiency Program</li> <li>• Kimbriki Sub-Committee of Councillors &amp; community</li> <li>• Common Waste Collection investigation study</li> <li>• Regional Household Waste Stream Audit</li> <li>• SHORE Savings Innovation Challenge to identify innovative new projects</li> <li>• 2010 LGMA Management Challenge</li> </ul>	<ul style="list-style-type: none"> <li>• Continue regional tenders and projects under Cost Savings and Efficiency Program to deliver additional \$300,000 in cost savings and efficiency measures to councils. 5 tenders currently underway.</li> <li>• Continue project planning for common waste collection service by 2014.</li> <li>• Investigate the formation of regional business unit to provide construction certification services.</li> <li>• Investigate feasibility of projects identified through 2010 Councillor Forum including LED street lighting, Greenpower and Information Technology.</li> <li>• Investigate and deliver coordinated training and recruitment opportunities across the region.</li> <li>• Deliver targeted seminars or conferences for councillors and council staff.</li> </ul>

#### **Kimbriki and common waste collection**

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On 1 July 2009 Kimbriki Environmental Enterprises Pty Ltd (KEE) was incorporated as a new company created to own and operate the Kimbriki Resource Recovery Centre at Terrey Hills, with Warringah, Manly, Mosman and Pittwater Councils as shareholders.

KEE was established by the councils as a regional shared resource recovery facility, a local solution to local waste. A key part of the decision was that because the Belrose landfill is due to close in 2014, unless an alternative was found all putrescible waste from the SHOROC region would need to be transported long distances for disposal.

The intention of the formation of KEE was to:

- Ensure the commercial viability of the company and its business to deliver social and environmental benefits in the interests of all shareholders (the councils).
- Enable the councils to work together in order to:
  - Dispose of waste and recyclables generated by each council to be managed at Kimbriki
  - Establish a common collection system and explore the benefits of joint tendering
  - Explore the potential for the use of alternate waste technologies at Kimbriki

A key aim of KEE is to manage waste locally in a sustainable manner and maintain the landfill as a perpetual asset for the region.

The establishment of KEE required formal approval of the Minister for Local Government, over 10 years of collaboration the councils and lobbying of state government. Structurally, KEE was formed a company with an independent Board to manage the Kimbriki site, with the four councils as shareholders.

KEE is recognised as great example of the value of collaboration and a shared service delivery model for local government. Without KEE and the planned AWT and MRF facilities, the councils would be competing with all the other metropolitan councils for the increasingly limited and costly landfill space in greater Sydney and surrounds. Modelling by KEE shows the long-term costs of landfilling, not to mention the transport and carbon emissions costs, would mean greater costs for ratepayers for waste disposal were KEE not established.

The next element of the regional waste management approach is the implementation of a common residential collection system, which has the potential to achieve significant financial savings and improved environmental results. Councils have agreed a common collection system will be implemented by 2014 to build on the gains made through the establishment of KEE.

To date, Mosman, Pittwater and Warringah councils have resolved to implement a common collection system with the other SHOROC councils comprising collection of three waste streams: food waste with garden vegetation; fully commingled recycling; and residual waste.

Further work will be conducted on this project in the coming years, with a view to implementation in around 2014. This includes an investigation into the value of appropriate business models that could be established for the efficient and cost effective delivery of quality waste services, including a centralised waste management unit, to co-ordinate and manage each or all (not limited to) of the following: contract management; customer service/call centre; administration; contamination management; education; marketing.



### Part 3. Council functional areas overview

As the Destination 2036 report states, the most frequent suggestion in relation to the structural element of the various models, related to resource sharing. The level of resource sharing between councils can vary from formal to informal and of course will be largely dependent on the structure and model that applies.

The SHOROC councils have already a number of resource sharing initiatives, Kimbriki Environmental Enterprises being the most obvious example. Over the coming years this will present councils with a platform for the provision of resource recovery operations and has the potential to be closely tied to the development of waste collection services, waste education and waste contract administration and customer service across the region.

Through the SHOROC Efficiency and Cost Savings Program the councils have also been working collectively on a number of resource sharing and collaborative projects. The first year of the program delivered savings of more than \$320,000 for the councils, this is just the tip of the iceberg and has to date focused largely on joint purchasing as a means of delivering efficiencies.

During 2010 SHOROC worked with the councils to identify the collaborative projects that would form part of the SHOROC Corporate Plan. This forum provides a timely review of other areas that can be investigated in terms of how better resource sharing and potentially how the role of the ROC might be best utilised to deliver improved efficiency and productivity.

#### The functional areas

The following table shows a list of typical functional areas within councils. They have been separated into "Back Office" and "Service Delivery" criteria.

'Back office', as the name implies does not have overt community faced service delivery, rather these are tasks associated with the running and administration of council operations.

'Service delivery' however implies that this service directly has effect on the community or is otherwise consumed by ratepayers, visitors, businesses etc.

Within each functional area we have identified some of the types of sub functions that area would be responsible for. While resource sharing could ensue at a functional area level and it is suggested this is where the greatest efficiency potential exists, there may be instances where breaking down the task into sub functions may be more appropriate.

At the Councillor Forum, sessions will be held which aims to obtain your thoughts on what areas you think hold potential for more resource sharing in our region and, if you consider further investigation should be conducted, your thoughts on the criteria that could be used.

<b>'Service Delivery' Council functions</b>		
<b>Functional Area</b>	<b>Typical Sub Functions</b>	<b>Comments</b>
Planning & Development	LEP Development Strategic Planning Economic Development Development Assessment Building Compliance and Certification	
Environment	Coastal and waterways Sustainability Education Bushcare Flood Management Waste and Recycling Stormwater Management Food and Hygiene Compliance	
Community and cultural services	Libraries Childcare youth services arts and culture parks and reserves sports facilities playgrounds grant programs	
Assets and infrastructure	Roads Bikeways Parking local services surf clubs cemeteries Graffiti management	

<b>'Back Office' Council functions</b>		
<b>Functional Area</b>	<b>Typical Sub Functions</b>	<b>Comments</b>
Information Technology (IT)	Network administration help desk and PC support GIS systems systems administration business systems	
Financial Services	Accounting, Budget Management Payroll Accounts Payable and Receivable Rates and Revenue Insurance Investments	
Corporate Services	Fleet Procurement Records Governance Administration marketing and communication customer service ranger services	
Human Resources (HR)	Recruitment Training strategic workforce planning induction staff development	

**Some considerations:**

- In England the Audit Commission (2008) reports that Local Government achieved efficiency gains of £4.8 billion in back office including shared services over a three year period in the 2004 spending review
- In Australia, shared services have largely taken place through ROC's but in the majority of cases shared services still appear only to be 'scratching the surface'
- Shared service provision can occur at a local government association level for example in Queensland the LGA offers shared services in procurement, IT, infrastructure, customer service and workplace insurance
- The need for strong governance and commercial capacity/capability to support the development of shared services is required

**Case Studies:**

- Bay of Plenty and Waikato Local Authority Shared Services – establishment of a jointly owned shared services company to provide a shared valuation database
- North East Councils Adelaide – development of a range of shared services including regional development assessment panel, shared development and environmental health officers, shared auditor and fire safety committee membership
- New England Strategic Alliance of Councils (NSW) – business review indicated that \$22m of benefits could be delivered over an eight year period however governance, planning and trust limited the achievements of NESAC and provided key learnings in the requirements for successful shared services implementation

Source: Consolidation in Local Government: A fresh look, ACELG (2011)



## Attachment B. Pre-Forum Survey

### 2011 SHOROC COUNCILLOR FORUM

#### Destination 2036 – Planning our next steps



#### Pre-Forum Councillor Survey

Overview: This Survey is for Councillors from Manly, Mosman, Pittwater & Warringah councils to have their say on the major challenges and priorities for the SHOROC region and councils. Its results will be reported to the 2011 Councillor Forum and the Board as part of the development of SHOROC's Corporate Plan for 2012-2016.

#### Background

1. How long you have been an elected Councillor?
  - a. 0-4 years
  - b. 4-8 years
  - c. 8-12 years
  - d. 12+ years
  - e. Other, please specify \_\_\_\_\_
2. What has been your level of involvement with SHOROC projects/groups in the past year?
  - a. Frequent (at least once a month)
  - b. Occasional (around once every 3 months)
  - c. Rare (around once a year)
  - d. None

#### Issues, challenges & priorities for the region and councils

Thinking of the SHOROC region as a whole (Manly, Mosman, Pittwater & Warringah LGAs):

3. What would you say are the top 3 challenges facing this REGION over the next 5 to 10 years? **Please rate from 1 to 3, with 1 being the most important challenge.**
  - ☐ Traffic & transport
  - ☐ Hospitals & public health
  - ☐ Population growth
  - ☐ Demographic changes (including Ageing)
  - ☐ Housing diversity/affordability/adaptability
  - ☐ Environmental management
  - ☐ Climate change
  - ☐ Business & employment
  - ☐ Changing economy and increasing cost of living
  - ☐ Other, please specify \_\_\_\_\_

Why do you say that?

\_\_\_\_\_

\_\_\_\_\_

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4. What do you think are the 3 most important issues facing the COUNCILS over the next 5 to 10 years? **Please rate from 1 to 3, with 1 being the most important issue.**

- ☐ Financial sustainability/funding
- ☐ Infrastructure/asset backlog & maintenance
- ☐ Population & demographic changes
- ☐ Climate change, including changes to energy & water prices
- ☐ Economic changes & global financial uncertainty
- ☐ Council consolidations
- ☐ Technology changes
- ☐ Maintaining service levels
- ☐ Increasing community expectations
- ☐ Other, please specify

Why do you say that?

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5. Of the priority actions identified at Destination 2036 that relate to regional collaboration, what are the 3 areas the councils should focus on when working together through SHOROC for stronger COUNCILS?

**Please rate from 1 to 3, with 1 being the most important area of focus.**

- ☐ Align and integrate strategic planning between State and Local Government on a regional level
- ☐ Identify and remove barriers to stronger and more effective resource sharing and shared service provision, with enabling legislation incorporated into the review of the Local Government Act.
- ☐ Undertake a wide ranging review of the LG Act based on the Act being more enabling than prescriptive, with a variety of models
- ☐ Incorporate enabling legislation for ROCs into the Local Government Act, including the ability to incorporate
- ☐ Amend the LG act to make it easier for councils to establish corporate entities.
- ☐ Undertake and support pilot programs with volunteer councils to test new models of local government
- ☐ Work to align the regional and subregional boundaries of State and Local government and ROCs
- ☐ Develop a process for State government departments to meet regularly with ROCs to discuss local issues
- ☐ Facilitate contractual arrangements for councils to provide services to each other
- ☐ Enable Regional Organisations of Councils or similar regional bodies to share a common workforce
- ☐ Identify and remove barriers to sharing administrative and back of house staff, including GMs and senior staff

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- ☐ Investigate the potential for councils to operate from a shared information technology platform

Why should these be the areas of focus? Please elaborate

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6. Four example models of governance for local government in NSW were included in the *Destination 2036* report (see the Information pack provided for more detail). **Please circle any of these models that you consider warrant further investigation.**
- a. a model with greater and more formalised regional services delivery;
  - b. a model for small to medium councils with shared administrations but independent elected bodies;
  - c. a two tiered model with roles and responsibilities between local and regional councils;
  - d. a model for larger councils with a corporate board structure and/or corporatized service delivery?

What, if any, are the specific elements that warrant further investigation?

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7. SHOROC has been established as a partnership between Manly, Mosman, Pittwater & Warringah councils with the objective of working together for a stronger region and stronger councils.

What are the 3 areas the councils should focus on when working together through SHOROC for a stronger REGION? **Please rate from 1 to 3, with 1 being the most important area of focus.**

- ☐ Funding & planning for public transport & roads
- ☐ Funding & projects for hospitals & public health
- ☐ Planning for population growth
- ☐ Planning for demographic changes (including Ageing)
- ☐ Enabling housing diversity/affordability/adaptability
- ☐ Planning & projects for environmental management
- ☐ Adapting and mitigating for climate change
- ☐ Planning & projects for economic development
- ☐ Planning & projects for liveable communities
- ☐ Other, please specify \_\_\_\_\_

Why should these be the areas of focus? Please elaborate

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8. Please list 3 specific council 'back-office' or 'service delivery' functions that should be investigated further for collaboration or shared services (see the Information pack for a list of council functional and service areas):

1/

2/

3/

Why should these be the areas be explored further? Please elaborate

### Performance

9. SHOROCs priority projects are listed below. Please rate SHOROC's performance on these particular projects in the last 12 months. (rating 1 poor through to 5 excellent, 0 unsure)

	Poor	Fair	Average	Good	Excellent	Unsure
a. Advocating for public transport & road funding.....	1	2	3	4	5	0
b. Advocating for hospital funding.....	1	2	3	4	5	0
c. Council savings through joint procurement/tenders.....	1	2	3	4	5	0
d. Shaping Our Future 'major infrastructure' strategy.....	1	2	3	4	5	0
e. Shaping Our Sustainable Future – sustainability action plan..	1	2	3	4	5	0
f. 'Health of the region' indicators.....	1	2	3	4	5	0
g. Kimbriki Sub-Committee of Councillors & community.....	1	2	3	4	5	0
h. Developing a common waste collection system.....	1	2	3	4	5	0
i. Joint projects (eg. Regional household waste stream audit)..	1	2	3	4	5	0
j. Working groups (eg. Planning, Climate change, water) .....	1	2	3	4	5	0
k. Exploring HR recruitment & training opportunities.....	1	2	3	4	5	0
l. SHORE innovation challenge.....	1	2	3	4	5	0
m. Improved Councillor involvement & communication.....	1	2	3	4	5	0
n. Improved staff involvement & communication.....	1	2	3	4	5	0
o. Annual Councillor Forum.....	1	2	3	4	5	0

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p. SHOROC website & e-newsletters.....	1	2	3	4	5	0
q. SHOROC Board & GMAC secretariat.....	1	2	3	4	5	0
	1	2	3	4	5	0

Comments

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10. How would you rate the overall performance of SHOROC as an organisation over the past 12 months? Please circle.

- 5. Excellent
- 4. Good
- 3. Average
- 2. Fair
- 1. Poor

For what reasons did you say this?

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11. Please describe any suggestions for improvement in SHOROC's performance

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#### General

12. Which council are you from?

- ☐ Manly Council
- ☐ Mosman Council
- ☐ Pittwater Council
- ☐ Warringah Council

13. Gender

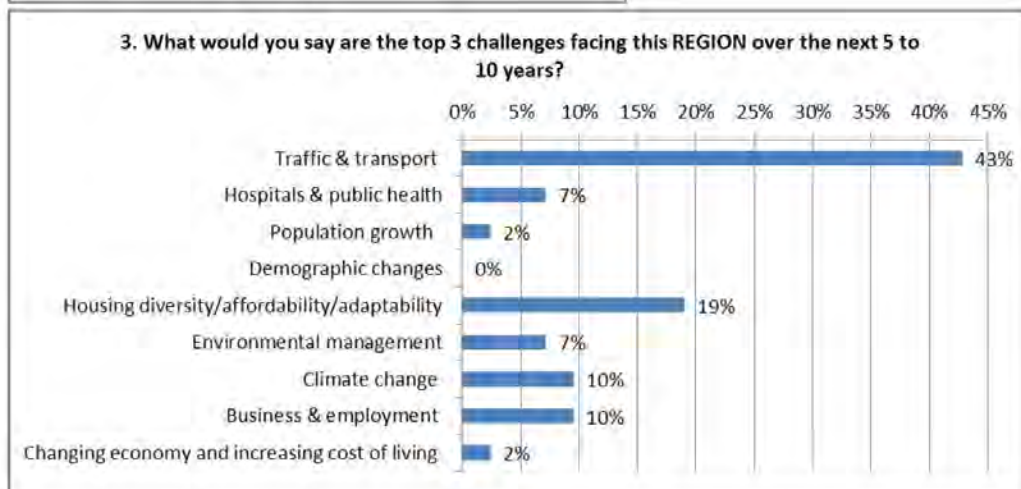
- ☐ Female
- ☐ Male

14. Any other comments?

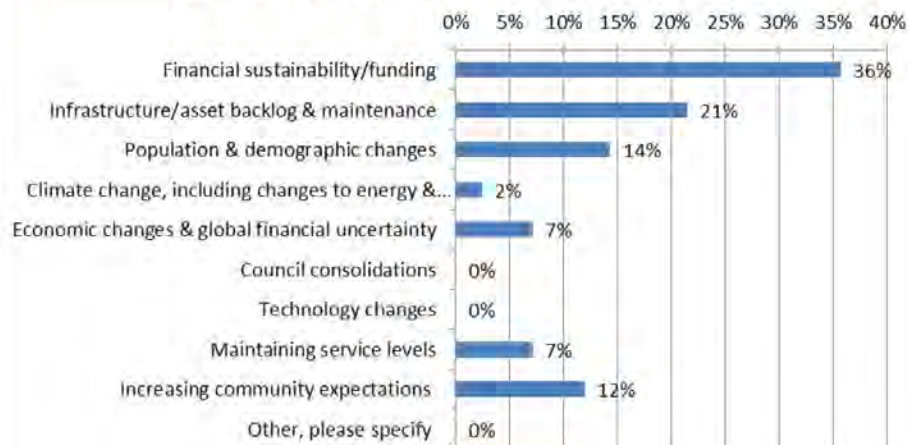
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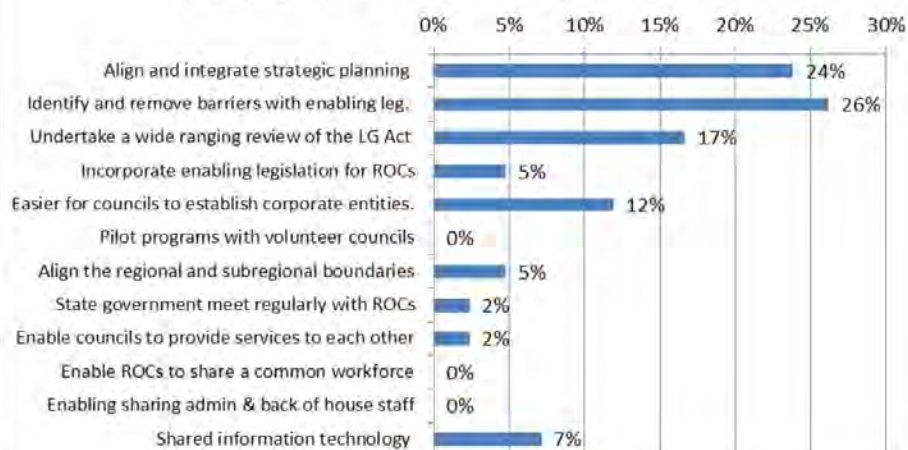
## Attachment C. Survey results



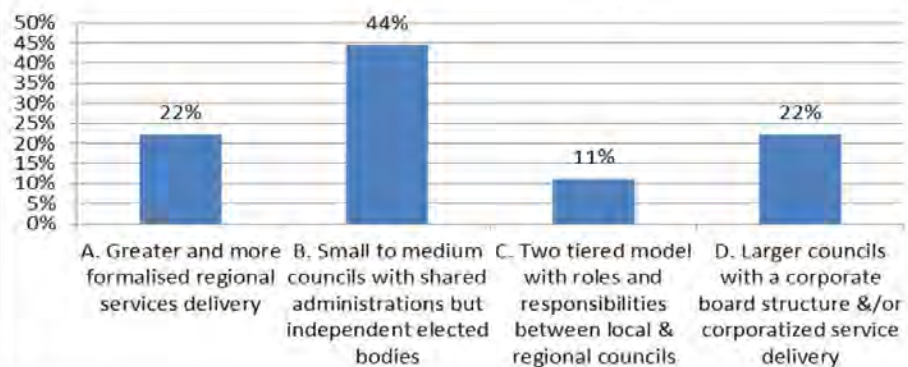
#### 4. Most important issues for councils for next 5-10 yrs



#### 5. Priority areas to focus on from Destination 2036

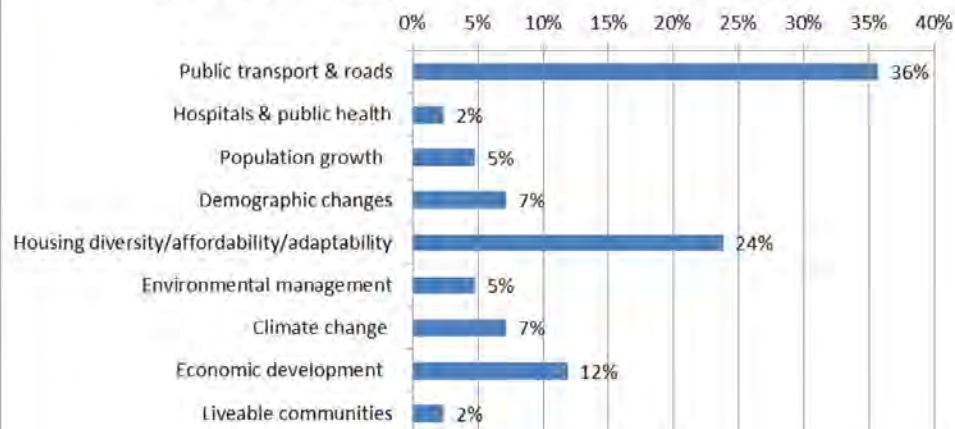


#### 6. Destination 2036 example models of governance that warrant further investigation

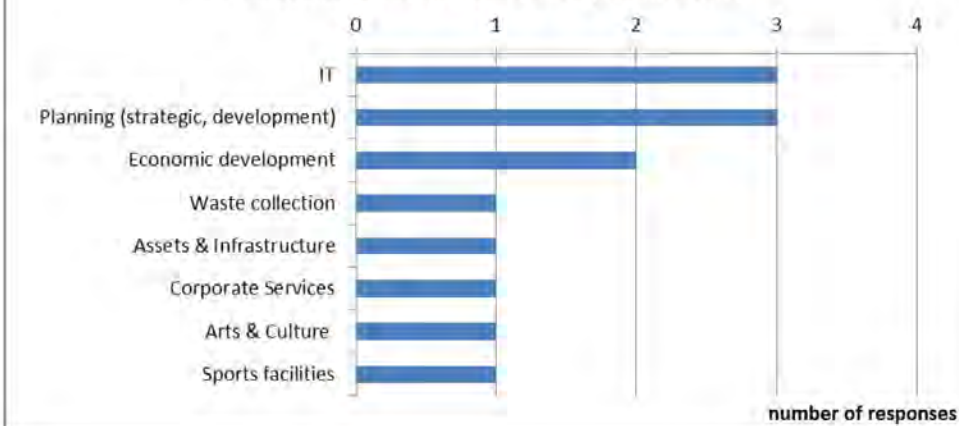


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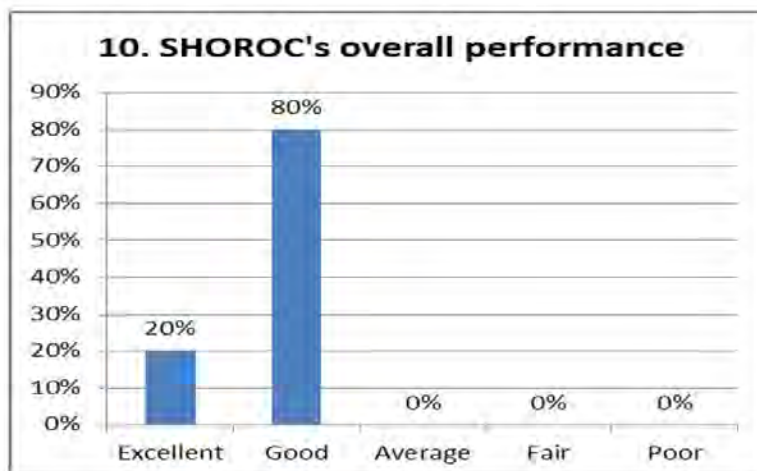
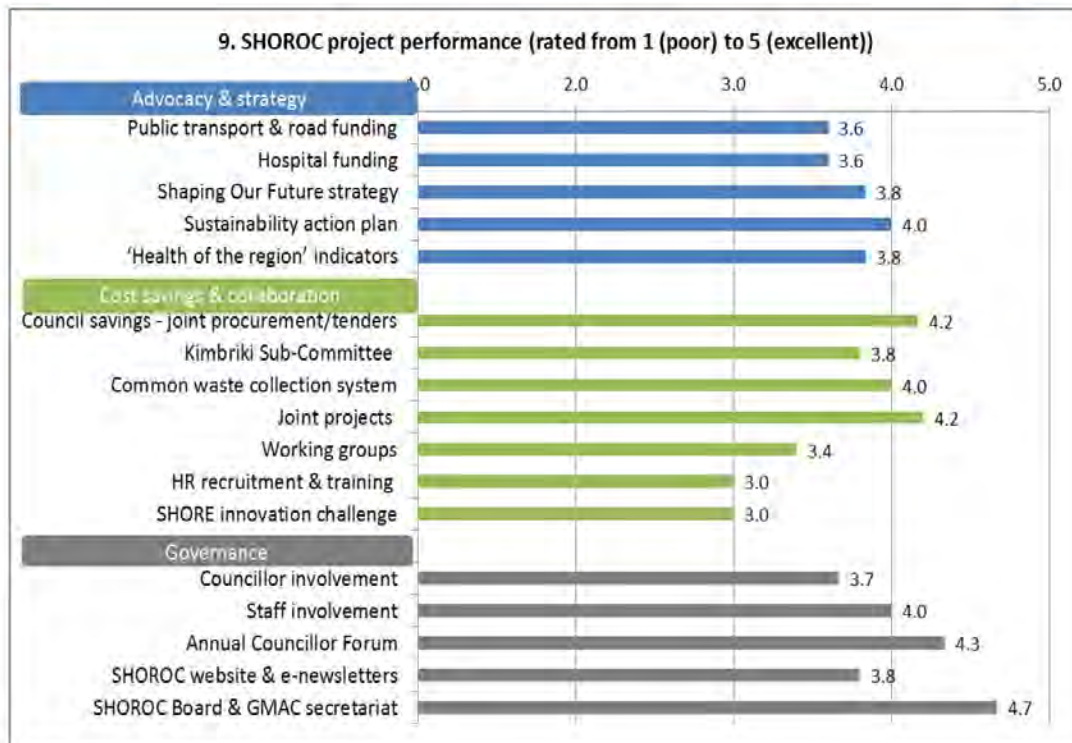
### 7. Areas SHOROC should focus on for stronger region



### 8. Functional areas that could be explored further







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## Attachment D. Forum Program

### AGENDA - 2011 COUNCILLOR FORUM

#### Destination 2036 – Planning our next steps



Tuesday 15 November – 1-6pm, followed by dinner  
Taronga Zoo Harbourview Terrace, Bradley's Head Road, Mosman,

Purpose: For Councillors from Manly, Mosman, Pittwater and Warringah to come together to discuss the outcomes of the NSW Government's *Destination 2036* Forum on the future of local government, and provide input to the Board on the key priorities for SHOROC for 2012/13 and beyond.

Time	Item
1.00 pm	Councillor sign in LUNCH on arrival
1.30 pm	<b>Cr Harvey Rose, SHOROC President &amp; Pittwater Mayor</b> Open & welcome
1.40 pm	<b>The Hon Don Page MP, NSW Minister for Local Government</b> Keynote address: A new direction for local government, the roadmap for action and the role of regional collaboration and resource sharing
2.10 pm	<b>Overview of Agenda</b>
2.15 pm	<b>Issues, Challenges &amp; Opportunities</b> <ul style="list-style-type: none"> <li>• Major issues and opportunities for NSW councils from <i>Destination 2036</i> project</li> <li>• Major issues and opportunities identified by SHOROC Councillors</li> <li>• Discussion - Table-based &amp; room</li> </ul>
2.40 pm	<b>Outcomes of Destination 2036</b> <ul style="list-style-type: none"> <li>• Outcomes – Vision, directions &amp; suggested actions <ul style="list-style-type: none"> <li>– A focus on regional collaboration &amp; example models of governance</li> </ul> </li> <li>• Next steps</li> <li>• Discussion- Table-based &amp; room</li> </ul>
3.45 pm	Afternoon tea
4.15 pm	<b>Looking back, looking forward - Priorities for SHOROC 2012/13 and beyond</b> <ul style="list-style-type: none"> <li>• Report on SHOROC achievements &amp; performance</li> <li>• Regional collaboration &amp; resource sharing – priorities &amp; criteria for assessment <ul style="list-style-type: none"> <li>◦ Summary of potential areas for focus</li> <li>◦ Discussion - Table-based &amp; room</li> </ul> </li> <li>• Working together for a stronger region – building on transport &amp; health <ul style="list-style-type: none"> <li>◦ Building on our current priorities</li> <li>◦ Discussion - Table-based &amp; room</li> </ul> </li> <li>• How to make it work - governance, what needs to happen <ul style="list-style-type: none"> <li>◦ Potential models of regional collaboration</li> <li>◦ Discussion - Table-based &amp; room</li> </ul> </li> </ul>
5.55 pm	<b>Cr Jean Hay, SHOROC Vice-President &amp; Manly Mayor</b> Closing comments and next steps
6.00 pm	Dinner

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## Attachment E. Forum attendees

### Attendees

#### Manly Council

1. Cr Jean Hay
2. Cr Adele Heasman
3. Cr Cathy Griffin
4. Cr Hugh Burns
5. Mr Henry Wong
6. Ms Kathryn Parker

#### Mosman Council

7. Cr Anne Connon
8. Cr Belinda Halloran
9. Cr Libby Moline
10. Cr Warren Yates
11. Cr Denise Wilton
12. Cr Jim Reid
13. Mr Viv May

#### Warringah Council

14. Cr Michael Regan
15. Cr Julie Sutton
16. Cr Conny Harris
17. Cr Helen Wilkins
18. Cr Virginia Laugesen
19. Cr Bob Giltinan
20. Mr Rik Hart
21. Ms Fiona Van Dort

#### Pittwater Council

22. Cr Harvey Rose
23. Cr Ian White
24. Cr Julie Hegarty
25. Cr Bob Dunbar
26. Cr David James
27. Mr Mark Ferguson
28. Mr Paul Reid

#### SHOROC

29. Ben Taylor
30. Lisa Stevens
31. Facilitator – Kim Anson from Elton Consulting


#### Apologies:

Cr Patricia Giles, Cr Bob Grace, Cr Jackie Townsend, Cr Lauren Elder, Cr Mark Norek, Cr Alan LeSurf, Cr Barbara Aird, Cr Dom Lopez

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## **Attachment F. Forum presentations**



 <p>SHOROC Councillor Forum 15 November 2011</p> <p>SHOROC</p>	<p>Welcome</p> <p>Cr Harvey Rose Pittwater Mayor and SHOROC President</p> <p>shoroc.com</p> <p>SHOROC</p>																				
<p>Keynote address</p> <p>The Hon. Don Page NSW Minister for Local Government</p> <p>shoroc.com</p> <p>SHOROC</p>	<p>The Agenda</p> <table border="1"> <tr> <td>1.00 pm</td> <td>Arrival and lunch</td> </tr> <tr> <td>1.30 pm</td> <td>Welcome: Cr Harvey Rose</td> </tr> <tr> <td>1.40 pm</td> <td>Keynote: The Hon Don Page MP, NSW Minister for Local Government</td> </tr> <tr> <td>2.00 pm</td> <td>Issues, Challenges &amp; Opportunities</td> </tr> <tr> <td>2.40 pm</td> <td>Outcomes of Destination 2036</td> </tr> <tr> <td>3.45 pm</td> <td>Afternoon tea</td> </tr> <tr> <td>4.15 pm</td> <td>Looking back, looking forward - priorities for 2012/13 and beyond</td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> <li>Regional collaboration &amp; resource sharing</li> <li>Working together for a stronger region</li> <li>How to make it work</li> </ul> </td> </tr> <tr> <td>5.55 pm</td> <td>Closing comments: Cr Jean Hay</td> </tr> <tr> <td>6.00 pm</td> <td>Dinner</td> </tr> </table> <p>shoroc.com</p> <p>SHOROC</p>	1.00 pm	Arrival and lunch	1.30 pm	Welcome: Cr Harvey Rose	1.40 pm	Keynote: The Hon Don Page MP, NSW Minister for Local Government	2.00 pm	Issues, Challenges & Opportunities	2.40 pm	Outcomes of Destination 2036	3.45 pm	Afternoon tea	4.15 pm	Looking back, looking forward - priorities for 2012/13 and beyond		<ul style="list-style-type: none"> <li>Regional collaboration &amp; resource sharing</li> <li>Working together for a stronger region</li> <li>How to make it work</li> </ul>	5.55 pm	Closing comments: Cr Jean Hay	6.00 pm	Dinner
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## Introduction

- Two day event held in Dubbo on **17 -18 August 2011**
- Attended by civic leaders from **152 Councils, ROCs and County Councils**
- A **unique opportunity** for local government leaders to talk about and plan for the future
- An **ambitious agenda**



## Purpose statement

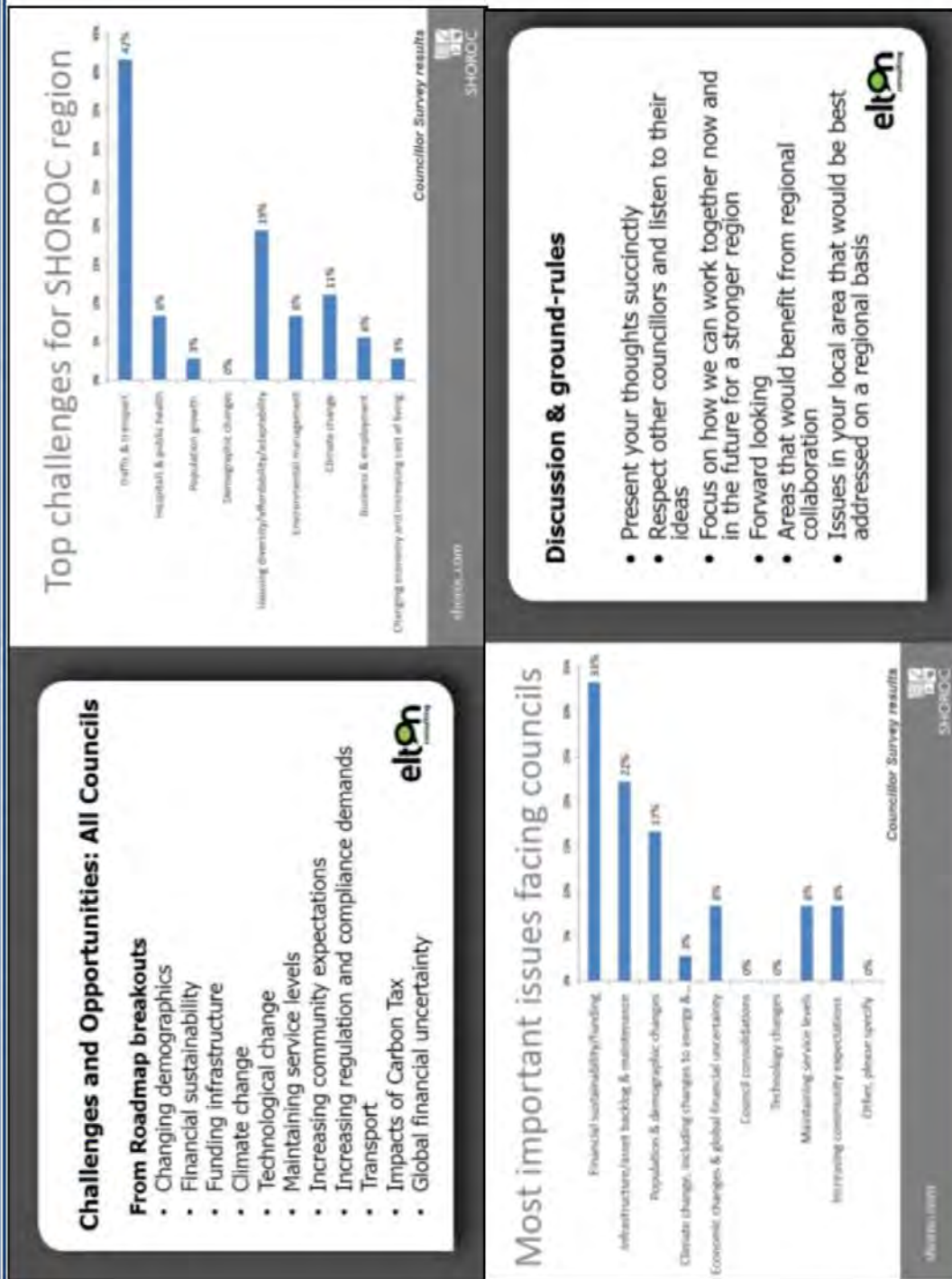
- To create a bold **Vision**
- To identify the **roadmap**
- To develop a shared view on the right **models** for local government
- To develop a short term **Action Plan**: not a wish list but something clever and achievable that focuses on priorities for 4 years
- To create an opportunity for new relationships of **trust** within and between local and state govt



## Challenges for NSW councils to plan for

- From an early joint session, using keypads**
- Infrastructure and asset issues (27%)
  - Financial stability (26%)
  - Population and demographic changes (19%)
  - Climate change, including changes to water and energy prices (7%)
  - Economic changes (6%)
  - Amalgamations (5%)
  - Technology change (4%)
  - Intergovernmental recognition (3%)
  - Changes in political structure (2%)
  - Other (1%)







### Questions?

What are the **two** most important challenges for member Councils over the next 4 years on which SHOROC can have a positive impact?

What are **two** key opportunities for SHOROC in the next 4 years?

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### Draft Vision statement

**Strong Communities through Partnerships**

By 2036, all NSW communities will be healthy and prosperous – led and served by strong, effective and democratically elected local government.

Through leadership, local knowledge and partnerships with community, government and other sectors, we will plan our future and deliver quality services and infrastructure. We will be recognised, respected and responsible for:

- Uploading the highest ethical standards
- Sound financial management
- Sustainable environmental stewardship
- Meaningful community engagement, advocacy and leadership
- Our adaptability, innovation and learning
- Developing the full potential of our people
- Responding to our diverse cultures and environments
- Creating places that people value

**91% of participants supported this as a basis for further consultation and development**

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### Destination 2036

**Key Outcomes**

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### Key directions: 1-4, 5-10 and 10+ years

1. Define roles and relationships of three levels of government
2. Improve the **partnership relationship** between state and local government
3. Increase **financial sustainability** with a reformed funding models and new revenue sources
4. Develop **flexible, adaptable and sustainable models** responding to local needs and aspirations
5. Redesign the **legislative framework**
6. More **responsive planning frameworks** to address demographic change, population growth, food security and land use decisions

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## Workshop outcomes: Actions



- Governance
- Structure
- Functions
- Finances
- Capacity
- Other big ideas

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## Priority actions

<b>Governance</b>	<ul style="list-style-type: none"> <li>• Review of Local Government Act</li> <li>• Pilot program to test new models</li> </ul>
<b>Structure</b>	<ul style="list-style-type: none"> <li>• One size does not fit all; 'menu modelling'</li> <li>• Review model &amp; involve ROCs in development of major strategies &amp; infrastructure</li> </ul>
<b>Functions</b>	<ul style="list-style-type: none"> <li>• Mandatory functions at state level with discretionary functions determined by local</li> <li>• Service review to id. needs/wants of community</li> </ul>
<b>Finances</b>	<ul style="list-style-type: none"> <li>• Review of tax system so LG gets equitable share</li> <li>• Working Group to review &amp; develop new formula</li> </ul>
<b>Capacity</b>	<ul style="list-style-type: none"> <li>• Review &amp; change legislation to enable increased capacity and corporatisation of service delivery</li> <li>• Simplify &amp; determine corporate governance</li> </ul>
<b>Other big ideas</b>	<ul style="list-style-type: none"> <li>• Formal contractual arrangement with State &amp; Fed. Govt to guarantee funding of services</li> <li>• Integrate community plans on regional basis</li> </ul>

## Actions focussed on collaboration

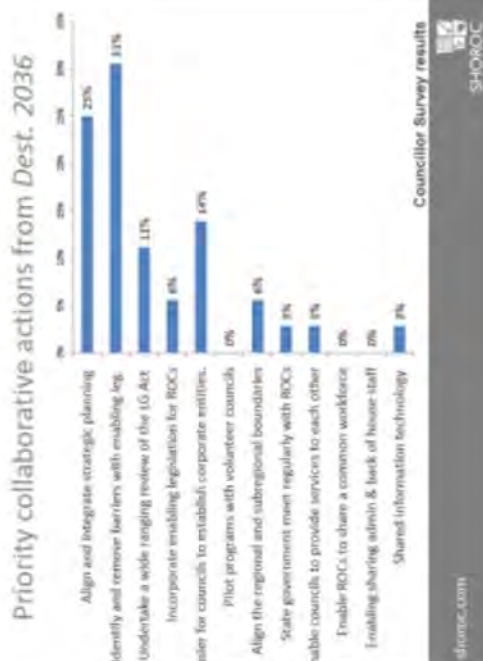
- Align & integrate strategic planning State & Local Govt on a regional level
- Identify & remove barriers to stronger & more effective resource sharing & shared service provision, with enabling legislation in Local Govt Act.
- Wide ranging review of the Local Govt Act: more enabling than prescriptive, with variety of models
- Incorporate enabling legislation for ROCs into the Local Govt Act, including the ability to incorporate
- Amend the Local Govt Act to make it easier for councils to establish corporate entities.
- Undertake & support pilot programs with volunteer councils to test new models of local government

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## Actions focussed on collaboration (pt 2)

- Work to align the regional & subregional boundaries of State and Local government & ROCs
- Develop a process for State Govt departments to meet regularly with ROCs to discuss local issues
- Facilitate contractual arrangements for councils to provide services to each other
- Enable ROCs or similar regional bodies to share a common workforce
- Identify & remove barriers to sharing administrative and back of house staff, including GMs & senior staff
- Investigate potential for councils to operate from a shared information technology platform

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## Models

- Primary message – participants emphasised they don't want to see a one size fits all approach
- Large range of models presented, including:
  - **Enhanced and more formalised resource sharing**
  - **Two tier models**
  - Models involving greater **corporatisation**, including establishing companies and councils as boards
  - Some involving **amalgamations/consolidations** in metro areas



### Example A: Greater & More Formalised Resource Sharing

**Most future focused aspects:**

- revised governance arrangements, including smaller number of CIs, split term elections and limits on number of Mayoral terms
- removal of rate capping
- use of regional outsourcing
- use of a variety of resource sharing, commercial and funding arrangements enabled and supported by legislation

**Example B: Small to Medium councils with shared admin, independent elected bodies**

**Most future focused aspects:**

- use of a corporate governance model, with Mayor as chair of the board
- use of place managers "accountable for delivery of all services in dedicated areas"
- coordinated model of service delivery, including shared services

### Example C: Two Tier Model with roles & responsibilities between local & regional

Most **future focused** aspects:

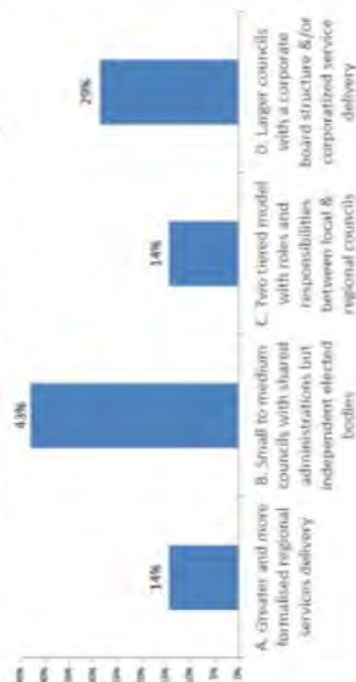
- two tier governance, with local and regional councils
- potential to apply both a regional and a local rate
- use of new business models and revenue sources
- use of a common workforce

### Example D: Corporate Model for Medium to Large Urban Populations

Most **future focused** aspects:

- governance by small number of "committed and community focused elected members"
- use of a corporate governance model, with Cllrs acting as board of directors and GM as CEO
- increased ability to appoint and retain quality staff
- sharing back of house functions and specialised services
- use of new technologies

### Models that may warrant investigation?



Councillor Survey results



### Questions?

Of the actions focused on regional collaboration at Destination 2036, what are the **three** most important actions? Why?

Which models (or elements of models) should be investigated further? Why?





Afternoon tea

Looking back, looking forward  
Priorities for SHOROC 2012/13 and beyond

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### Major projects underway/planned

- Aiming for over \$300K in council savings (additional) on route to \$1 million savings
- Regional tenders (5 underway) & projects incl. training, building certification, records
- Planning for common waste collection service by 2014 incl. investigation of alternate business models

### SHOROC highlights: stronger region

- Regional infrastructure funding:
  - \$125M for NB Hospital + retain Mona Vale
  - \$3M for Bus Rapid Transit feasibility studies
  - Strong partnership with NSW & Cwllth MPs
- Shaping Our Future –infrastructure
- Shaping Our Sustainable Future – 27 projects
- 'Health of the region' indicators

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<h3>Potential areas to explore</h3> <p><b>2010 Forum:</b></p> <ul style="list-style-type: none"> <li>• IT, GreenPower, LED street lighting, tenders</li> </ul> <p><b>Cr Survey:</b></p> <ul style="list-style-type: none"> <li>• IT (x 3)</li> <li>• Planning – strategic &amp; development (x 3)</li> <li>• Economic development, waste collection, Assets &amp; Infrastructure, Corporate Services</li> </ul> <p>Reference material pack outlines range of 'back-office' and service delivery areas for reference</p> <p>shoroc.com</p> <p>SHOROC</p>	<h3>Questions?</h3> <p>What are the most important criteria that should be used to determine the next rounds of SHOROC resource sharing projects?</p> <p>Applying those criteria, what projects should be considered?</p> <p>elton consulting</p>
<h3>Regional collaboration &amp; resource sharing</h3> <p>Priorities &amp; criteria</p> <p>elton consulting</p>	<h3>Focus to date &amp; planned</h3> <ul style="list-style-type: none"> <li>• Regional tenders &amp; collaborative projects where alignment or efficiencies</li> <li>• Kimbriki Resource Recovery Centre</li> <li>• Waste &amp; recycling collection</li> </ul> <p>shoroc.com</p> <p>SHOROC</p>

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### Working together for a stronger region Building on current priorities

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### Focus to date & planned

- Public & Road Transport
- Hospitals
- Sustainability
- Assets & community
- Explore regional tourism/branding

### Potential areas to explore





- 2010 Forum: tourism, education
- Cr Survey:

Potential Area	Percentage
Public transport & roads	33%
Hospitals & public health	3%
Population growth	6%
Demographic changes	8%
Housing diversity/adaptability/resilibility	25%
Environmental management	6%
Climate change	6%
Economic development	6%
Liveable communities	3%

### Questions?

What are the most important focus areas for the next rounds of SHOROC regional advocacy and projects, to build on the work so far?

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<h2>How to make it work</h2> <p>Governance, what needs to happen</p> 	<h2>How to make it work</h2> <ul style="list-style-type: none"> <li>• Potential for new models emerging from Destination 2036 process</li> <li>• Today's views on priority actions and investigation of models</li> </ul> 
<h2>Questions?</h2> <p>What are the <b>two to three</b> governance priorities to be further explored by SHOROC?</p> <p>What are your ideas about SHOROC becoming part of a pilot program supported by DLG?</p> 	<h2>Next steps &amp; close</h2> <p>Cr Jean Hay Manly Mayor and SHOROC Vice-President</p> 

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## Attachment G. Table discussion notes

RECORDING SHEET 1	
QUESTION	What are the <b>two</b> most important challenges for member Councils over the next 4 years on which SHOROC can have a positive impact?
Table 1	<ul style="list-style-type: none"> <li>• Transport issues: transport within and beyond the region (cross regional).</li> <li>• Asset Management:               <ul style="list-style-type: none"> <li>o Infrastructure &amp; asset management, especially those that serve a region but are managed by one council e.g. MAC, Brookvale Oval, Sportsfields.</li> <li>o Each council's local assets.</li> </ul> </li> </ul>
Table 2	<ul style="list-style-type: none"> <li>• Local Government should focus on local issues</li> <li>• Traffic and transport</li> <li>• Delivery of health services, related to traffic movements and with aged care</li> <li>• Should look beyond Transport and health</li> <li>• Council's financial stability and where to get funding from.               <ul style="list-style-type: none"> <li>o Need for expanded funding sources beyond rates (constitutional recognition)</li> </ul> </li> <li>• Infrastructure (local, regional, state)</li> <li>• Ageing population and aged care (people living longer, not moving, is our aged care adequate?)</li> <li>• Retention of industry in region – percent industry with big organisations, however this can impact on traffic in and out.</li> </ul>
Table 3	<ul style="list-style-type: none"> <li>• To provide safety and wellbeing to people and the environment.</li> <li>• Infrastructure (cost) lobby for level 5 regional hospital and wider health services.</li> <li>• Future proofing against financial, environmental and political challenges.</li> <li>• Traffic and transport</li> </ul>
Table 4	<ul style="list-style-type: none"> <li>• Traffic and Transport</li> <li>o Infrastructure               <ul style="list-style-type: none"> <li>o In/out area traffic</li> <li>o Within area traffic</li> </ul> </li> <li>o Certainty from government about transport over next 20 years</li> <li>• Transport then targets housing               <ul style="list-style-type: none"> <li>o Trunk infrastructure</li> <li>o Local regulations</li> </ul> </li> </ul>
	<p><b>What are <b>two</b> key opportunities for SHOROC in the next 4 years?</b></p> <ul style="list-style-type: none"> <li>• Improve relationship with State and Federal governments</li> <li>o Improved financial base and mechanisms to achieve this.</li> <li>• SHOROC as a regional voice for needs, providing more authoritative voice for region.</li> <li>• As a priority need to maximize common ground / approach within SHOROC councils.</li> <li>• Ensuring get funds to build what comes out of feasibility studies.</li> <li>• Reduce waste – educate people for the new regime.</li> <li>o Get funding for the new facilities.</li> <li>• Funding from federal, state and other sources</li> <li>• Waste and Kimbriki Funding for infrastructure.</li> <li>• Harness ideas from the community on climate change and inform community.</li> <li>• Working with other levels of government to leverage funding (including Local Members)</li> <li>• Networking at SHOROC with State Government.</li> <li>• Mobility (transport)</li> <li>• Community culture libraries and youth services</li> <li>• Lobby for funding for traffic and transport</li> <li>• Stick to basic services.</li> <li>• Lots of Ministers locally – SHOROC advocacy</li> <li>• Planning secured for the region               <ul style="list-style-type: none"> <li>o Infrastructure on a regional basis</li> <li>o Major infrastructure</li> </ul> </li> <li>• Regionally planning process – align with ROC's.</li> </ul>

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## RECORDING SHEET 2

QUESTION	Of the actions focussed on regional collaboration at Destination 2036, what are the three most important actions?	Why?
Table 1	<ul style="list-style-type: none"> <li>1/ Review of Local Government Act to be more enabling with a variety of models including corporate entities.</li> <li>• Wide ranging review of the Local Govt Act: more enabling than prescriptive, with variety of models</li> <li>• Amend the Local Govt Act to make it easier for councils to establish corporate entities.</li> <li>2/ Sharing common workforce, back of house staff and executive.</li> <li>• Enable ROCs or similar regional bodies to share a common workforce</li> <li>• Identify &amp; remove barriers to sharing administrative and back of house staff, including GMs &amp; senior staff</li> <li>3/ Investigate potential for shared IT platform amongst councils.</li> <li>• Investigate potential for councils to operate from a shared information technology platform</li> </ul>	<ul style="list-style-type: none"> <li>1/ Currently too many obstacles, too inflexible.</li> <li>2/ Efficiency, standardising, share infrastructure and data on the environment.</li> <li>3/ Improve efficiency, attract more expertise to the area.</li> </ul>
Table 2	<ul style="list-style-type: none"> <li>1/ Identify and remove barriers to more effective resource sharing.</li> <li>• Incorporate enabling legislation for ROC's</li> <li>o Disagree policies coming from ROC's</li> <li>o Agree very valuable way</li> <li>• Look at boundary changes to even up rate base</li> <li>o No support</li> </ul>	<ul style="list-style-type: none"> <li>1/ Cost huge savings and better service delivery</li> <li>• Keeps individual identity of local councils.</li> </ul>
Table 3	<ul style="list-style-type: none"> <li>• Identify &amp; remove barriers to stronger &amp; more effective resource sharing &amp; shared service provision, with enabling legislation in Local Govt Act.</li> <li>• Investigate amending the Local Govt Act to make it easier for councils to establish corporate entities.</li> </ul> <p>Note: Pitwater Council has a position to maintain council areas as the status quo and increase collaboration.</p>	<ul style="list-style-type: none"> <li>• Resource pooling</li> <li>• Kimbriki</li> </ul>
Table 4	<ul style="list-style-type: none"> <li>1/ Review of Local Government Act               <ul style="list-style-type: none"> <li>- Enabling</li> <li>- Contradictory</li> <li>- Demographic changes</li> <li>- New model / modernize what's there</li> <li>- Creation of corporations</li> </ul> </li> <li>• Strategic Planning &amp; Local government               <ul style="list-style-type: none"> <li>o Planning needs to be aligned before infrastructure and housing.</li> <li>• Intra council service provision for metro</li> <li>o Potential for SHOROC</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Model before Act (enabling or prescriptive)</li> </ul>

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RECORDING SHEET 3		
QUESTION	Which models (or elements of models) should be investigated further?	Why?
<b>Table 1</b>	<ul style="list-style-type: none"> <li>Local Democracy and control</li> <li>Removal of rate capping</li> <li>Councillors to have more input to SHOROC</li> <li>Long term planning and strategic matters</li> <li>Housing</li> <li>Transport</li> <li>Environment</li> <li>Health</li> <li>Want to ensure SHOROC policy / advocacy to represent the region &amp; Councillors to have a say.</li> <li>Some debate over whether there is currently enough influence / mechanisms to enable this whether Councillors fully using these.</li> </ul>	<ul style="list-style-type: none"> <li>Autonomy</li> <li>Financial stability</li> <li>Representation of full region's views and needs, so that SHOROC's planning and advocacy has full support and more impact in gaining resource.</li> </ul>
<b>Table 2</b>	<ul style="list-style-type: none"> <li>Model A (without split term elections)</li> <li>More equitable autonomous rate setting</li> <li>Use of regional outsourcing</li> <li>Variety of resource sharing.</li> </ul>	
<b>Table 3</b>	<ul style="list-style-type: none"> <li>We support existing model of four councils and ROC but expand the capacity of ROC to give financial savings.</li> <li>Like the current model (existing)</li> <li>Develop regional cooperation and services</li> <li>Look at catchment boundaries</li> <li>Develop shared services</li> </ul>	<ul style="list-style-type: none"> <li>Leaves room for existing council autonomy</li> <li>Operate collectively on some issues e.g. transport</li> <li>Maintain community</li> <li>Expand financial viability</li> </ul>
<b>Table 4</b>	<ol style="list-style-type: none"> <li>Split terms but longer (item only) 8 year term no politicizing</li> <li>Odd number of Councillors 6 + 1)</li> <li>New technologies</li> <li>Funding regionally important infrastructure and resource sharing</li> <li>Rate pegging decrease</li> </ol>	<ul style="list-style-type: none"> <li>Continuity and stability of delivery</li> </ul>



RECORDING SHEET 4	
QUESTION	Applying those criteria, what projects should be considered?
<p><b>Table 1</b></p> <p>What are the most important criteria that should be used to determine the next rounds of SHOROC resource sharing projects?</p> <ul style="list-style-type: none"> <li>• Achievable</li> <li>• Financial Savings</li> <li>• Improving quality of outcomes (effectiveness)</li> <li>• Strategically important – need to do strategic planning to ensure on right track / priorities / solutions.</li> <li>• Streamlining / standardising use and by laws, DCP etc standards for business and residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism – common branding and integration (from sheet 5 detail)</li> <li>• Sharing I.T.</li> <li>• Environmental management and impact assessment</li> <li>• Planning and assessment unit</li> <li>• Developing and compliance activities:</li> <li>• Including certification, where would improve standards, outcomes and streamlining...still with local regional panel to decide if want.</li> <li>• Lower cost and time for business and residents.</li> <li>• Significant PCYC (e.g.):</li> <li>• Brookvale Oval</li> <li>• Aquatic Centre</li> <li>• Coastal Environment Centre and Long reef marine room both currently undervalued as regional resources and service providers</li> <li>• Sports fields e.g. multi-use surfaces and venues</li> <li>• Tourism facilities</li> <li>• Libraries of Manly, Mosman already make savings through Willoughby and Lane Cove</li> <li>• SHORELINK program – could extend to other SHOROC councils.</li> </ul>
<p><b>Table 2</b></p> <ul style="list-style-type: none"> <li>• Inclusion</li> <li>• Best economic leverage</li> <li>• Improved service output</li> <li>• Social equity – doesn't unduly impact on one section of the community</li> <li>• Local service autonomy</li> </ul>	<ul style="list-style-type: none"> <li>• Sporting fields</li> <li>• management</li> <li>• Joint Grant applications</li> <li>• LED Streetlighting</li> <li>• IT</li> <li>• Fleet</li> <li>• Environmental Unit</li> <li>• Coast and estuary county grants</li> <li>• All purchase areas</li> <li>• Could look at all</li> </ul>
<p><b>Table 3</b></p> <ul style="list-style-type: none"> <li>• Economic savings</li> <li>• Quality of service regionally (waste)</li> <li>• Benefits all councils</li> <li>• Things that we have control over (SHOROC)</li> <li>• Economy of scale</li> <li>• Collaboration on environmental assets and State Agencies</li> <li>• Cooperation of events management (calendar)</li> <li>• Prepare for climate change</li> <li>• Parks and reserves</li> </ul>	<ul style="list-style-type: none"> <li>• Share / collaborate key staff between councils</li> <li>• Planning and development for regional assets</li> <li>• Waste management</li> <li>• Areas for affordable housing (regionally)</li> <li>• Collaborating on roads and bikeways and parking schemes</li> <li>• Collective bargaining with utility authorities</li> <li>• Art Australia and art galleries</li> <li>• Coordinate regional calendar.</li> </ul>
<p><b>Table 4</b></p> <ul style="list-style-type: none"> <li>• Efficiencies and savings</li> <li>• Economies of scale</li> <li>• Equitable allocation of resources</li> <li>• Local issues how specific areas are</li> <li>• Is this likely to stifle innovation for smaller councils if have to go through larger organisation.</li> <li>• Statement of Context if has driven through a corporate body / mode – community involvement.</li> </ul>	<ul style="list-style-type: none"> <li>• IT systems (payroll)</li> <li>• Training</li> <li>• Procurement – lighting and contracts</li> <li>• Common rangers</li> <li>• Sporting field maintenance</li> <li>• Library network SHORELINK – legislative change</li> <li>• Childcare</li> <li>• Youth Centres (PCYC)</li> <li>• SHOROC Heritage Museum</li> </ul>

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RECORDING SHEET 5	
QUESTION	What are the most important focus areas for the next rounds of SHOROC regional advocacy and projects, to build on the work so far?
Table 1	<ul style="list-style-type: none"> <li>Infrastructure funded by State – lobby, monitor, keep accountable e.g. roads, transport, hospitals on a regional basis</li> <li>Transport               <ul style="list-style-type: none"> <li>diversity of modes, including smaller STA busses to serve smaller needs / niche routes without high cost to government (reduced capital and running cost). E.g. small hail and ride busses are flexible and cheap</li> <li>Mass transit solution on arteries that interfaces well with other modes for feeder routes, that encourages patronage and reduces car use.</li> <li>Continue to lobby for reliable, convenient solution that will increase public transport use, including cross-regional, integrating with feeder busses. Recognise BRT concept stage may not happen also need to consider light rail (Hugh's idea).</li> </ul> </li> <li>Advocacy on housing strategy               <ul style="list-style-type: none"> <li>Realistic targets and a population policy accepted by NSW government.</li> <li>Condition of "priority infrastructure first" – Transport, health, community facilities, recreational facilities, education, childcare, preschool.</li> </ul> </li> <li>Tourism               <ul style="list-style-type: none"> <li>Common branding, integration of promoted features, locations, events.</li> </ul> </li> </ul>
Table 2	<ul style="list-style-type: none"> <li>Until legislative change, think secretariat of size should be:               <ul style="list-style-type: none"> <li>Honing in on getting the ones finished we started (transport and health)</li> </ul> </li> <li>Focus on Kimbriki               <ul style="list-style-type: none"> <li>Waste education and collection</li> <li>AWT funds and construction</li> </ul> </li> </ul>
Table 3	<ul style="list-style-type: none"> <li>Continue with transport BRT system and shuttle transit</li> <li>Continue with health / hospital (level 5)</li> <li>Waste services – reduce landfill and increase minimisation</li> <li>Don't stretch advocacy too far concentrate on key 3 issues.</li> <li>Lobby for affordable housing and incentivize key workers to the area – potential to pool busses to and from central coast or increase ferry from Ettalong to Palm Beach.</li> </ul>
Table 4	<p><b>Housing strategy</b></p> <ul style="list-style-type: none"> <li>Planning               <ul style="list-style-type: none"> <li>Maximise local jobs and local accommodation</li> <li>Ageing population</li> <li>Housing stock needs to be diverse</li> </ul> </li> <li><b>Tourism strategy</b> <ul style="list-style-type: none"> <li>Local jobs equals transport (underrated areas)</li> <li>2011 – deregulation of local public transport</li> </ul> </li> </ul> <p><b>SHOROC</b></p> <ul style="list-style-type: none"> <li>Palm beach to Gosford ferry link</li> </ul> <p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>Local travel               <ul style="list-style-type: none"> <li>Local energy generation</li> <li>De-regulation of buses.</li> <li>Trend reversal</li> </ul> </li> </ul> <p><b>Sporting assets</b></p> <ul style="list-style-type: none"> <li>use of open space</li> </ul> <p><b>Aboriginal Lands Council</b></p> <ul style="list-style-type: none"> <li>Strategic approach to land-use and land swaps</li> </ul>

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

RECORDING SHEET 6		
QUESTIONS	What are the <b>two to three</b> governance priorities to be further explored by SHOROC?	What are your ideas about SHOROC becoming part of a pilot program supported by DLG?
<b>Table 1</b>	<ul style="list-style-type: none"> <li>• Expert committees (e.g. transport committee, access committee) with community and councillor reps as part of SHOROC's planning and operations.</li> <li>• Or ensure Mayors on Board are more representative of community and elected council view. E.g. Warringah policy on SHOROC Governance states GM's role and voting criteria and discretion degree.</li> <li>• SHOROC to lobby re reform of key Acts to get best possible outcomes, especially interaction LG Act, Planning Act, environmental legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a draft model, broadly accepted by member councils, before entering into a pilot program.</li> <li>- Agree to scope of what will do co-operatively and measure the success / effectiveness as a trial.</li> <li>- Could include corporatizing some services along the lines of Kimbriki.</li> </ul>
<b>Table 2</b>	<ul style="list-style-type: none"> <li>• Show support for State Government work to greater increased capacity of ROC's including looking at council owned companies and other corporate models.</li> </ul>	<ul style="list-style-type: none"> <li>• In building up from individual community Strategic Plans (greater consideration of regional issues in C.S.P's) to build into regional plans and into state plans. Build on what has already been achieved.</li> <li>- Supported by DLG</li> <li>- Funding from State with sunset date</li> <li>- (action to align State and Local government at Regional Level)</li> <li>- Have developed Shaping Our Future on very limited resources can do even more.</li> </ul>
<b>Table 3</b>	<ul style="list-style-type: none"> <li>• Don't become a defacto regional council (avoid this)</li> <li>• Maintain autonomy where possible and deliver value via cooperation</li> <li>• Create (if need be) a legal entity for collaboration.</li> <li>• Aggregating resources</li> </ul>	<ul style="list-style-type: none"> <li>• Depends on nature of the pilot?</li> <li>• More information is needed.</li> <li>• Would be interested in a pilot that observed how SHOROC operates 'case study' on waste for example would be a good pilot.</li> <li>• Interested in a case study but not a pilot with set parameters.</li> <li>• Interested in strengthening the current model.</li> </ul>
<b>Table 4</b>	<ol style="list-style-type: none"> <li>1. Council owned corporations – model</li> <li>2. Restructure of SHOROC Board               <ol style="list-style-type: none"> <li>a. GM and Mayors</li> <li>b. Mayors and Deputy Mayors (non-voting GM's)</li> </ol> </li> <li>3. Resolution in terms of Opt in / Opt out</li> </ol>	<ul style="list-style-type: none"> <li>• Pilot in terms of strategic planning and land use planning</li> </ul>



Tab L. SHOROC second quarterly financial report for 2011/12

Shore Regional Organisation of Councils 2011/12 Profit & Loss Statement 30 December 2011						
	To-date Actual	To date Variance	Budget 2012	Final Forecast	Variance	
<b>Administration Income</b>						
Inc - Warringah - Admin Charge	\$ 77,500.00	\$ -	\$ 77,500.00	\$ 77,500.00	\$ -	
Inc - Pittwater - Admin Charge	\$ 77,500.00	\$ -	\$ 77,500.00	\$ 77,500.00	\$ -	
Inc - Mosman - Admin Charge	\$ 77,500.00	\$ -	\$ 77,500.00	\$ 77,500.00	\$ -	
Inc - Manly - Admin Charge	\$ 77,500.00	\$ -	\$ 77,500.00	\$ 77,500.00	\$ -	
Cost Saving Program contributions	\$ 110,213.00	\$ -	\$ 110,213.00	\$ 119,090.29	\$ 8,877.29	
Running Seminars, conferences & events	\$ 17,250.00	\$ 16,250.00	\$ 2,000.00	\$ 17,250.00	\$ 15,250.00	
Members' Fees	\$ 16.00	\$ -	\$ 16.00	\$ 16.00	\$ -	
Interest Earned	\$ 11,544.15	\$ 2,544.15	\$ 18,000.00	\$ 19,000.00	\$ 1,000.00	
<b>Total Operating Income</b>	<b>\$ 449,023.15</b>	<b>\$ 18,794.15</b>	<b>\$ 440,229.00</b>	<b>\$ 465,356.29</b>	<b>\$ 25,127.29</b>	
<b>Administration Expenses</b>						
Accounting Fees / Audit Fees	\$ 6,108.19	\$ 891.81	\$ 7,000.00	\$ 6,108.19	\$ 891.81	
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	
Bank Charges	\$ 64.28	\$ 85.72	\$ 300.00	\$ 214.28	\$ 85.72	
Bookkeeping Services	\$ -	\$ 500.00	\$ 1,000.00	\$ 500.00	\$ 500.00	
Catering	\$ 832.99	\$ 17.01	\$ 1,700.00	\$ 1,700.00	\$ -	
Dues and Subscriptions	\$ 300.00	\$ (150.00)	\$ 300.00	\$ 300.00	\$ -	
Electricity	\$ 1,210.42	\$ 189.58	\$ 2,800.00	\$ 2,610.42	\$ 189.58	
Insurance	\$ 1,385.85	\$ -	\$ 7,450.00	\$ 6,385.85	\$ 1,064.15	
IT - Repairs, Maintenance & Website hosting, Software	\$ 585.45	\$ 154.55	\$ 1,500.00	\$ 1,345.45	\$ 154.55	
Legal Fees Operations	\$ -	\$ 500.00	\$ 1,000.00	\$ 500.00	\$ 500.00	
Office Supplies/Stationery etc	\$ 432.46	\$ 517.54	\$ 1,900.00	\$ 1,900.00	\$ -	
Office Equipment	\$ 514.42	\$ 385.58	\$ 1,800.00	\$ 1,500.00	\$ 300.00	
Postage & Courier	\$ 181.45	\$ 238.55	\$ 800.00	\$ 561.45	\$ 238.55	
Annual Report/ Photocopy	\$ 4,015.87	\$ -	\$ 4,500.00	\$ 4,500.00	\$ -	
Rent	\$ 16,799.96	\$ (2,799.96)	\$ 28,000.00	\$ 28,933.26	\$ (933.26)	
Repairs & maintenance	\$ 90.81	\$ (80.81)	\$ -	\$ 181.82	\$ (181.82)	
Staff Seminars / Conferences	\$ 2,211.88	\$ (211.88)	\$ 4,000.00	\$ 4,000.00	\$ -	
Tel - Fixed	\$ 956.33	\$ 243.67	\$ 2,400.00	\$ 2,300.00	\$ 100.00	
Tel - Mobiles	\$ 380.51	\$ 39.49	\$ 840.00	\$ 761.02	\$ 78.98	
Internet	\$ 708.54	\$ 11.46	\$ 1,440.00	\$ 1,428.54	\$ 11.46	
Travel	\$ 428.35	\$ (178.35)	\$ 500.00	\$ 678.35	\$ (178.35)	
Wages & Salaries	\$ 145,986.19	\$ (11,992.56)	\$ 334,984.08	\$ 339,928.92	\$ (4,944.85)	
Superannuation	\$ 12,812.76	\$ 1,924.87	\$ 29,475.25	\$ 29,235.08	\$ 240.18	
Annual leave provision	\$ 8,419.64	\$ (8,419.64)	\$ -	\$ 6,500.00	\$ (6,500.00)	
Staff Training	\$ 813.64	\$ 436.36	\$ 2,500.00	\$ 2,500.00	\$ -	
Staff Amenities	\$ 415.62	\$ (65.62)	\$ 700.00	\$ 700.00	\$ -	
Running Seminars, conferences & events	\$ 1,056.20	\$ (1,056.20)	\$ -	\$ 15,581.70	\$ (15,581.70)	
Depreciation	\$ -	\$ 1,465.30	\$ 2,400.00	\$ 2,930.59	\$ (530.59)	
Contingency	\$ -	\$ -	\$ 939.67	\$ -	\$ 939.67	
<b>Total Administration Expenses</b>	<b>\$ 286,701.89</b>	<b>\$ (17,363.82)</b>	<b>\$ 440,229.00</b>	<b>\$ 464,484.92</b>	<b>\$ (24,255.92)</b>	
<b>Sub-total - Administration Profit</b>	<b>\$ 242,321.26</b>	<b>\$ 1,430.53</b>	<b>\$ (0.00)</b>	<b>\$ 871.36</b>	<b>\$ 871.36</b>	
<b>Project Income</b>						
SHOROC Council Contribution General Projects	\$ 40,000.00	\$ -	\$ 40,000.00	\$ 40,000.00	\$ -	
Revolving Cost Savings Fund allocation to projects (unspent)	\$ -	\$ (10,000.00)	\$ 20,000.00	\$ 20,000.00	\$ -	
Regional waste audit (including unspent previous yr)	\$ 108,000.00	\$ -	\$ 108,000.00	\$ 108,000.00	\$ -	
Waste management projects (incl. unspent previous yr)	\$ 3,345.82	\$ (1,193.08)	\$ 9,078.00	\$ 9,078.00	\$ -	
DECCW Sustainability grant (unspent previous yr)	\$ 24.55	\$ -	\$ 1,295.00	\$ 1,295.00	\$ -	
Grants	\$ -	\$ (25,000.00)	\$ 50,000.00	\$ 50,000.00	\$ -	
Youth environmental leadership project	\$ 5,400.00	\$ -	\$ -	\$ 5,400.00	\$ 5,400.00	
<b>Total Project Income</b>	<b>\$ 156,770.47</b>	<b>\$ (36,193.08)</b>	<b>\$ 228,373.00</b>	<b>\$ 233,773.00</b>	<b>\$ 5,400.00</b>	
<b>Projects Expenses</b>						
General Projects exp	\$ 370.82	\$ (370.82)	\$ 40,000.00	\$ 31,590.58	\$ 8,409.42	
Councillor Forum 2011	\$ 3,329.06	\$ -	\$ -	\$ 8,323.06	\$ (8,323.06)	
Historical Place Names	\$ 86.36	\$ -	\$ -	\$ 86.36	\$ (86.36)	
Revolving Cost Savings Fund projects	\$ -	\$ 10,000.00	\$ 20,000.00	\$ 20,000.00	\$ -	
Regional waste audit	\$ 103,000.00	\$ -	\$ 108,000.00	\$ 108,000.00	\$ -	
Waste management projects (unspent previous yr)	\$ 3,345.82	\$ 1,193.08	\$ 9,078.00	\$ 9,078.00	\$ -	
DECCW Sustainability grant (unspent previous yr)	\$ 24.55	\$ -	\$ 1,295.00	\$ 1,295.00	\$ -	
Grants	\$ -	\$ 25,000.00	\$ 50,000.00	\$ 50,000.00	\$ -	
Youth environmental leadership Project	\$ 5,400.00	\$ -	\$ -	\$ 5,400.00	\$ (5,400.00)	
<b>Total Projects Expenses</b>	<b>\$ 115,556.71</b>	<b>\$ 35,822.26</b>	<b>\$ 228,373.00</b>	<b>\$ 233,773.00</b>	<b>\$ (5,400.00)</b>	
<b>Sub-total - Projects Profit</b>	<b>\$ 41,213.76</b>	<b>\$ (370.82)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Total income</b>	<b>\$ 605,793.62</b>	<b>\$ (17,398.93)</b>	<b>\$ 668,602.00</b>	<b>\$ 699,129.29</b>	<b>\$ 30,527.29</b>	
<b>Total expenses</b>	<b>\$ 322,258.60</b>	<b>\$ 18,458.64</b>	<b>\$ 668,602.00</b>	<b>\$ 698,257.92</b>	<b>\$ (29,655.92)</b>	
<b>Net Profit **</b>	<b>\$ 283,535.02</b>	<b>\$ 1,059.71</b>	<b>\$ (0.00)</b>	<b>\$ 871.36</b>	<b>\$ 871.36</b>	

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

**Shore Regional Organisation of Councils**P O Box 361  
Brookvale NSW 2100**Balance Sheet****As of December 2011**18/01/2012  
11:30:13 AM

<b>Assets</b>		
Current Assets		
Cash On Hand		
Cheque Account	\$45,915.12	
Business Online Saver	\$421,307.46	
Petty Cash	\$864.45	
Trade Debtors	\$8,702.85	
Electricity Security Bond	\$450.00	
Total Current Assets	\$477,039.88	
Office Equipment at Cost	\$18,992.18	
Office Equipment Accum Dep	-\$12,462.00	
<b>Total Assets</b>		<b>\$483,570.06</b>
<b>Liabilities</b>		
Current Liabilities		
DECCW Grant Unspent	\$1,270.08	
Waste Mgmt Services Unspent	\$8,931.62	
Provision for Projects		
General Provision	\$70,507.41	
Waste	\$149.92	
Revolving Cost Savings Fund	\$24,006.96	
Total Provision for Projects	\$94,664.29	
Total Current Liabilities	\$102,865.99	
GST Liabilities		
GST Collected	\$4,051.12	
GST Paid	-\$3,749.91	
GST Rounding	-\$0.23	
Payroll Liabilities		
Payroll Accruals Payable	\$21,782.48	
PAYG Withholding Payable	\$5,225.21	
Superannuation Payable	\$45.11	
Total Payroll Liabilities	\$27,052.80	
Total GST Liabilities	\$27,353.78	
<b>Total Liabilities</b>		<b>\$130,219.77</b>
<b>Net Assets</b>		<b>\$353,350.29</b>
<b>Equity</b>		
Members' Contributions	\$12.00	
Retained Earnings	\$70,568.90	
Current Year Earnings	\$282,769.39	
<b>Total Equity</b>		<b>\$353,350.29</b>





**Premier & Cabinet**  
Division of Local Government

## Circular to Councils

Circular No. 11-39  
Date 28 November 2011  
Doc ID: A264066

### NSW 2021 – A plan to make NSW number one

The State Government would like to work in partnership with local government to localise NSW 2021.

NSW 2021 is the Government's 10-year strategic business plan to rebuild the economy, return quality services, renovate infrastructure, strengthen our local environment and communities, and restore accountability to government. A copy of NSW 2021 can be accessed at [www.2021.nsw.gov.au](http://www.2021.nsw.gov.au)

### Localising NSW 2021

As each local community in NSW has its own set of priorities, the Government will work over the next year to localise NSW 2021.

Across the State, Regional Ministers and Members of Parliament will consult with local government and communities to develop regional action plans aligned to NSW 2021. These plans will focus on the most important action the NSW Government can take to improve outcomes in each region and locality.

An action plan will be developed for each of the 17 regions illustrated below:



The local government areas in each region are attached to this Circular.

Division of Local Government  
5 O'Keefe Avenue NOWRA NSW 2541  
Locked Bag 3015 NOWRA NSW 2541  
T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209  
E [dlg@dlg.nsw.gov.au](mailto:dlg@dlg.nsw.gov.au) W [www.dlg.nsw.gov.au](http://www.dlg.nsw.gov.au) ABN 99 567 863 195

Each plan will include:

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

The action plans will be informed by:

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

The diagram below shows how the regional plans will be developed.



#### Timeframe for development of the plans

The timeframes for developing the regional action plans are set out below.

### Timeframes for developing regional action plans



#### Stage 1

As part of Stage 1, the DPC Regional Coordinators will identify the top priorities for their community. The priorities will be informed by existing work including Local Government Community Strategic Plans, Regional Development Australia, other relevant regional plans and discussions with stakeholders including Regional Organisations of Councils.

If you would like any further information about the development of the draft action plans, please contact your DPC Regional Coordinator (see list attached).

#### Stage 2

Regional Ministers will lead a series of community forums across NSW in the first half of 2012. Councils are invited to play a key role in the community consultations on the draft action plans.

#### **Community Strategic Plans**

Many councils have already prepared their Community Strategic Plans. This process is an opportunity to identify the actions the NSW Government can prioritise to support the delivery of the Plans.

As per the Local Government Act, councils that are yet to prepare their Community Strategic Plans are asked to consider the goals and targets in NSW 2021.

**Ross Woodward**  
**Chief Executive, Local Government**  
**A Division of the Department of Premier and Cabinet**



### Localising NSW 2021 – Boundaries and Contact List

Regional Action Plan	Local Government Areas	Regional organisations of councils	DPC Regional Contact
Northern Sydney	Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, Manly, Mosman, North Sydney, Pittwater, Ryde, Warringah, Willoughby	Northern Sydney ROC, Shore ROC, Sydney Coastal Councils Group	Tim Farland Phone: 9228 4108 Email: <a href="mailto:tim.farland@dbc.nsw.gov.au">tim.farland@dbc.nsw.gov.au</a>
Eastern Sydney/Inner West	Asfield, Botany Bay, Burwood, Canada Bay, Canterbury, City of Sydney, Leichhardt, Marrickville, Randwick, Strathfield, Waverley, Woollahra	South Sydney ROC & Sydney Coastal Councils Group	
Southern Sydney	Hurstville, Kogarah, Rockdale, Sutherland	South Sydney ROC, Sydney Coastal Councils Group	
Western Sydney	Auburn, Blacktown, Blue Mountains, Hawkesbury, Holroyd, Parramatta, Penrith, The Hills	Western Sydney ROC	Rob Lennon Phone: 9685 2400 Email: <a href="mailto:rob.lennon@dbc.nsw.gov.au">rob.lennon@dbc.nsw.gov.au</a>
South West Sydney	Bankstown, Camden, Campbelltown, Fairfield, Liverpool, Wollondilly	Western Sydney ROC & Macarthur ROC	
South East NSW	Bega Valley, Bombala, Boorowa, Cooma-Monaro, Eurobodalla, Goulburn Mulwaree, Harden, Palerang, Queanbeyan, Snowy River, Upper Lachlan, Yass Valley, Young	Southern Councils Group, Central NSW Councils & South East ROC	Roslyn Chivers Phone: 6229 7800 Email: <a href="mailto:roslyn.chivers@dbc.nsw.gov.au">roslyn.chivers@dbc.nsw.gov.au</a>
Central Coast	Gosford, Wyong	Central Coast ROC	Leoni Baldwin Phone: 4337 2311 Email: <a href="mailto:leoni.baldwin@dbc.nsw.gov.au">leoni.baldwin@dbc.nsw.gov.au</a>
Illawarra	Kiama, Shellharbour, Shoalhaven, Wingecarribee, Wollongong	Southern Councils Group	Mark Roberts Phone: 4253 6305 Email: <a href="mailto:mark.roberts@dbc.nsw.gov.au">mark.roberts@dbc.nsw.gov.au</a>
Hunter	Cessnock, Dungog, Gloucester, Great Lakes, Lake Macquarie, Maitland, Muswellbrook, Newcastle, Port Stephens, Singleton, Upper Hunter	Hunter Councils Incorporated	Jennifer Collison Phone: 4921 2600 Email: <a href="mailto:jennifer.collison@dbc.nsw.gov.au">jennifer.collison@dbc.nsw.gov.au</a>



Regional Action Plan	Local Government Areas	Regional organisations of councils	DPC Regional Contact
Mid North Coast	Bellingen, Coffs Harbour, Greater Taree, Kempsey, Nambucca, Port Macquarie-Hastings	Mid North Coast Group of Councils	Julie Byers Phone: 6659 8650 Email: <a href="mailto:julie.byers@dpc.nsw.gov.au">julie.byers@dpc.nsw.gov.au</a>
Northern Rivers	Ballina, Byron, Clarence Valley, Kyogle, Lismore, Richmond Valley, Tweed	Northern Rivers ROC	
New England/Northern West	Armidale Dumaresq*, Glen Innes, Gunnedah, Guyra*, Gwydir, Inverell, Liverpool Plains, Moree Plains, Narrabri, Tamworth Regional, Tenterfield, Uralla*, Walcha	Namoi ROC	Maureen Chapman Phone: 6770 1900 Email: <a href="mailto:maureen.chapman@dpc.nsw.gov.au">maureen.chapman@dpc.nsw.gov.au</a>
Orana	Bogan, Bourke, Brewarrina, Cobar, Coonamble, Dubbo, Gilgandra, Narromine, Walgett, Warren, Warrumbungle, Wellington	Orana ROC & Central NSW Councils	Ross O'Shea Phone: 6826 7800 Email: <a href="mailto:ross.o'shea@dpc.nsw.gov.au">ross.o'shea@dpc.nsw.gov.au</a>
Central West	Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Lithgow, Mid-Western Regional, Oberon, Orange, Parkes, Weddin	Central West NSW Councils	
Far West	Broken Hill*, Central Darling*, Unincorporated Far West*		
Murray	Albury, Balranald, Berrigan, Carrathool, Conargo, Corowa, Deniliquin, Greater Hume, Griffith, Hay, Jerilderie, Leeton, Murray, Murrumbidgee, Narrandera, Urana, Wakool, Wentworth	Riverina and Murray ROC	
Riverina	Bland, Coolamon, Cootamundra, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Wagga Wagga	Riverina Eastern ROC	

\* Council is not a member of a Regional Organisation of Councils



## **Domestic Kerbside Waste, Recycling and Garden Organics Audit 2011**



**REPORT PRODUCED FOR:  
Shore Regional Organisation of Councils  
(SHOROC)**

**September 2011**

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EC Sustainable Environment Consultants  
ABN 79 771 962 256

#### NSW

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#### Reference 1711-11

#### AUDIT UNDERTAKEN BY

Name: EC Sustainable Environment Consultants

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Acknowledgements: Emma Lynch (Manly Council), John Saul (Mosman Council), Robina Bramich (Pittwater Council), Tony Walmsley and Ray Creer (Warringah Council) for assisting with project management at a Council level.  
Andrea Tattam and Ben Taylor (SHOROC) for assisting with project management at a regional level.  
Natasha Schultz (Sita Environmental Solutions) for the provision of an audit site.

Controlled Document ID: SHOROC\_Regional\_Residential\_Waste\_Audit\_Report\_171111

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## ***List of Abbreviations***

AWD	Australian Waste Database
AWT	Alternative Waste Treatment (or Technology)
AS	Australian Standard
ERA	Extended Regulated Area
HDPE	High Density Polyethylene
LDPE or LLDPE	Low Density Polyethylene
LGA	Local Government Authority
MGB	Mobile Garbage Bin
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
MUD	Multiple Unit Dwelling
NSW	New South Wales
OEH	Office of Environment and Heritage
OH&S	Occupational Health and Safety
OHSMS	Occupational Health and Safety Management System
PET	Polyethylene Terephthalate
PP	Polypropylene
PPE	Personal Protective Equipment
PS	Polystyrene
PVC	Polyvinyl Chloride
SHOROC	Shore Regional Organisation of Councils
SMA	Sydney Metropolitan Area
SUD	Single Unit Dwelling
WaSIP	Waste and Sustainability Improvement Payment
WEEE	Waste Electronic and Electrical Equipment



## **Executive Summary**

*The four SHOROC member Councils have utilised EC Sustainable Environment Consultants (EC Sustainable) to conduct Council wide residual waste, recycling stream and garden organics audits of the domestic kerbside Mobile Garbage Bins (MGBs). The four member Councils that form SHOROC are: Manly Council, Mosman Council, Pittwater Council and Warringah Council.*

*The audits are part of a regional SHOROC project conducted between May and July 2011. Individual reports were developed for each member Council, and this report provides the overall regional results alongside the individual Council results.*

*This audit represents information collected for Winter 2011 which follows a previous audit in 2006 for residual waste only. The 2006 audit used a pilot of the OEH guideline released in 2008 and therefore the sorting categories vary slightly. This report provides a comparison with the key 2006 composition data where this is comparable.*

*The mean bin weight in 2011 is approximately 1.8kg lighter compared to the bin weight in 2006. In 2006, all bins were collected regardless of whether they had any recycling bins present. Therefore this includes waste only samples.*

*The key composition of the residual waste stream in 2011 and 2006 is shown below. The data show that there is more recyclable glass containers, plastics 1 to 3, 5 and 6, steel, aluminium, other paper and dust/rock/dirt/inert in 2006 compared to 2011. There are more nappies, plastic film and bags, and textiles and leather in 2011 compared to 2006. Food/kitchen is higher by proportion in 2011 but lower by yield compared to 2006. However, this appears linked to the overall bin weight being lower in 2011 due to the matched pair collection process.*

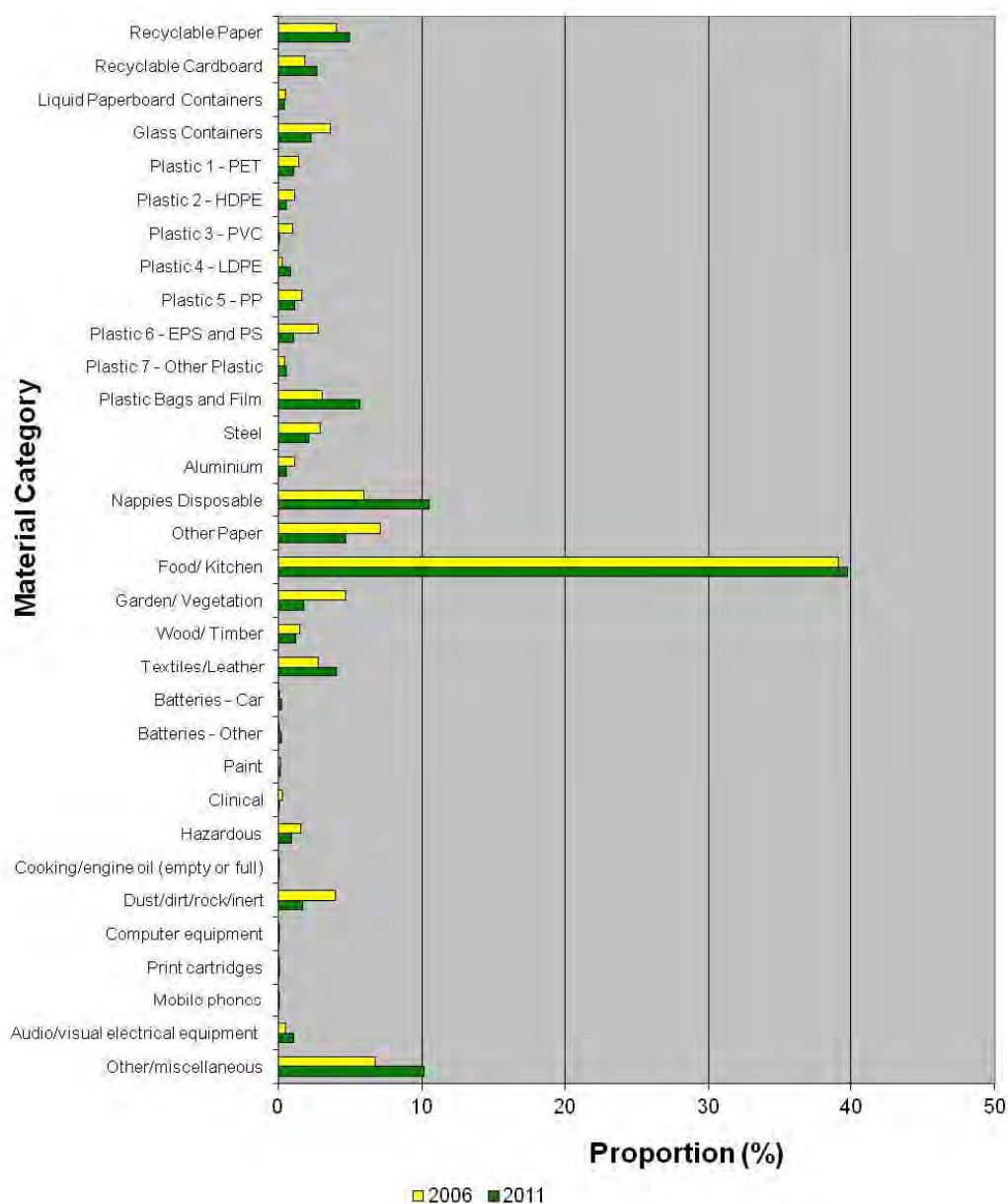
*SHOROC should continue to investigate resource recovery technology options for the residual waste stream. Council is seeking to establish a facility for the processing of garden organics and food organics. The material composition appears suited to an initiative that could recover the compostable material and also potentially the kerbside recyclables. This could achieve a maximum diversion of 67.36% of the 2011 audited residual waste stream based on 16.17% of the residual waste stream being kerbside recyclables and 51.19% of the residual waste stream being additional AWT compostable material.*



***Residual Waste Stream Composition – 2006 and 2011 Data Comparison***

Material Category	Mean Yield Weight (kg/household)		Proportion (% by Weight)	
	2006	2011	2006	2011
Recyclable Paper	0.419	0.420	4.05	4.94
Recyclable Cardboard	0.190	0.228	1.83	2.67
Liquid Paperboard Containers	0.056	0.035	0.54	0.42
Glass Containers	0.368	0.188	3.56	2.21
Plastic 1 – PET	0.142	0.088	1.38	1.03
Plastic 2 – HDPE	0.114	0.047	1.10	0.55
Plastic 3 – PVC	0.100	0.006	0.97	0.06
Plastic 4 – LDPE	0.028	0.071	0.27	0.83
Plastic 5 – PP	0.166	0.093	1.61	1.09
Plastic 6 – EPS and PS	0.280	0.084	2.70	0.99
Plastic 7 – Other Plastic	0.048	0.053	0.47	0.62
Plastic Bags and Film	0.308	0.481	2.98	5.65
Steel	0.298	0.175	2.88	2.06
Aluminium	0.112	0.049	1.08	0.58
Nappies Disposable	0.618	0.895	5.97	10.51
Other Paper	0.736	0.396	7.12	4.65
Food/ Kitchen	4.048	3.387	39.13	39.78
Garden/ Vegetation	0.479	0.144	4.63	1.69
Wood/ Timber	0.148	0.099	1.43	1.16
Textiles/Leather	0.283	0.343	2.74	4.03
Batteries – Car	0.005	0.017	0.04	0.20
Batteries – Other	0.010	0.019	0.09	0.22
Paint	0.020	0.012	0.19	0.15
Clinical	0.034	0.003	0.33	0.04
Hazardous	0.160	0.076	1.55	0.89
Cooking/engine oil (empty or full)	0.010	0.002	0.10	0.03
Dust/dirt/rock/inert	0.407	0.142	3.94	1.66
Computer equipment	0.007	0.007	0.07	0.09
Print cartridges	0.001	0.001	0.01	0.02
Mobile phones	0.000	0.001	0.00	0.01
Audio/visual electrical equipment	0.055	0.086	0.53	1.01
Other/miscellaneous	0.694	0.866	6.71	10.18
<b>Total</b>	<b>10.344</b>	<b>8.515</b>	<b>100.00</b>	<b>100.00</b>

### *Residual Waste Stream Composition – 2006 and 2011 Data Comparison*



The other key results statistics are shown in the following table.

### Key Data Statistics

Key Statistic	Unit of Measurement	Manly Council	Mosman Council	Pittwater Council	Warringah Council	Overall
Bin Proportion Full	Mean proportion full (%) – residual waste	79.08%	87.09%	75.63%	83.85%	84.23%
	Mean proportion full (%) – commingled recycling	56.52%	57.81%	61.75%	69.38%	61.85%
	Mean proportion full (%) – paper recycling	79.20%	83.44%	83.44%	90.13%	84.58%
	Mean proportion full (%) – garden organics	80.35%	87.62%	96.27%	79.68%	85.42%
Unrecovered MGB Recyclable Resources	Weight (kg) per household	0.78kg	1.48kg	1.26kg	1.60kg	1.38kg
	Mean proportion (%)	12.04%	19.59%	13.96%	16.84%	16.17%
Unrecovered Potentially Compostable Resources	Weight (kg) per household	3.50kg	3.81kg	4.79kg	4.60kg	4.36kg
	Mean proportion (%)	53.26%	49.71%	51.90%	50.79%	51.19%
Commingled Recycling Contamination Rate	Mean proportion (%) – Glass Fines Are Contamination	9.41%	13.54%	15.03%	5.60%	9.95%
	Mean proportion (%) – Glass Fines Are Not Contamination	6.45%	8.58%	7.63%	0.98%	5.14%
Paper Recycling Contamination Rate	Mean proportion (%)	2.27%	1.49%	3.39%	1.48%	2.00%
Garden Organics Contamination Rate	Mean proportion (%)	0.40%	0.28%	0.53%	0.96%	0.67%
Resource Recovery Rate	Mean proportion (%) – commingled recycling	83.65%	74.27%	84.04%	78.12%	78.78%
	Mean proportion (%) – paper recycling	88.71%	80.38%	85.74%	70.00%	77.55%
	Mean proportion (%) – garden organics	97.81%	91.84%	93.90%	99.62%	97.23%
	Mean proportion (%) – actual	70.18%	60.71%	72.84%	58.31%	63.55%
Diversion Rate	Mean proportion (%) – maximum potential with current bin systems and audited composition	72.11%	65.04%	75.06%	65.55%	68.53%
	Mean proportion (%) – actual	82.67%	74.87%	82.52%	74.30%	77.45%
	Mean proportion (%) – potential	84.59%	79.20%	84.74%	81.54%	82.43%

\* Excludes containerised food and liquid.



The current diversion rate is 63.55% which is the amount of recyclables recovered divided by the residual waste stream plus the contamination in the recycling. The maximum potential kerbside bin diversion rate with the current collection systems if all commingled recyclables, paper recyclables and all garden organics in the residual waste stream are recovered and contamination remains stable is 68.53%.

The diversion rate, if the current recovery of garden organics, paper and commingled recycling is maintained and 100% of food in the residual waste is recovered, is 77.45%. If all garden organics, paper and commingled recycling are recovered and 100% of food in the residual waste is recovered, with contamination in the other streams remaining stable, then the maximum diversion rate is 82.43%. These figures exclude the containerised food and liquid component.

The average commingled and paper recycling contamination rate of the 2008 OEH recycling audits across the SMA and ERA is 5.4%. Council should seek to:

- o reduce the commingled recycling contamination rate of 9.95%. However, if the glass fines are not considered contamination, then the contamination rate is reduced to 5.14%.
- o maintain, or improve if possible, the low paper recycling contamination rate of 2.00%.

SHOROC should seek to maintain the very low garden organics contamination rate of 0.67% or improve it if possible. Council is performing to a significantly more effective level than the contamination rate average of the 2008 OEH audits across the SMA and ERA of 3.3%.

SHOROC is seeking to establish a facility for the processing of garden organics and food organics. The material composition appears suited to an initiative that could recover the compostable material and also potentially the kerbside recyclables. This could achieve a maximum diversion of 67.36% of the 2011 audited residual waste stream based on 16.17% of the residual waste stream being kerbside recyclables and 51.19% of the residual waste stream being additional AVT compostable material.

SHOROC should consider conducting waste and recycling audits annually to build up trend data and also monitor performance on any waste programs implemented. The composition is likely to be different in a different year. SHOROC should conduct waste audits in all seasons for comparison and a representative yearly result as waste composition and quantity can vary seasonally especially the organic components. This will assist in informing future waste reduction programs.



# 1 Introduction

## 1.1 Background

The four SHOROC member Councils have utilised EC Sustainable Environment Consultants (EC Sustainable) to conduct Council wide residual waste, recycling stream and garden organics audits of the domestic kerbside Mobile Garbage Bins (MGBs). The four member Councils that form SHOROC are: Manly Council, Mosman Council, Pittwater Council and Warringah Council.

The audits are part of a regional SHOROC project conducted between May and July 2011. Individual reports were developed for each member Council, and this report provides the overall regional results alongside the individual Council results.

The audit is designed to conform to the NSW residential waste auditing guidelines known as the "OEH Guideline" or the "OEH Guidelines for Conducting Household Kerbside Residual Waste, Recycling and Garden Organics Audits in NSW Local Government Areas" (June 2008) and Addendum 2010.

The audit is being conducted in order to build an up to date record of the composition of the residual waste, commingled recycling, paper recycling and garden organics streams including particularly the current unrecovered resources and opportunities for further recovery, resource recovery rates for each kerbside recyclable material type, hazardous item liabilities, bin capacity usage, bin presentation rates and contamination of the commingled recycling, paper recycling and garden organics stream.

This audit represents information collected for Winter 2011 which follows a previous audit in 2006 for residual waste only. The 2006 audit used a pilot of the OEH guideline released in 2008 and therefore the sorting categories vary slightly. This report provides a comparison with the key 2006 composition data where this is comparable.

## 1.2 Purpose and Objectives

The purpose of this audit is to:

- Provide a one off snap shot of the state of domestic residual waste stream composition in kerbside MGBs for the OEH WaSIP reporting process and internal purposes to guide improved resource recovery including waste composition, bin capacity usage, bin presentation rate, hazardous waste liabilities and unrecovered resources.
- Provide a one off snap shot of the state of domestic paper and commingled recycling stream composition for the OEH WaSIP reporting process for the OEH WaSIP reporting process and internal purposes to guide improved recycling compliance including contamination rates, bin capacity usage and bin presentation rates.
- Provide a one off snap shot of the state of domestic garden organics stream composition in kerbside MGBs for internal purposes to guide improved recycling compliance including contamination rates, bin capacity usage and bin presentation rates.
- Provide information that will identify potential household reduction of residual waste and the minimisation of unwanted kerbside waste.

## 1.3 SHOROC Information

The region has the characteristics shown below in Table 1

Each Council has a residual waste, paper and commingled recycling and garden organics collection contract with URM except for Manly Council which conducts collections internally. In each case, the residual waste is delivered to the Sita Environmental Solutions facility at Belrose. With the exception of paper recycling and commingled recycling from Manly, all other streams are delivered to the Kimbriki Recycling and Waste Disposal Centre. In the case of Manly, paper recycling is delivered to Cozens at Brookvale and commingled recycling is delivered to Sita Environmental Solutions at Belrose.

**Table 1 - Council Information**

Council Service	Manly Council	Mosman Council	Pittwater Council	Warringah Council
Collection Frequency (All)	Weekly	Weekly	Weekly	Weekly
MGB Sizes (SUDs)	80 litre	55, 80, 120, 240 litre	80 litre	80, 120 litre (or multiples of)
MGB Sizes (MUDs)	240 litre for four units	80 or 120 for two units, 240 litre for two units or 240 litre for three or four units	240 litre for three units	240 litre (80 or 120 litre per dwelling)
Collection Frequency (SUDs)	Weekly - alternate weeks in a fortnight for paper and commingled	Weekly - alternate weeks in a fortnight for paper and commingled	Weekly - alternate weeks in a fortnight for paper and commingled	Weekly - alternate weeks in a fortnight for paper and commingled
Collection Frequency (SUDs)	Weekly	Weekly	Weekly for five units	Weekly
MGB Sizes (SUDs)	120 litre (some 240 litre)	140 litre	140 litre	120, 240 litre
MGB Sizes (MUDs)	240 litre	240 litre	240 litre	240 litre
Collection Frequency (SUDs)	Monthly	Monthly	Eight year per zone	Fortnightly
Collection Frequency (MUDs)	Monthly (many may not have a service)	Monthly (many may not have a service)	Monthly (many may not use the service)	Fortnightly
MGB Sizes (SUDs)	240L and bundles	240L and crates and bundles	240L and crates and bundles	240 litre
MGB Sizes (MUDs)	240L and bundles	240L and crates and bundles	240L and crates and bundles	240 litre
Population	40,939	28,767 <sup>A</sup>	58,818	144,092
No. of Households	17,551	12,409	21,863	54,464 <sup>A</sup>
No. of SUDs	8,419	5,606	17,917	34,914
No. of MUDs	8,132	6,793	3,946	19,353

<sup>A</sup> Council area has 10 households that are not stated as MUD or SUD. These are excluded.

# Council area has 197 households that are not stated as MUD or SUD. These are excluded.



## 1.4 Document Structure

This report provides the:

- methods used to obtain the data (Section 2);
- results of the residual waste audit (Section 3);
- results of the commingled recycling stream audit (Section 4);
- results of the paper recycling stream audit (Section 5);
- results of the garden organics audit (Section 6); and
- comments and recommendations (Section 7).

## 2 Project Methods

### 2.1 What is a Waste Audit?

A waste audit is an examination of a particular waste stream including the waste materials within that stream. It includes using classification methods to determine the physical waste stream composition, measurement of the size of the waste stream and verification of other statistics related to the waste stream for planning and decision-making purposes.

### 2.2 Sampling

The sampling for the audit is consistent with the "OEI Guideline" and additional clarifications requested by EC Sustainable. The following sections detail the sampling methods.

#### 2.2.1 Sample Frame

The sample size of 220 was used for each stream as provided for in the OEI Guideline. The sample frame includes the following for each Council:

- Manly Council – 119 MUDs and 101 SUDs for residual waste, commingled recycling and paper recycling and 32 MUDs and 188 SUDs for garden organics.
- Mosman Council – 118 MUDs and 102 SUDs for residual waste, commingled recycling and paper recycling and 92 MUDs and 128 SUDs for garden organics.
- Pittwater Council – 39 MUDs and 181 SUDs for residual waste, commingled recycling and paper recycling and 220 SUDs for garden organics.



- Warringah Council – 77 MUDs and 143 SUDs for residual waste, commingled recycling and paper recycling and 76 MUDs and 144 SUDs for garden organics.

The numbers vary slightly for garden organics due to the presentation at the time of auditing within the sample population. No MUDs were conducted for garden organics at Pittwater Council due to a lack of presentation within the sample population at the time of auditing.

Samples were collected across each waste zone from Monday to Friday.

## **2.2.2 Sample Site Selection**

The sample of households was chosen from a list of all dwellings in the LGA. The streets were initially sampled using a random number generator in Excel based on a clustered random sampling method. The cluster type used was streets. This allowed 5-8 streets to be selected for each collection day to minimise impact on Council's regular collection systems and maximise the potential to collect the targeted samples prior to the regular Council collection truck.

The waste and commingled and paper recycling samples are from the same houses as each other based on the requirement in the OEH Guideline. The garden organics sample frame was targeted at the same households as the waste, commingled recycling and paper recycling matched samples. However, the samples actually collected vary based on presentation and the availability of samples at the collection time. A garden organics audit is not required in the current WaSIP process and therefore matched households is not required.

## **2.3 Material Collection Strategy**

### **2.3.1 Bagging and Transportation**

Consistent with the OEH Guidelines, sampling was conducted using a labelled bag collection system. The contents of the bins and waste types from each household sampled were manually bagged in heavy duty plastic hessian style bags. Two or three bags were used for some of the full bins to comply with Occupational Health and Safety (OH&S) manual handling policies. Two staff held and lifted the bin while one manager supervised and conducted the bin survey.

As agreed with the OEH, bags were weighed prior to sorting rather than weighing the full and empty MGB on the kerbside. This was due to OH&S concerns, noise issues and quality issues

with weighing bins on uneven surfaces and in the dark in the early hours of the morning. Clear tape was placed over the labels to prevent the ink running during transportation or storage at the sorting site.

Samples were labelled with the information required in the OEH Guidelines:

- Date and time;
- Waste type;
- Collection team number;
- A code for house / unit number and street; and
- Bag number per household (bag x of x).

At the time of collection, the same information and additional bin information was also recorded on a separate survey form as well as the bin percentage (%) full. The information was used for reconciliation purposes at the audit site.

### **2.3.2 Managing Non-presented Bins**

Where the matched pairs of bins were not presented to the kerbside at the targeted household, the next appropriate household was selected with preference to bins on the same side of the street. If there was no suitable household available in the street, then a street from the reserve list was selected.

In week one, the first recycling type was collected. Approximately an additional 60 samples were collected to allow for non-presentation in the follow week. In the second week a matched pair of the alternative recycling type and the general waste bin was required at a household collected in week one. If one of the two bins was not out in week two, then the household was not collected.

### **2.3.3 Authorisation**

All audit staff carried a letter of authorisation that could be provided to residents in the event of a query from the community. All auditors were identifiable by high visibility orange and blue overalls.

## **2.4 Sorting and Data Collection**

### **2.4.1 Sorting Categories**

The materials were sorted and classified for analysis using the categories shown in Table 2. These are the OEH Guideline sorting categories.

**Table 2 - Material Categories and Australian Waste Database (AWD) Codes**

Material Category 2010		AWD	Material Category 2010		AWD
Paper	Newspaper #	A01	Plastic	PP non-packaging *#	E05
	Magazines/ Brochures #	A02		PS packaging *	E06
	Miscellaneous Packaging #	A03		EPS packaging	
	Corrugated Cardboard #	A04		PS & EPS non-packaging	E07
	Cardboard/Package Board #	A05		Other Plastics *	
	Liquid Paper Containers *	A06		Plastic Bags	E072
	Disposable Paper Product #	A07		Plastic Film	E073
	Print /Writing / Office Paper #	A08		Composite (Mostly Plastic)	E08
	Composite (Mainly Paper) *#	A09		Ferrous	Steel bev. Containers *
	Nappies Disposable	A90	Steel packaging (excl. bev. containers) *		
Contaminated Soiled Paper	A092	Composite (mostly ferrous)	F03		
Organic	Food / Kitchen	B01	Non-ferrous	Steel other non-packaging	F02
	Garden / Vegetation ^	B02		Aluminium bev. Containers *	G01
	Other Putrescible	B03		Aluminium packaging (excl. bev. containers) *	
	Wood / Timber	C01		Aluminium non-packaging	G03
	Textile / Rags	C02	Composite (mostly ferrous)		
	Leather	C03	Non-ferrous Other	G02	
	Rubber	C04	Hazardous	Paint	H01
	Oils	C05		Fluorescent Tubes	H02
	Glass bev. Containers *			Dry Cell Batteries (non rechargeable)	H03
	Glass non bev. containers/ Other packaging glass *			Dry Cell Batteries (rechargeable)	
	Mixed Glass / Fines	D050		Vehicle Batteries	H04
	Miscellaneous / Other Glass	D02		Household Chemicals	H05
				Asbestos / Building Materials	H061
Plastic	PET bev. Containers *	E01	Clinical Pathogenic Infectious	H07	
	PET packaging (excl. bev. containers) *		Gas Bottles	-	
	PET other non bev./non packaging		Hazardous Other	-	
	HDPE bev. Containers *	E02	Building Waste	Building Materials and Fittings (NEC)	I50
	HDPE packaging (excl. bev. containers) *		Earth Based	Ceramics, dust, dirt, rock, inert, ash	I0
	HDPE other non bev./non packaging *#		E-waste	Toner Cartridges	Y57
	PVC beverage containers *	Computer Equipment		-	
	PVC packaging (excl. bev. containers) *	Mobile Phones		-	
	PVC other non bev./non packaging *#	Electrical Items and Peripherals		-	
	LDPE packaging *	E04	TVs	-	
LDPE non-packaging *#	Containerised Food and Liquid		-		
PP packaging *	E05	Misc	Other (specify)	XX00	
# Marks a Paper Recycling MGB material compliant category.				#* Marks a material that is also recyclable in Warringah Council	
* Marks a Commingled Recycling MGB material compliant category.					
^ Marks a Garden Organics MGB Recyclable material category.					



#### **2.4.2 Location**

A safe undercover sorting site was provided at the Sita Environmental Solutions site at Belrose.

#### **2.4.3 Staffing**

Two teams of three trained sorting staff were used to collect and sort the material. All staff members have OH&S green cards, tetanus vaccinations, Hepatitis A and B vaccinations and the audit managers in each team have waste audit competency training. The waste audit competency training includes OH&S awareness relevant to sorting and accurate identification of material types in each category. No labour hire was used.

#### **2.4.4 Material Weighing**

The sorted material in each category was weighed on a daily basis, based on the delivered material for each day in each sample. An accuracy of 1g was used for the weighing using 30kg scales for weights up to approximately 30kg and to an accuracy of 10g on 150kg capacity scales for weights over approximately 30kg. Each weight was verified by a second person for accuracy.

#### **2.4.5 Scale Calibration**

All scales were calibrated by a senior staff member each day before the commencement of the audit and each time the scale is moved or if the scale is subject to any unusual impact such as a fall or a hit by a vehicle. Three weights (200g, 1kg and 5kg) were used.

If scales fail to read within 1% of the dedicated weight (for example, a 1kg weight should read between 9.990 and 1.010kg), then the scale was removed and a conforming replacement used. Any scales reading outside of the 1% allowable limit for scale calibration were brought to the attention of a senior staff member immediately and the scale taken for servicing.

#### **2.4.6 Recycling or Disposal of Sorted Material**

The auditors disposed of the general waste at the Belrose transfer station on the Council account. The auditors delivered the commingled recycling, paper recycling and garden organics to the Kimbriki Recycling and Waste Disposal Centre and placed it on the Council account. The delivery



was either completed by the audit team in the audit collection truck or in a skip bin contracted by EC Sustainable and provided by Transpacific Industries Group.

## 2.5 Occupational Health and Safety

An Occupational Health and Safety Management System (OHSMS) was developed for the audit including completing a safe work method statement and hazard assessment check process for both the collection and sorting tasks in the audit. All staff wore PPE as outlined in the Safe Work Method Statement and shown in Table 3.

**Table 3 - Personal Protective Equipment (PPE) Used**

PPE Required	Applicable Standard Compliance
<b>Dust mask</b> (Optional, except when advised by a manager)	AS/ NZS 1715: 2009 – Selection, use and maintenance of respiratory protective devices.
<b>Gloves</b> Heavy duty rubber or neoprene dipped over needle proof gloves	AS/ NZS 2161: 2000 – Occupational protective gloves. Leather and Turtleskin™ gloves
<b>Eye protection (optional)</b> Low impact goggles with indirect ventilation (HT or CT with C, D optional)	AS/ NZS 1336: 1997 – Recommended practices for occupational eye protection
<b>Hearing protection</b> Ear plugs or ear muffs	AS/NZS 1270: 1999 – Acoustics – hearing protectors.
<b>Overalls</b> Full length protective trousers and shirts/ overalls	Not Applicable.
<b>Safety boots</b> Steel toe capped fully enclosed boots	AS/NZS 2210.3:2009 – Occupational protective footwear - Specification for safety footwear.
<b>High visibility vest</b> Fluorescent with reflective strips	AS/ NZS 4602: 1999 – High visibility safety garments.
<b>Sunscreen</b> Very high protection - SPF 30+ (At all times when working outside)	AS/ NZS 2604: 1998 – Sunscreen products, evaluation and classification.

## 2.6 Data Verification and Accuracy

To ensure accurate data, the combined weight of the material weighed in the individual sorting categories for each sample was compared to the weight of the initial bag contents weighed prior to sorting. To obtain the initial bag weight prior to sorting, the full bag was weighed as well as the

empty bag, with the bag contents calculated by subtracting the empty bag weight from the full bag weight.

The raw data weights for each of the premises were entered into an Excel database in accordance with the OEH Guidelines. Cross-checks of this information were made by an independent staff member to verify correct data entry. EC Sustainable amended the database to create a model that provided data analyses and charts.

Results are not provided in this report for individual premises due to confidentiality requirements.

## **2.7 Audit Monitoring**

A dedicated management staff member was assigned the role of monitoring the audit. This included factors such as:

- Monitoring OH&S compliance and facilitating inductions and procedure management;
- Observing the correct sorting of materials and witnessing the correct logging of weights;
- Conducting tests on equipment such as scales to ensure accuracy and trucks to ensure safety; and
- Verifying correct data entry.

# **3 Results: Residual Waste Stream**

## **3.1 Bin Capacity Analysis**

Table 4 provides the proportion full of the bin capacity at each collection point audited. The data show that approximately 60% to 65% of collection points have used 90% or more of their bin capacity at all Councils except Manly which has only 50% of bins using 90% or more of their bin capacity. For the overall region, 59.9% of collection points have used 90% or more of their bin capacity.

**Table 4 - Residual Waste Stream Detailed Bin Capacity Used**

Proportion Full (%)	Proportion of Collection Points (%)				
	Manly Council	Mosman Council	Pittwater Council	Warringah Council	Overall
0-49	25.62	12.40	14.52	18.30	17.38
50-69	12.40	9.92	8.60	9.80	9.98
70-89	12.40	16.53	12.37	10.46	12.74
90+	49.59	61.16	64.52	61.44	59.90
<b>Total</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>

The mean and median residual waste stream bin proportion full is shown below in Table 5 for each Council. The data is provided based on all of the bins collected. It shows that approximately 79% to 87% of the bin capacity is used as an average based on the mean in all Councils. All Councils have a similar median bin proportion full, although, Manly has the lowest mean and median bin proportion full. The overall median proportion full is 100% and the overall mean proportion full is 84.23%.

**Table 5 - Residual Waste Stream Average Bin Proportion Full (%)**

Audit	Median Bin Proportion Full (%)					Mean Bin Proportion Full (%)				
	Manly	Mosman	Pittwater	Warringah	Overall	Manly	Mosman	Pittwater	Warringah	Overall
Proportion Full (%)	90	100	100	100	100	79.08	87.09	86.04	83.85	84.23

### 3.2 Residual Waste Stream Composition

Tables 6 and 7 provide the residual waste stream generation by household (kg/week) and proportion (% by weight) respectively, including replacement bins for non-presented bins.



**Table 6 - Residual Waste Stream Composition – Weight (kg/ Week/ Household)**

Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Paper	Newspaper	0.040	0.088	0.062	0.079	0.070
	Magazines/ brochures	0.044	0.148	0.052	0.045	0.058
	Miscellaneous Packaging	0.008	0.029	0.012	0.014	0.015
	Corrugated Cardboard	0.021	0.049	0.034	0.066	0.050
	Cardboard/ Package board	0.096	0.190	0.153	0.211	0.178
	Liquid Paper Containers	0.015	0.038	0.030	0.043	0.035
	Disposable Paper Product	0.099	0.084	0.157	0.154	0.137
	Print/ Writing/ Office paper	0.066	0.201	0.129	0.154	0.140
	Composite (mostly paper)	0.024	0.107	0.020	0.015	0.028
	Nappies Disposable	0.940	0.820	0.895	0.898	0.895
	Contaminated Soiled Paper	0.295	0.295	0.410	0.390	0.367
Organic	Food/ Kitchen	2.885	2.892	3.592	3.580	3.387
	Garden/ Vegetation	0.112	0.287	0.387	0.024	0.144
	Other Putrescible	0.170	0.207	0.293	0.494	0.365
	Wood/ Timber	0.041	0.127	0.108	0.108	0.099
	Textile/ Rags	0.295	0.336	0.400	0.331	0.340
	Leather	0.008	0.010	0.002	0.001	0.004
	Rubber	0.005	0.003	0.030	0.011	0.013
	Oils	0.003	0.015	0.001	0.000	0.002
Glass	Glass Beverage Containers	0.073	0.148	0.077	0.103	0.098
	Glass Non Bev Cont./Other Packaging	0.054	0.125	0.070	0.102	0.090
	Miscellaneous/ Other Glass	0.010	0.033	0.064	0.016	0.027
	Mixed Glass/ Fines	0.002	0.001	0.007	0.031	0.017
Plastic	PET Beverage Containers (P1)	0.018	0.019	0.014	0.031	0.024
	PET Packaging (excl bev containers) (P1)	0.030	0.039	0.057	0.079	0.062
	PET Other Non Bev/ Non Packaging (P1)	0.001	0.008	0.001	0.001	0.002
	HDPE Beverage Containers (P2)	0.004	0.008	0.006	0.010	0.008
	HDPE Packaging (excl bev containers) (P2)	0.018	0.029	0.032	0.048	0.038
	HDPE Other Non Bev/ Non Packaging (P2)	0.000	0.007	0.000	0.001	0.001
	PVC Beverage Containers (P3)	0.001	0.000	0.000	0.000	0.000
	PVC Packaging (excl bev containers) (P3)	0.002	0.004	0.006	0.004	0.004
	PVC Other Non Bev/Non Packaging (P3)	0.001	0.001	0.001	0.002	0.001
	LDPE Packaging (P4)	0.013	0.002	0.006	0.006	0.007
	LDPE Non Packaging (P4)	0.026	0.058	0.071	0.075	0.064
	PP Packaging (P5)	0.035	0.084	0.085	0.108	0.089
	PP Non Packaging (P5)	0.008	0.019	0.004	0.000	0.004
Sub-total		5.46	6.51	7.27	7.24	6.86



**Table 6 (cont.) - Residual Waste Stream Composition – Weight (kg/ Week/ Household)**

Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Plastic	PS Packaging (P6)	0.035	0.034	0.065	0.045	0.046
	EPS Packaging (P6)	0.024	0.024	0.014	0.027	0.023
	PS & EPS Non Packaging (P6)	0.004	0.004	0.025	0.016	0.015
	Other Plastics (P7)	0.039	0.053	0.081	0.045	0.053
	Plastic Bags	0.109	0.161	0.175	0.189	0.170
	Plastic Film	0.228	0.193	0.364	0.344	0.311
	Composite (mostly plastic)	0.038	0.079	0.101	0.088	0.081
Metal	Steel Beverage Containers	0.005	0.002	0.000	0.003	0.003
	Steel Packaging (excl bev containers)	0.036	0.081	0.114	0.127	0.104
	Steel Other Non Packaging	0.022	0.032	0.042	0.036	0.034
	Composite (mostly ferrous)	0.027	0.010	0.050	0.036	0.035
	Aluminium Beverage Containers	0.007	0.022	0.008	0.008	0.009
	Aluminium Packaging (excl bev cont)	0.019	0.005	0.009	0.016	0.014
	Aluminium Non Packaging	0.012	0.020	0.031	0.020	0.021
	Non Ferrous – Other	0.007	0.001	0.000	0.004	0.003
	Composite (mostly non-ferrous)	0.007	0.001	0.000	0.000	0.001
Hazardous	Paint	0.001	0.000	0.000	0.024	0.012
	Fluorescent tubes	0.000	0.001	0.001	0.002	0.001
	Dry cell batteries (non rechargeable)	0.003	0.005	0.053	0.013	0.019
	Dry cell batteries (rechargeable)	0.000	0.000	0.000	0.000	0.000
	Vehicle batteries	0.000	0.000	0.065	0.007	0.017
	Household chemicals	0.027	0.031	0.048	0.068	0.052
	Asbestos	0.000	0.000	0.006	0.000	0.001
	Clinical Pathogenic Infectious	0.000	0.000	0.001	0.005	0.003
	Gas Bottles	0.000	0.000	0.000	0.000	0.000
	Hazardous Other	0.004	0.000	0.014	0.034	0.021
Building waste	Building materials and fittings (NEC)	0.023	0.008	0.069	0.064	0.052
Earth Based	Ceramics, Dust, Dirt, Rock, Inert, Ash	0.042	0.036	0.159	0.090	0.090
Other	Computer Equipment	0.000	0.000	0.007	0.012	0.007
	TVs	0.000	0.000	0.000	0.000	0.000
	Mobile Phones	0.000	0.001	0.000	0.001	0.001
	Electrical Items and Peripherals	0.053	0.043	0.100	0.100	0.086
	Toner Cartridges	0.001	0.001	0.002	0.001	0.001
	Containerised Food and Liquids	0.341	0.303	0.328	0.369	0.348
	Other (specify)	0.000	0.000	0.030	0.016	0.014
Sub-total		1.11	1.15	1.96	1.81	1.65
Grand Total		6.58	7.66	9.23	9.05	8.51

**Table 7- Residual Waste Stream Composition – Proportion (% by Weight)**

Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Paper	Newspaper	0.61	1.15	0.67	0.87	0.82
	Magazines/ brochures	0.67	1.93	0.56	0.50	0.69
	Miscellaneous Packaging	0.13	0.38	0.13	0.16	0.17
	Corrugated Cardboard	0.32	0.64	0.37	0.73	0.59
	Cardboard/ Package board	1.46	2.48	1.65	2.34	2.09
	Liquid Paper Containers	0.23	0.50	0.32	0.48	0.42
	Disposable Paper Product	1.51	1.10	1.70	1.70	1.61
	Print/ Writing/ Office paper	1.00	2.62	1.40	1.71	1.64
	Composite (mostly paper)	0.36	1.39	0.22	0.17	0.33
	Nappies Disposable	14.29	10.71	9.69	9.93	10.51
	Contaminated Soiled Paper	4.49	3.86	4.45	4.30	4.31
Organic	Food/ Kitchen	43.87	37.75	38.91	39.57	39.78
	Garden/ Vegetation	1.70	3.75	4.19	0.27	1.69
	Other Putrescible	2.58	2.70	3.17	5.46	4.29
	Wood/ Timber	0.62	1.66	1.17	1.19	1.16
	Textile/ Rags	4.48	4.39	4.34	3.65	3.99
	Leather	0.13	0.13	0.02	0.01	0.04
	Rubber	0.07	0.04	0.33	0.12	0.15
	Oils	0.04	0.19	0.01	0.00	0.03
Glass	Glass Beverage Containers	1.12	1.93	0.84	1.14	1.16
	Glass Non Bev Cont./Other Packaging	0.82	1.63	0.76	1.13	1.06
	Miscellaneous/ Other Glass	0.15	0.42	0.69	0.18	0.31
	Mixed Glass/ Fines	0.02	0.02	0.07	0.34	0.20
Plastic	PET Beverage Containers (P1)	0.27	0.25	0.15	0.35	0.28
	PET Packaging (excl bev containers) (P1)	0.45	0.51	0.61	0.87	0.72
	PET Other Non Bev/ Non Packaging (P1)	0.02	0.11	0.01	0.01	0.02
	HDPE Beverage Containers (P2)	0.07	0.11	0.06	0.11	0.09
	HDPE Packaging (excl bev containers) (P2)	0.28	0.38	0.34	0.53	0.44
	HDPE Other Non Bev/ Non Packaging (P2)	0.01	0.09	0.00	0.01	0.02
	PVC Beverage Containers (P3)	0.01	0.00	0.00	0.00	0.00
	PVC Packaging (excl bev containers) (P3)	0.03	0.05	0.07	0.04	0.05
	PVC Other Non Bev/Non Packaging (P3)	0.01	0.01	0.02	0.02	0.02
	LDPE Packaging (P4)	0.20	0.02	0.06	0.07	0.08
	LDPE Non Packaging (P4)	0.39	0.76	0.77	0.83	0.75
	PP Packaging (P5)	0.54	1.09	0.92	1.20	1.04
	PP Non Packaging (P5)	0.12	0.25	0.04	0.00	0.05
Sub-total		83.07	85.00	78.73	79.97	80.62



**Table 7 (cont.) - Residual Waste Stream Composition – Proportion (% by Weight)**

Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Plastic	PS Packaging (P6)	0.53	0.44	0.71	0.49	0.54
	EPS Packaging (P6)	0.36	0.32	0.15	0.30	0.27
	PS & EPS Non Packaging (P6)	0.07	0.05	0.27	0.18	0.17
	Other Plastics (P7)	0.60	0.69	0.88	0.50	0.62
	Plastic Bags	1.65	2.10	1.90	2.09	1.99
	Plastic Film	3.46	2.51	3.94	3.80	3.65
	Composite (mostly plastic)	0.57	1.03	1.10	0.98	0.96
Metal	Steel Beverage Containers	0.08	0.02	0.00	0.03	0.03
	Steel Packaging (excl bev containers)	0.55	1.06	1.24	1.40	1.22
	Steel Other Non Packaging	0.34	0.41	0.46	0.40	0.40
	Composite (mostly ferrous)	0.41	0.13	0.55	0.40	0.41
	Aluminium Beverage Containers	0.10	0.29	0.08	0.09	0.11
	Aluminium Packaging (excl bev cont)	0.29	0.07	0.10	0.18	0.16
	Aluminium Non Packaging	0.19	0.26	0.34	0.23	0.25
	Non Ferrous – Other	0.10	0.02	0.00	0.05	0.04
	Composite (mostly non-ferrous)	0.11	0.01	0.00	0.00	0.01
Hazardous	Paint	0.02	0.00	0.00	0.26	0.15
	Fluorescent tubes	0.00	0.01	0.01	0.02	0.01
	Dry cell batteries (non rechargeable)	0.05	0.07	0.57	0.14	0.22
	Dry cell batteries (rechargeable)	0.00	0.00	0.00	0.00	0.00
	Vehicle batteries	0.00	0.00	0.70	0.08	0.20
	Household chemicals	0.40	0.40	0.52	0.75	0.62
	Asbestos	0.00	0.00	0.07	0.00	0.02
	Clinical Pathogenic Infectious	0.00	0.01	0.01	0.06	0.04
	Gas Bottles	0.00	0.00	0.00	0.00	0.00
	Hazardous Other	0.06	0.00	0.15	0.38	0.25
Building waste	Building materials and fittings (NEC)	0.34	0.10	0.75	0.71	0.61
Earth Based	Ceramics, Dust, Dirt, Rock, Inert, Ash	0.63	0.47	1.72	0.99	1.05
Other	Computer Equipment	0.00	0.00	0.07	0.13	0.09
	TVs	0.00	0.00	0.00	0.00	0.00
	Mobile Phones	0.01	0.01	0.00	0.01	0.01
	Electrical Items and Peripherals	0.81	0.56	1.08	1.11	1.01
	Toner Cartridges	0.02	0.01	0.02	0.02	0.02
	Containerised Food and Liquids	5.18	3.95	3.55	4.08	4.09
	Other (specify)	0.00	0.00	0.33	0.18	0.17
Sub-total		16.93	15.00	21.27	20.03	19.38
Grand Total		100.00	100.00	100.00	100.00	100.00

Tables 6 and 7 show a high level of food in all samples at 39.78% (3.387kg) overall ranging from 37.75% in Mosman to 443.87% in Manly. There are also a high proportion of nappies at 10.51% (0.895kg) overall ranging from 9.69% in Pittwater to 14.29% in Manly.

Other significant materials are:

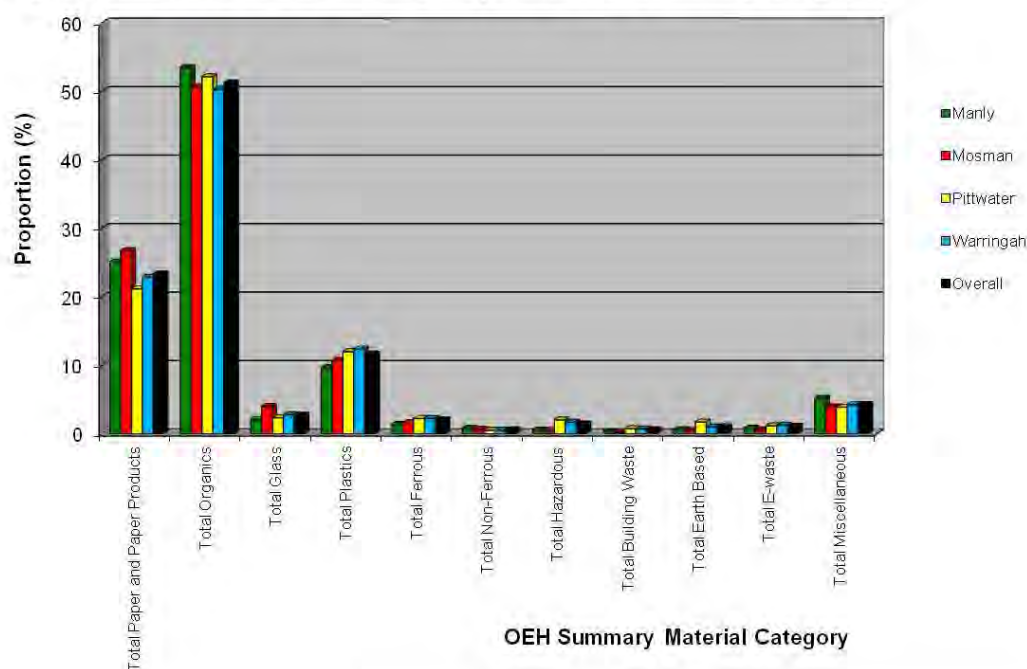
- Containerised food and liquids – 4.09% overall (0.348kg);
- Contaminated soiled paper – 4.31% overall (0.367kg);
- Textiles/rags – 3.99% overall (0.340kg);
- Plastic film – 3.65% overall (0.311kg);
- Other putrescibles – 4.29% overall (0.365kg);
- Cardboard /package board – 2.09% overall (0.178kg);
- Plastic bags – 1.99% overall (0.170kg); and
- Garden/vegetation – 1.69% overall (0.144kg).

The unrecovered resources are discussed in Section 3.3

Figure 1 provides a summary analysis of the waste stream based on the OEH Guideline summary categories for the 2010 Addendum. These data do not relate to recoverability. The unrecovered resources are analysed in the following section. Figure 1 shows generally similar results between the Council areas except for more organics in Manly, more paper and glass in Mosman, less paper in Pittwater and more plastics in Pittwater and Warringah.



**Figure 1 - Residual Waste Stream Composition (OEH Summary Categories)**



MATERIAL CATEGORY	Proportion (%)				
	Manly	Mosman	Pittwater	Warringah	Overall
Total Paper and Paper Products	25.07	26.76	21.17	22.88	23.34
Total Organics	53.49	50.61	52.15	50.27	51.23
Total Glass	2.11	4.00	2.36	2.78	2.73
Total Plastics	9.64	10.77	12.00	12.38	11.66
Total Ferrous	1.37	1.63	2.24	2.23	2.02
Total Non-Ferrous	0.78	0.64	0.52	0.54	0.59
Total Hazardous	0.54	0.49	2.04	1.69	1.43
Total Building Waste	0.34	0.10	0.75	0.71	0.59
Total Earth Based	0.63	0.47	1.72	0.99	1.02
Total E-waste	0.83	0.59	1.17	1.26	1.09
Total Miscellaneous	5.18	3.95	3.88	4.25	4.30
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

### 3.3 Unrecovered Resources

Figure 2 and Table 8 provide details in relation to the unrecovered resources in the waste stream by proportion and weight respectively, based on suitability for particular uses:

- **MGB Recyclable** – materials that can be placed into Council's kerbside recycling bins;

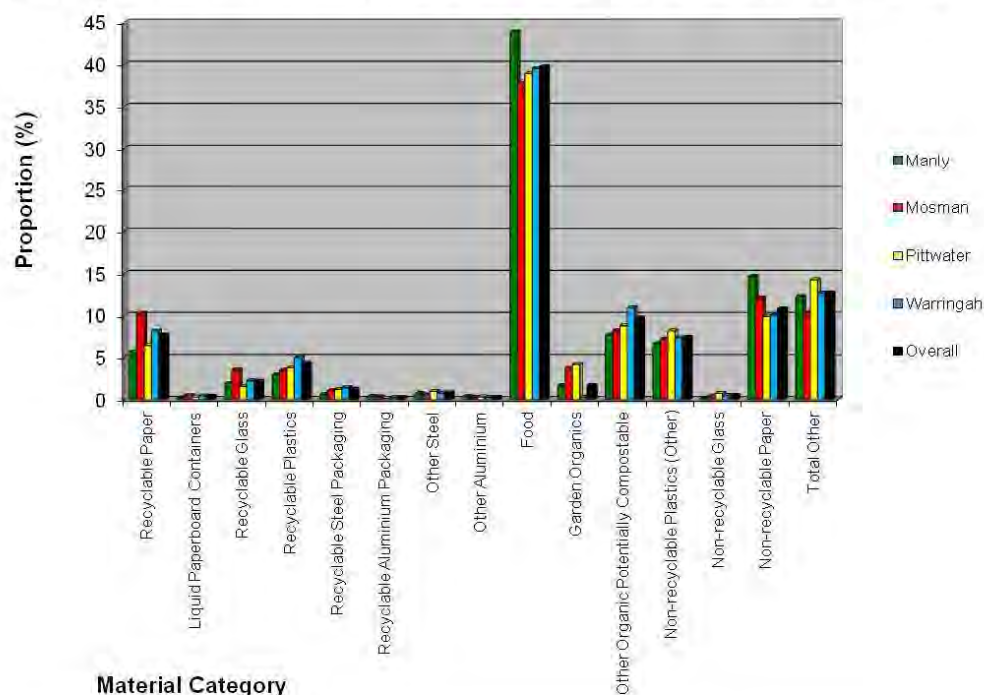
- **Potentially Recyclable** – metals that are not compliant in Council's kerbside recycling bin, but that may be recovered by a MRF or AWT due to their value or other factors.
- **Additional AWT Compostable** – materials that could potentially be composted in an AWT excluding materials that are compliant in the Council's kerbside recycling bin. For example, some paper could be composted but is compliant in the kerbside recycling bin and is therefore excluded from this category.
- **MGB Non-recyclable** – materials that cannot be placed into Council's kerbside recycling bins and are not AWT compostable or potentially recyclable. This includes some materials that can be recovered (such as textiles at a clothes bank or e-waste at a drop-off centre, mobiles in MobileMuster) but that are not recoverable in the Council MGB system.

The yield data is based on all of the sorted bins and represents the mean yield when a bin is presented to the kerbside. The data in Figure 2 and Table 8 show variations in most category proportions but most significantly:

- The highest proportion of MGB recyclable material in the residual waste in Mosman at 19.34% (1.48kg) compared to a low of 11.85% (0.78kg) in Manly with 16.17% overall. Warringah has the highest weight of MGB recyclable material in the residual waste at 1.60kg.
- A lower yield of unrecovered MGB recyclable paper material in Manly.
- A higher yield of unrecovered MGB recyclable plastic material in Warringah.
- A higher food and other potentially compostable material yield in Warringah and Pittwater compared to Manly and Mosman.
- A higher unrecovered garden organics yield in Pittwater compared to other areas.

The Total Other category includes other materials that could potentially be recovered but not within the Council MGB system. This includes items that can mainly be recovered in resident drop-off systems such as textiles/rags, oils, wood, ceramics/dust/dirt/rock/inert/ash, mobile phones, computer equipment and ash/earth based. However, the OEH guideline sorting requirements do not include sub-segregation of which parts of these items are recoverable and which parts are not recoverable. For example some textiles may be contaminated beyond recovery, others can be re-used without re-processing (such as in charity shops) and some may be re-usable with re-processing.

**Figure 2 - Unrecovered Resources in the Residual Waste Stream by Proportion (%)**



MATERIAL CATEGORY	Proportion (%)				
	Manly	Mosman	Pittwater	Warringah	Overall
Recyclable Paper	5.69	10.30	6.48	8.16	7.69
Recyclable Liquid Paperboard	0.23	0.50	0.32	0.48	0.42
Recyclable Glass	1.94	3.56	1.59	2.26	2.21
Recyclable Plastics	2.98	3.54	3.81	5.01	4.33
Recyclable Steel Packaging	0.63	1.09	1.24	1.43	1.25
Recyclable Aluminium Packaging	0.39	0.35	0.18	0.27	0.27
<b>MGB Recyclable</b>	<b>11.85</b>	<b>19.34</b>	<b>13.62</b>	<b>17.61</b>	<b>16.17</b>
Other Steel	0.75	0.55	1.00	0.79	0.81
Other Non-Ferrous	0.40	0.28	0.34	0.27	0.30
<b>Potentially Recyclable</b>	<b>1.14</b>	<b>0.83</b>	<b>1.34</b>	<b>1.07</b>	<b>1.11</b>
Food	43.87	37.75	38.91	39.50	39.74
Garden Organics	1.70	3.75	4.19	0.27	1.69
Other Organic Potentially Compostable	7.69	8.22	8.79	10.93	9.76
<b>Additional AWT Compostable</b>	<b>53.26</b>	<b>49.71</b>	<b>51.90</b>	<b>50.70</b>	<b>51.19</b>
Non Recyclable Plastics (Other)	6.66	7.23	8.19	7.35	7.44
Non-recyclable Glass	0.17	0.44	0.76	0.51	0.52
Non-recyclable Paper	14.65	12.10	9.91	10.08	10.84
Total Other	12.25	10.35	14.27	12.68	12.74
<b>MGB Non-recyclable</b>	<b>33.75</b>	<b>30.12</b>	<b>33.14</b>	<b>30.62</b>	<b>31.53</b>
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>



**Table 8 - Unrecovered Resources in the Residual Waste Stream by Weight (kg)**

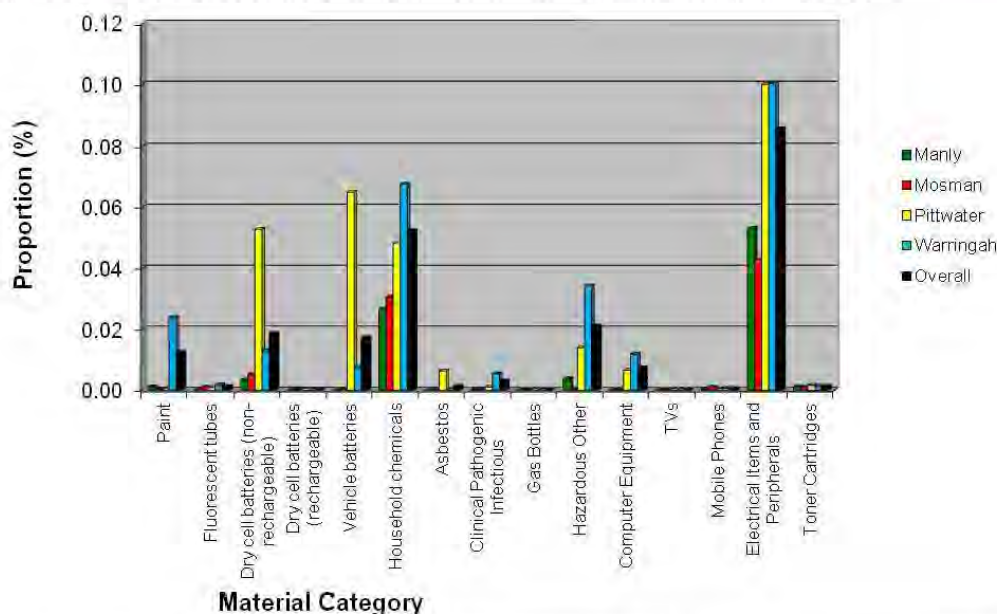
Material Category	Manly Council	Mosman Council	Pittwater Council	Warringah Council	Overall
Recyclable Paper	0.37	0.79	0.60	0.74	0.66
Recyclable Liquid Paperboard	0.02	0.04	0.03	0.04	0.04
Recyclable Glass	0.13	0.27	0.15	0.21	0.19
Recyclable Plastics	0.20	0.27	0.35	0.45	0.37
Recyclable Steel Packaging	0.04	0.08	0.11	0.13	0.11
Recyclable Aluminium Packaging	0.03	0.03	0.02	0.02	0.02
<b>MGB Recyclable</b>	<b>0.78</b>	<b>1.48</b>	<b>1.26</b>	<b>1.60</b>	<b>1.38</b>
Other Steel	0.05	0.04	0.09	0.07	0.07
Other Non-Ferrous	0.03	0.02	0.03	0.02	0.03
<b>Potentially Recyclable</b>	<b>0.08</b>	<b>0.06</b>	<b>0.12</b>	<b>0.10</b>	<b>0.09</b>
Food	2.88	2.89	3.59	3.58	3.39
Garden Organics	0.11	0.29	0.39	0.02	0.14
<b>Other Organic Potentially Compostable</b>	<b>0.51</b>	<b>0.63</b>	<b>0.81</b>	<b>0.99</b>	<b>0.83</b>
Additional AWT Compostable	3.50	3.81	4.79	4.60	4.36
Non Recyclable Plastics (Other)	0.44	0.55	0.76	0.67	0.63
Non-recyclable Glass	0.01	0.03	0.07	0.05	0.04
Non-recyclable Paper	0.96	0.93	0.92	0.91	0.92
Total Other	0.81	0.79	1.32	1.15	1.09
<b>MGB Non-recyclable</b>	<b>2.22</b>	<b>2.31</b>	<b>3.06</b>	<b>2.77</b>	<b>2.69</b>
<b>Total</b>	<b>6.58</b>	<b>7.66</b>	<b>9.23</b>	<b>9.06</b>	<b>8.52</b>

### 3.4 Hazardous Waste Materials Analysis

The hazardous materials are shown below in Figure 3 and include the OEH Guideline categories that are included in the hazardous category and the Waste Electronic and Electrical Equipment (WEEE) categories of toner cartridges, televisions, computer equipment, mobile phones and electrical items.



**Figure 3 - Hazardous Materials in the Residual Waste Stream by Weight (kg)**



MATERIAL CATEGORY	Yield (kg)				
	Manly	Mosman	Pittwater	Warringah	Overall
Paint	0.001	0.000	0.000	0.024	0.012
Fluorescent tubes	0.000	0.001	0.001	0.002	0.001
Dry cell batteries (non-rechargeable)	0.003	0.005	0.053	0.013	0.019
Dry cell batteries (rechargeable)	0.000	0.000	0.000	0.000	0.000
Vehicle batteries	0.000	0.000	0.065	0.007	0.017
Household chemicals	0.027	0.031	0.048	0.068	0.052
Asbestos	0.000	0.000	0.006	0.000	0.001
Clinical Pathogenic Infectious	0.000	0.000	0.001	0.005	0.003
Gas Bottles	0.000	0.000	0.000	0.000	0.000
Hazardous Other	0.004	0.000	0.014	0.034	0.021
Computer Equipment	0.000	0.000	0.007	0.012	0.007
TVs	0.000	0.000	0.000	0.000	0.000
Mobile Phones	0.000	0.001	0.000	0.001	0.001
Electrical Items and Peripherals	0.053	0.043	0.100	0.100	0.086
Toner Cartridges	0.001	0.001	0.002	0.001	0.001
<b>Total</b>	<b>0.090</b>	<b>0.082</b>	<b>0.296</b>	<b>0.268</b>	<b>0.223</b>

Figure 3 shows the variations in the key hazardous material yields and proportion of the hazardous material by household type. The key differences include:

- A lower level of electrical items and peripherals in Manly and Mosman compared to the other Councils;
- A generally low level of fluorescent tubes, gas bottles, mobile phones and toner cartridges;
- Variations in the level of household chemicals between all Councils;
- A higher level of paint in Warringah;
- A higher level of dry cell batteries in Pittwater;
- Only one vehicle battery audited which is in Pittwater.

The counts of each item requiring a count in the OEH guideline for each audit are shown below in Table 9. From Table 9, based on the item counts, the most common hazardous wastes disposed are electrical items and peripherals and dry cell batteries in all Council areas. The results for Mosman and Manly are similar. Pittwater Council has the highest hazardous item count due mainly to higher items counts for electrical items and peripherals and dry cell batteries.

**Table 9 - Hazardous Item Counts**

Hazardous Item	Item/Household			
	Manly	Mosman	Pittwater	Warringah
Fluorescent tubes	0.000	0.014	0.018	0.014
Dry cell batteries (non-rechargeable)	0.150	0.164	1.386	0.455
Dry cell batteries (rechargeable)	0.000	0.009	0.000	0.000
Car Batteries	0.000	0.000	0.005	0.005
Gas Bottles	0.000	0.000	0.000	0.000
Computer Equipment	0.000	0.000	0.014	0.036
TVs	0.000	0.000	0.000	0.000
Mobile Phones	0.005	0.005	0.000	0.009
Electrical Items and Peripherals	0.186	0.245	0.759	0.368
Toner Cartridges	0.027	0.018	0.050	0.064
Other	0.000	0.000	0.155	0.009
<b>Total</b>	<b>0.368</b>	<b>0.455</b>	<b>2.345</b>	<b>0.959</b>

### 3.5 Comparison with 2006 Composition Data

Table 10 and Figure 4 provide a comparison of the residual waste stream in 2006 compared to 2011 for categories that are consistent. The remaining material is listed in other waste. The regional report in 2006 created the overall result as an average (mean) of the results for each Council area. This report weights the results based on the number of households in each Council area. The 2006 data in this report is recalculated based on this method and therefore differs slightly from the regional report results in 2006.

The mean bin weight in 2011 is approximately 1.8kg lighter compared to the bin weight in 2006. In 2006, all bins were collected regardless of whether they had any recycling bins present. Therefore this includes waste only samples.

Households that do not present a recycling bin in one or both weeks may have a different waste profile to those that do present recycling bins. This could explain the lower proportion of recyclables in the general waste in 2011.

The key composition of the residual waste stream in 2011 and 2006 is shown below. The data show that there is more recyclable glass containers, plastics 1 to 3, 5 and 6, steel, aluminium, other paper and dust/rock/dirt/inert in 2006 compared to 2011.

There are more nappies, plastic film and bags, and textiles and leather in 2011 compared to 2006. Food/kitchen is higher by proportion in 2011 but lower by yield compared to 2006. However, this appears linked to the overall bin weight being lower in 2011 due to the matched pair collection process.

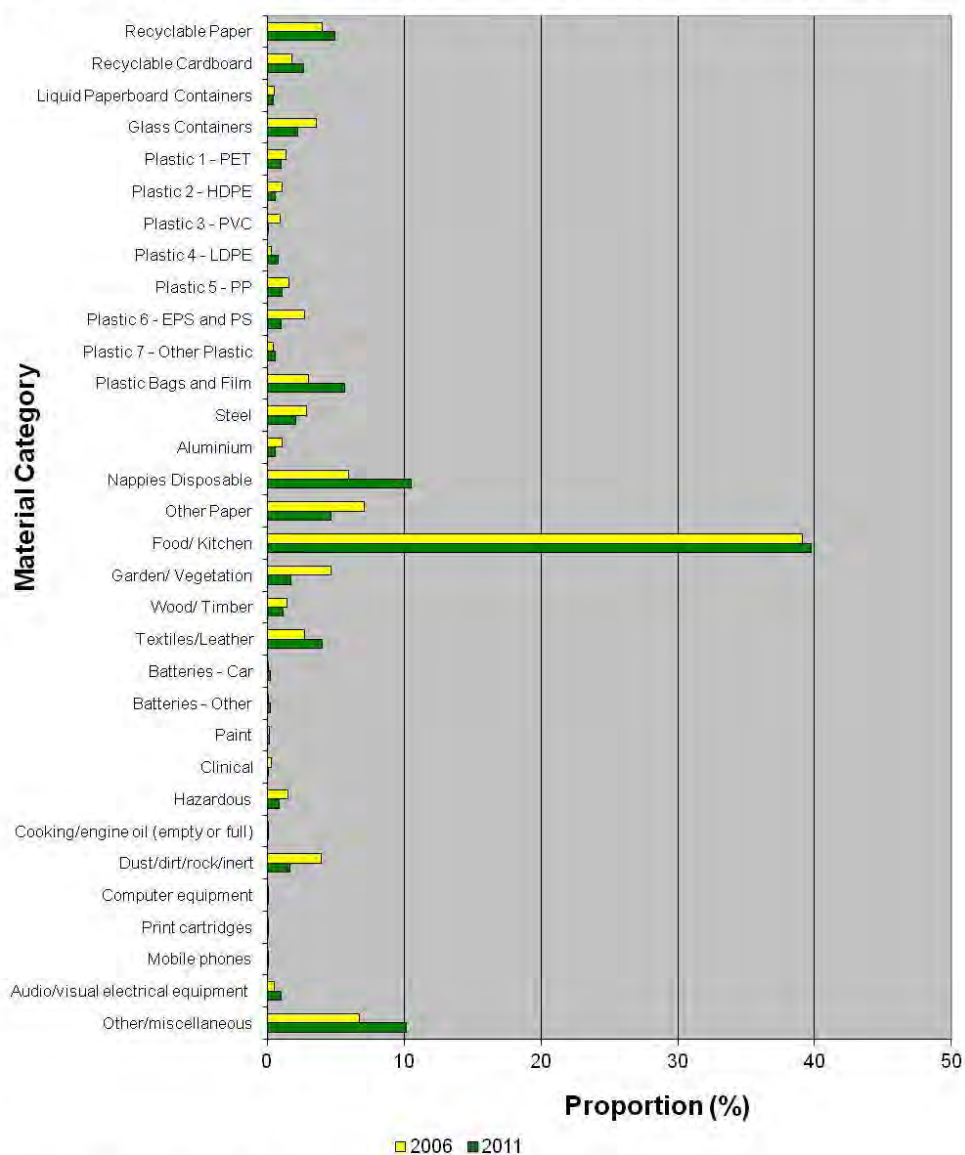


**Table 10 – Residual Waste Stream Composition – 2006 and 2011 Data Comparison**

Material Category	Mean Yield Weight (kg/household)		Proportion (% by Weight)	
	2006	2011	2006	2011
Recyclable Paper	0.419	0.420	4.05	4.94
Recyclable Cardboard	0.190	0.228	1.83	2.67
Liquid Paperboard Containers	0.056	0.035	0.54	0.42
Glass Containers	0.368	0.188	3.56	2.21
Plastic 1 – PET	0.142	0.088	1.38	1.03
Plastic 2 – HDPE	0.114	0.047	1.10	0.55
Plastic 3 – PVC	0.100	0.006	0.97	0.06
Plastic 4 – LDPE	0.028	0.071	0.27	0.83
Plastic 5 – PP	0.166	0.093	1.61	1.09
Plastic 6 – EPS and PS	0.280	0.084	2.70	0.99
Plastic 7 – Other Plastic	0.048	0.053	0.47	0.62
Plastic Bags and Film	0.308	0.481	2.98	5.65
Steel	0.298	0.175	2.88	2.06
Aluminium	0.112	0.049	1.08	0.58
Nappies Disposable	0.618	0.895	5.97	10.51
Other Paper	0.736	0.396	7.12	4.65
Food/ Kitchen	4.048	3.387	39.13	39.78
Garden/ Vegetation	0.479	0.144	4.63	1.69
Wood/ Timber	0.148	0.099	1.43	1.16
Textiles/Leather	0.283	0.343	2.74	4.03
Batteries – Car	0.005	0.017	0.04	0.20
Batteries – Other	0.010	0.019	0.09	0.22
Paint	0.020	0.012	0.19	0.15
Clinical	0.034	0.003	0.33	0.04
Hazardous	0.160	0.076	1.55	0.89
Cooking/engine oil (empty or full)	0.010	0.002	0.10	0.03
Dust/dirt/rock/inert	0.407	0.142	3.94	1.66
Computer equipment	0.007	0.007	0.07	0.09
Print cartridges	0.001	0.001	0.01	0.02
Mobile phones	0.000	0.001	0.00	0.01
Audio/visual electrical equipment	0.055	0.086	0.53	1.01
Other/miscellaneous	0.694	0.866	6.71	10.18
<b>Total</b>	<b>10.344</b>	<b>8.515</b>	<b>100.00</b>	<b>100.00</b>



**Figure 4 - Residual Waste Stream Composition – 2006 and 2011 Data Comparison**



## 4 Results: Commingled Recycling

### 4.1 Bin Capacity Analysis

Table 11 provides the proportion full of the bin capacity at each collection point audited for 2011.

The data is based on collection points rather than households as some MUD premises have shared bins and are listed as one result. Therefore, the total number of collection points may not add up to the sampled number of households.

The data show that approximately 22% of the collection points have used 90% or more of their bin capacity. There appears to be a reasonable level of capacity remaining in system in all Council areas.

**Table 11 - Commingled Recycling Stream Detailed Bin Capacity Used**

Proportion Full (%)	Proportion of Collection Points (%)				
	Manly Council	Mosman Council	Pittwater Council	Warringah Council	Overall
0-49	54.55	47.11	47.31	37.25	46.13
50-69	11.57	23.97	20.97	16.99	18.59
70-89	14.05	18.18	13.44	9.15	13.43
90+	19.83	10.74	18.28	36.60	21.86
<b>Total</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>

The mean and median commingled recycling bin proportion full is shown below in Table 12.

The data is provided based on all of the bins collected. It shows that approximately 56.5% to 69% of the bin capacity is used as an average based on the mean. The overall median proportion full is 60% and the overall mean proportion full is 61.85%.

**Table 12 - Commingled Recycling Stream Average Bin Proportion Full (%)**

Audit	Median Bin Proportion Full (%)					Mean Bin Proportion Full (%)				
	Manly	Mosman	Pittwater	Warringah	Overall	Manly	Mosman	Pittwater	Warringah	Overall
Proportion Full (%)	50	60	60	70	60	56.52	57.81	61.75	69.38	61.85

## 4.2 Commingled Recycling Composition

Table 13 provides a summary of the compliant materials which is largely dominated by Glass Bottles and Jars (73.03% of the stream). This is to be expected given the high bulk density of glass compared to the other recyclables.

Table 13 shows that recyclables are 92.28% of the stream, with paper cross contamination being 0.91%. Therefore, compliant recyclables are 91.37% of the stream. Contamination is discussed further in Section 4.3.

**Table 13 - Compliant Material Types in Commingled Recycling Stream by Proportion (%)**

Summary Category	Mean Proportion (%) of Total Stream				
	Manly	Mosman	Pittwater	Warringah	Overall
Paper and Cardboard (Cross Contamination)	0.70	1.20	1.58	0.64	0.91
Liquid Paperboard	1.01	0.96	0.84	1.15	1.04
Glass Bottles and Jars	72.26	72.82	71.17	74.21	73.10
Plastic Containers and Bottles (Labelled 1-7)	13.33	10.32	10.24	13.97	12.67
Steel Containers	4.46	2.77	2.88	3.79	3.59
Aluminium Containers	0.60	0.55	0.71	1.29	0.97
<b>Grand Total</b>	<b>92.36*</b>	<b>88.62 *</b>	<b>87.41 *</b>	<b>95.04 *</b>	<b>92.28 *</b>

\*The remainder to 100% is contamination that is not cross bin contamination.

Tables 14 and 15 provide the commingled recycling stream generation by household (kg/week) and proportion (% by weight) respectively. The key findings that Tables 14 and 15 show that are not shown in Table 13, are that 4.92% of the stream is glass fines, 0.53% is containerised food and liquid and 0.80% is ceramics, dust, dirt, rock, inert, ash, 0.08% is plastic bags and 0.10% of the stream is plastic film.



**Table 14 - Commingled Recycling Stream Composition – Weight (kg/Week/Household)**

Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Paper	Newspaper	0.003	0.008	0.030	0.007	0.011
	Magazines/ brochures	0.000	0.004	0.005	0.001	0.002
	Miscellaneous Packaging	0.000	0.000	0.001	0.000	0.000
	Corrugated Cardboard	0.002	0.001	0.010	0.004	0.004
	Cardboard/ Package board	0.010	0.012	0.009	0.003	0.007
	Liquid Paper Containers	0.024	0.022	0.036	0.030	0.029
	Disposable Paper Product	0.001	0.002	0.004	0.001	0.002
	Print/ Writing/ Office paper	0.000	0.002	0.009	0.001	0.002
	Composite (mostly paper)	0.002	0.001	0.002	0.001	0.001
	Nappies Disposable	0.002	0.000	0.001	0.000	0.000
	Contaminated Soiled Paper	0.001	0.002	0.002	0.000	0.001
Organic	Food/ Kitchen	0.002	0.001	0.012	0.001	0.004
	Garden/ Vegetation	0.000	0.000	0.000	0.000	0.000
	Other Putrescible	0.000	0.000	0.000	0.000	0.000
	Wood/ Timber	0.000	0.000	0.003	0.003	0.002
	Textile/ Rags	0.000	0.009	0.008	0.007	0.006
	Leather	0.000	0.000	0.000	0.000	0.000
	Rubber	0.001	0.000	0.000	0.000	0.000
Glass	Oils	0.000	0.000	0.000	0.000	0.000
	Glass Beverage Containers	1.430	1.488	2.724	1.868	1.927
	Glass Non Bev Cont./Other Packaging	0.295	0.208	0.306	0.304	0.292
	Miscellaneous/ Other Glass	0.029	0.009	0.025	0.005	0.014
Plastic	Mixed Glass/ Fines	0.071	0.116	0.315	0.118	0.150
	PET Beverage Containers (P1)	0.092	0.074	0.123	0.148	0.125
	PET Packaging (excl bev containers) (P1)	0.031	0.030	0.030	0.029	0.030
	PET Other Non Bev/ Non Packaging (P1)	0.002	0.000	0.001	0.003	0.002
	HDPE Beverage Containers (P2)	0.078	0.064	0.103	0.099	0.092
	HDPE Packaging (excl bev containers) (P2)	0.032	0.036	0.066	0.066	0.057
	HDPE Other Non Bev/ Non Packaging (P2)	0.001	0.000	0.001	0.000	0.000
	PVC Beverage Containers (P3)	0.003	0.000	0.010	0.001	0.003
	PVC Packaging (excl bev containers) (P3)	0.007	0.001	0.003	0.000	0.002
	PVC Other Non Bev/Non Packaging (P3)	0.001	0.000	0.000	0.000	0.000
	LDPE Packaging (P4)	0.006	0.001	0.003	0.003	0.003
	LDPE Non Packaging (P4)	0.001	0.000	0.006	0.009	0.006
	PP Packaging (P5)	0.039	0.022	0.055	0.035	0.039
	PP Non Packaging (P5)	0.002	0.005	0.004	0.001	0.002
Sub-total		2.17	2.12	3.91	2.75	2.82



**Table 14 (cont.) - Commingled Recycling Stream Composition – Weight (kg/ Week/ Household)**

Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Plastic	PS Packaging (P6)	0.009	0.005	0.014	0.007	0.008
	EPS Packaging (P6)	0.007	0.001	0.002	0.001	0.002
	PS & EPS Non Packaging (P6)	0.001	0.001	0.003	0.000	0.001
	Other Plastics (P7)	0.021	0.008	0.030	0.024	0.023
	Plastic Bags	0.003	0.002	0.003	0.002	0.002
	Plastic Film	0.005	0.005	0.005	0.002	0.003
	Composite (mostly plastic)	0.004	0.002	0.003	0.000	0.002
Metal	Steel Beverage Containers	0.002	0.001	0.003	0.000	0.001
	Steel Packaging (excl bev containers)	0.105	0.063	0.120	0.112	0.107
	Steel Other Non Packaging	0.009	0.008	0.006	0.001	0.004
	Composite (mostly ferrous)	0.002	0.000	0.002	0.000	0.001
	Aluminium Beverage Containers	0.011	0.012	0.029	0.041	0.030
	Aluminium Packaging (excl bev cont)	0.002	0.000	0.001	0.002	0.002
	Aluminium Non Packaging	0.001	0.000	0.001	0.000	0.000
	Non Ferrous – Other	0.000	0.043	0.000	0.000	0.005
	Composite (mostly non-ferrous)	0.000	0.000	0.000	0.000	0.000
Hazardous	Paint	0.003	0.000	0.002	0.003	0.003
	Fluorescent tubes	0.000	0.000	0.000	0.000	0.000
	Dry cell batteries (non rechargeable)	0.000	0.000	0.000	0.000	0.000
	Dry cell batteries (rechargeable)	0.000	0.000	0.000	0.000	0.000
	Vehicle batteries	0.000	0.000	0.000	0.000	0.000
	Household chemicals	0.000	0.002	0.004	0.001	0.002
	Asbestos	0.000	0.000	0.000	0.000	0.000
	Clinical Pathogenic Infectious	0.001	0.000	0.000	0.000	0.000
	Gas Bottles	0.000	0.000	0.000	0.000	0.000
	Hazardous Other	0.000	0.000	0.000	0.000	0.000
Building waste	Building materials and fittings (NEC)	0.000	0.000	0.000	0.000	0.000
Earth Based	Ceramics, Dust, Dirt, Rock, Inert, Ash	0.005	0.006	0.105	0.002	0.024
Other	Computer Equipment	0.000	0.000	0.000	0.000	0.000
	TVs	0.000	0.000	0.000	0.000	0.000
	Mobile Phones	0.000	0.000	0.000	0.000	0.000
	Electrical Items and Peripherals	0.000	0.007	0.003	0.001	0.002
	Toner Cartridges	0.000	0.000	0.000	0.000	0.000
	Containerised Food and Liquids	0.029	0.041	0.017	0.006	0.016
	Other (specify)	0.000	0.000	0.000	0.000	0.000
Sub-total		0.22	0.21	0.35	0.21	0.24
Grand Total		2.39	2.33	4.26	2.96	3.06

**Table 15 - Commingled Recycling Stream Composition – Proportion (% by Weight)**

Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Paper	Newspaper	0.14	0.33	0.70	0.22	0.36
	Magazines/ brochures	0.01	0.16	0.13	0.03	0.07
	Miscellaneous Packaging	0.00	0.00	0.02	0.01	0.01
	Corrugated Cardboard	0.07	0.04	0.23	0.13	0.15
	Cardboard/ Package board	0.42	0.50	0.21	0.11	0.22
	Liquid Paper Containers	1.01	0.96	0.84	1.02	0.96
	Disposable Paper Product	0.06	0.08	0.09	0.03	0.06
	Print/ Writing/ Office paper	0.00	0.08	0.20	0.02	0.08
	Composite (mostly paper)	0.09	0.05	0.04	0.03	0.04
	Nappies Disposable	0.08	0.00	0.02	0.00	0.01
	Contaminated Soiled Paper	0.04	0.09	0.04	0.01	0.03
Organic	Food/ Kitchen	0.08	0.06	0.28	0.05	0.12
	Garden/ Vegetation	0.01	0.00	0.00	0.00	0.00
	Other Putrescible	0.00	0.00	0.00	0.00	0.00
	Wood/ Timber	0.00	0.01	0.08	0.10	0.07
	Textile/ Rags	0.00	0.38	0.20	0.24	0.21
	Leather	0.00	0.00	0.00	0.00	0.00
	Rubber	0.06	0.00	0.01	0.00	0.01
Glass	Oils	0.00	0.01	0.00	0.00	0.00
	Glass Beverage Containers	59.88	63.90	63.97	63.16	63.04
	Glass Non Bev Cont./Other Packaging	12.37	8.92	7.19	10.30	9.55
	Miscellaneous/ Other Glass	1.20	0.39	0.60	0.17	0.45
Plastic	Mixed Glass/ Fines	2.96	4.98	7.40	3.98	4.92
	PET Beverage Containers (P1)	3.85	3.18	2.90	4.99	4.08
	PET Packaging (excl bev containers) (P1)	1.28	1.29	0.69	0.99	0.97
	PET Other Non Bev/ Non Packaging (P1)	0.07	0.01	0.02	0.10	0.07
	HDPE Beverage Containers (P2)	3.28	2.73	2.41	3.34	3.01
	HDPE Packaging (excl bev containers) (P2)	1.34	1.55	1.56	2.24	1.86
	HDPE Other Non Bev/ Non Packaging (P2)	0.03	0.00	0.04	0.00	0.01
	PVC Beverage Containers (P3)	0.14	0.02	0.24	0.03	0.11
	PVC Packaging (excl bev containers) (P3)	0.30	0.03	0.07	0.01	0.07
	PVC Other Non Bev/Non Packaging (P3)	0.04	0.00	0.00	0.00	0.01
	LDPE Packaging (P4)	0.26	0.04	0.07	0.11	0.11
	LDPE Non Packaging (P4)	0.05	0.02	0.13	0.30	0.19
	PP Packaging (P5)	1.65	0.96	1.28	1.20	1.26
	PP Non Packaging (P5)	0.10	0.21	0.09	0.02	0.07
Sub-total		90.88	90.98	91.74	92.98	92.18



**Table 15 (cont.) - Commingled Recycling Stream Composition – Proportion (% by Weight)**

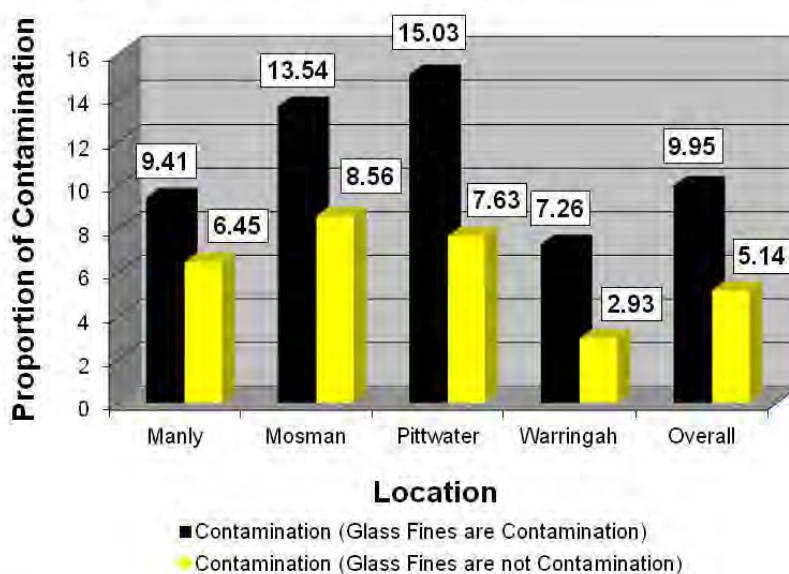
Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Plastic	PS Packaging (P6)	0.36	0.19	0.32	0.22	0.27
	EPS Packaging (P6)	0.27	0.06	0.04	0.04	0.07
	PS & EPS Non Packaging (P6)	0.04	0.03	0.07	0.00	0.03
	Other Plastics (P7)	0.87	0.34	0.70	0.82	0.75
	Plastic Bags	0.12	0.09	0.08	0.07	0.08
	Plastic Film	0.20	0.21	0.11	0.05	0.10
	Composite (mostly plastic)	0.15	0.09	0.08	0.02	0.06
Metal	Steel Beverage Containers	0.08	0.05	0.07	0.01	0.04
	Steel Packaging (excl bev containers)	4.38	2.72	2.81	3.80	3.50
	Steel Other Non Packaging	0.37	0.36	0.15	0.04	0.14
	Composite (mostly ferrous)	0.10	0.02	0.04	0.00	0.03
	Aluminium Beverage Containers	0.46	0.53	0.68	1.40	1.00
	Aluminium Packaging (excl bev cont)	0.08	0.01	0.01	0.07	0.05
	Aluminium Non Packaging	0.05	0.00	0.02	0.00	0.01
	Non Ferrous – Other	0.00	1.85	0.00	0.00	0.16
	Composite (mostly non-ferrous)	0.00	0.00	0.00	0.00	0.00
Hazardous	Paint	0.11	0.00	0.06	0.10	0.08
	Fluorescent tubes	0.00	0.00	0.00	0.00	0.00
	Dry cell batteries (non rechargeable)	0.00	0.00	0.00	0.00	0.00
	Dry cell batteries (rechargeable)	0.00	0.00	0.00	0.00	0.00
	Vehicle batteries	0.00	0.00	0.00	0.00	0.00
	Household chemicals	0.00	0.09	0.10	0.03	0.05
	Asbestos	0.00	0.00	0.00	0.00	0.00
	Clinical Pathogenic Infectious	0.03	0.01	0.00	0.00	0.01
	Gas Bottles	0.00	0.00	0.00	0.00	0.00
	Hazardous Other	0.00	0.00	0.00	0.00	0.00
Building waste	Building materials and fittings (NEC)	0.02	0.00	0.00	0.00	0.00
Earth Based	Ceramics, Dust, Dirt, Rock, Inert, Ash	0.20	0.25	2.46	0.08	0.80
Other	Computer Equipment	0.00	0.00	0.00	0.00	0.00
	TVs	0.00	0.00	0.00	0.00	0.00
	Mobile Phones	0.00	0.00	0.00	0.00	0.00
	Electrical Items and Peripherals	0.01	0.31	0.07	0.02	0.06
	Toner Cartridges	0.00	0.00	0.00	0.00	0.00
	Containerised Food and Liquids	1.20	1.77	0.40	0.21	0.53
	Other (specify)	0.00	0.00	0.00	0.00	0.00
Sub-total		9.12	9.02	8.26	7.02	7.82
Grand Total		100.00	100.00	100.00	100.00	100.00

### 4.3 Contamination Rate

The total amount of contamination presented in the commingled recycling stream is 9.95% of the stream as shown in Figure 5. However, if glass fines are not considered a contamination, then the contamination rate is reduced to 5.14%. The contamination rate varies between Councils with

Warringah Council having the lowest contamination rate and Pittwater and Mosman Councils having the highest contamination rates.

Figure 5 - Commingled Recycling Contamination Rate



The average contamination rate of the 2008 OEH audits across the SMA and ERA is 5.4% for recycling. Therefore, assuming that glass fines are not contamination, then Warringah Council, and the region as a whole, is currently performing to a more effective level than the 2008 average. The other areas are performing to a less effective level than the 2008 average based on both analyses types.

#### 4.4 Resource Recovery Rates

The resource recovery rates of commingled recyclable materials are shown in Table 16. It shows that the resource recovery rate is 78.78%. This is considered to be quite high. Manly and Pittwater have the highest resource recovery rates and Mosman has the lowest rate and is similar to Warringah.

The resource recovery rate data show that the rate for glass is high at approximately 91.7%. This is the material with the highest bulk density and therefore the overall resource recovery rate is



also high. PET and HDPE also have high resource recovery rate. The resource recovery rates for aluminium cans and foil, steel, polystyrene, LDPE, other plastic, liquid paperboard and polypropylene have a higher scope for improvement.

The plastic 6 (Polystyrene) resource recovery rate is calculated based on only plastic 6 containers being accepted. Expanded Polystyrene (EPS) is excluded from the calculations.

**Table 16 - Resource Recovery Rates (Commingled Recycling)**

Material Type	Resource Recovery Rate (%)				
	Manly	Mosman	Pittwater	Warringah	Overall
Aluminium cans and foil	33.70	32.02	63.62	64.11	55.23
Glass	93.00	85.97	94.97	91.30	91.72
Steel	71.43	43.44	51.60	46.48	51.31
PET	71.80	64.04	67.49	61.19	64.58
HDPE	82.58	72.51	81.35	73.71	76.61
PVC	78.81	23.46	67.10	19.40	39.54
LDPE	32.08	35.14	33.08	12.88	22.82
Polypropylene	51.85	20.97	38.75	24.87	31.74
Polystyrene	19.83	11.70	17.24	12.81	14.75
Other plastic	34.31	12.77	26.03	34.12	29.99
Liquid paperboard	44.18	33.74	46.86	36.90	39.78
<b>Total</b>	<b>83.65</b>	<b>74.27</b>	<b>84.04</b>	<b>76.12</b>	<b>78.78</b>

## 5 Results: Paper Recycling

### 5.1 Bin Capacity Analysis

Table 17 provides the proportion full of the bin capacity at each collection point audited for 2011. The data is based on collection points rather than households as some MUD premises have shared bins and are listed as one result. Therefore, the total number of collection points may not add up to the sampled number of households.

The data show that approximately 56% of the collection points have used 90% or more of their bin capacity. More capacity could be considered for the dwellings that have used 90% or more of their bin, although the resource recovery rate is generally high.

**Table 17 - Paper Recycling Stream Detailed Bin Capacity Used**

Proportion Full (%)	Proportion of Collection Points (%)				
	Manly Council	Mosman Council	Pittwater Council	Warringah Council	Overall
0-49	25.62	17.36	16.67	9.15	16.70
50-69	8.26	10.74	12.37	11.76	11.02
70-89	18.18	14.05	20.43	10.46	16.01
90+	47.93	57.85	50.54	68.63	56.28
<b>Total</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>

The mean and median paper recycling bin proportion full is shown below in Table 18. The data is provided based on all of the bins collected. It shows that approximately 79% to 90% of the bin capacity is used as an average based on the mean. The overall median proportion full is 100% and the overall mean proportion full is 84.58%.

**Table 18 - Paper Recycling Stream Average Bin Proportion Full (%)**

Audit	Median Bin Proportion Full (%)					Mean Bin Proportion Full (%)				
	Manly	Mosman	Pittwater	Warringah	Overall	Manly	Mosman	Pittwater	Warringah	Overall
Proportion Full (%)	90	98	98	100	100	79.20	83.44	83.44	90.13	84.58

## 5.2 Paper Recycling Composition

Table 19 provides a summary of the compliant materials which are largely dominated by newspaper (42.49% of the stream) followed by magazines and brochures (23.59% of the stream). This is to be expected given the high bulk density of these materials compared to the other recyclables.

Table 19 shows that recyclables are 98.49% of the stream, with commingled recycling cross contamination being 0.47%. Therefore, compliant recyclables are 98.02% of the stream. Contamination is discussed further in Section 5.3.

**Table 19 - Compliant Material Types in Paper Recycling Stream by Proportion (%)**

Summary Category		Mean Proportion (%) of Total Stream				
		Manly	Mosman	Pittwater	Warringah	Overall
Compliant Material	Newspaper	49.65	42.89	44.73	39.33	42.57
	Magazines/ Brochures	23.03	23.21	17.06	26.38	23.54
	Miscellaneous Packaging	1.10	0.80	0.66	0.77	0.81
	Corrugated Cardboard	8.28	9.91	13.10	14.13	12.46
	Cardboard/ Package board	7.11	4.79	8.46	7.20	7.16
	Disposable Paper Product	0.96	0.64	0.96	0.62	0.75
	Print/ Writing/ Office Paper	7.62	16.26	11.65	10.10	10.73
Cross Contamination	Liquid Paperboard	0.47	0.17	0.26	0.19	0.25
	Recyclable Glass	0.08	0.10	0.32	0.04	0.11
	Recyclable Plastics	0.07	0.05	0.23	0.07	0.10
	Recyclable Steel Packaging	0.04	0.02	0.02	0.00	0.01
<b>Grand Total</b>		<b>98.39 *</b>	<b>98.85 *</b>	<b>97.47 *</b>	<b>98.84 *</b>	<b>98.49 *</b>

\*The remainder to 100% is contamination that is not cross bin contamination.

Tables 20 and 21 provide the paper recycling stream generation by household (kg/week) and proportion (% by weight) respectively. The key findings that Tables 20 and 21 show that are not shown in Table 19 are that 0.23% of the stream is contaminated soiled paper, 0.17% is food, 0.09% is textiles/rags, 0.20% is plastic film and 0.05% of the stream is plastic bags. There are not many major contaminants.



**Table 20 – Paper Recycling Stream Composition – Weight (kg/ Week/Household)**

Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Paper	Newspaper	1.604	2.546	1.855	1.568	1.747
	Magazines/ brochures	0.744	1.277	0.707	1.079	0.970
	Miscellaneous Packaging	0.035	0.038	0.027	0.033	0.033
	Corrugated Cardboard	0.267	0.571	0.543	0.536	0.497
	Cardboard/ Package board	0.230	0.294	0.351	0.290	0.293
	Liquid Paper Containers	0.015	0.011	0.011	0.008	0.010
	Disposable Paper Product	0.031	0.037	0.040	0.026	0.031
	Print/ Writing/ Office paper	0.246	0.735	0.483	0.388	0.425
	Composite (mostly paper)	0.016	0.003	0.047	0.004	0.015
	Nappies Disposable	0.001	0.001	0.001	0.000	0.001
	Contaminated Soiled Paper	0.018	0.001	0.019	0.005	0.009
Organic	Food/ Kitchen	0.002	0.032	0.010	0.001	0.007
	Garden/ Vegetation	0.000	0.000	0.000	0.000	0.000
	Other Putrescible	0.000	0.000	0.000	0.000	0.000
	Wood/ Timber	0.005	0.001	0.000	0.000	0.001
	Textile/ Rags	0.002	0.000	0.002	0.006	0.004
	Leather	0.000	0.001	0.000	0.000	0.000
	Rubber	0.000	0.000	0.000	0.000	0.000
	Oils	0.000	0.000	0.000	0.000	0.000
Glass	Glass Beverage Containers	0.000	0.007	0.010	0.001	0.003
	Glass Non Bev Cont./Other Packaging	0.002	0.000	0.004	0.000	0.001
	Miscellaneous/ Other Glass	0.000	0.000	0.001	0.000	0.000
	Mixed Glass/ Fines	0.002	0.000	0.001	0.000	0.000
Plastic	PET Beverage Containers (P1)	0.000	0.000	0.002	0.001	0.001
	PET Packaging (excl bev containers) (P1)	0.000	0.001	0.002	0.001	0.001
	PET Other Non Bev/ Non Packaging (P1)	0.000	0.000	0.000	0.000	0.000
	HDPE Beverage Containers (P2)	0.000	0.000	0.000	0.000	0.000
	HDPE Packaging (excl bev containers) (P2)	0.001	0.000	0.001	0.000	0.000
	HDPE Other Non Bev/ Non Packaging (P2)	0.000	0.000	0.000	0.000	0.000
	PVC Beverage Containers (P3)	0.000	0.000	0.000	0.000	0.000
	PVC Packaging (excl bev containers) (P3)	0.000	0.000	0.000	0.000	0.000
	PVC Other Non Bev/Non Packaging (P3)	0.000	0.000	0.000	0.000	0.000
	LDPE Packaging (P4)	0.000	0.000	0.000	0.000	0.000
	LDPE Non Packaging (P4)	0.000	0.000	0.002	0.001	0.001
	PP Packaging (P5)	0.000	0.000	0.001	0.000	0.000
	PP Non Packaging (P5)	0.000	0.000	0.000	0.000	0.000
Sub-total		3.22	5.56	4.12	3.95	4.05



**Table 20 (cont.) - Paper Recycling Stream Composition – Weight (kg/ Week/ Household)**

Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Plastic	PS Packaging (P6)	0.000	0.000	0.001	0.000	0.000
	EPS Packaging (P6)	0.000	0.000	0.000	0.000	0.000
	PS & EPS Non Packaging (P6)	0.000	0.000	0.002	0.006	0.003
	Other Plastics (P7)	0.000	0.001	0.003	0.001	0.001
	Plastic Bags	0.000	0.001	0.002	0.003	0.002
	Plastic Film	0.002	0.003	0.005	0.013	0.008
	Composite (mostly plastic)	0.002	0.000	0.004	0.003	0.003
Metal	Steel Beverage Containers	0.000	0.000	0.000	0.000	0.000
	Steel Packaging (excl bev containers)	0.001	0.002	0.001	0.000	0.001
	Steel Other Non Packaging	0.000	0.000	0.002	0.000	0.000
	Composite (mostly ferrous)	0.000	0.000	0.000	0.000	0.000
	Aluminium Beverage Containers	0.000	0.000	0.000	0.000	0.000
	Aluminium Packaging (excl bev cont)	0.000	0.000	0.000	0.000	0.000
	Aluminium Non Packaging	0.000	0.000	0.001	0.000	0.000
	Non Ferrous – Other	0.000	0.000	0.000	0.000	0.000
Hazardous	Composite (mostly non-ferrous)	0.000	0.000	0.000	0.000	0.000
	Paint	0.000	0.000	0.000	0.000	0.000
	Fluorescent tubes	0.000	0.000	0.000	0.000	0.000
	Dry cell batteries (non rechargeable)	0.000	0.000	0.000	0.000	0.000
	Dry cell batteries (rechargeable)	0.000	0.000	0.000	0.000	0.000
	Vehicle batteries	0.000	0.000	0.000	0.000	0.000
	Household chemicals	0.000	0.000	0.000	0.001	0.000
	Asbestos	0.000	0.000	0.000	0.000	0.000
	Clinical Pathogenic Infectious	0.000	0.000	0.000	0.000	0.000
	Gas Bottles	0.000	0.000	0.000	0.000	0.000
Building waste	Hazardous Other	0.000	0.000	0.000	0.000	0.000
	Building materials and fittings (NEC)	0.000	0.000	0.000	0.000	0.000
Earth Based	Ceramics, Dust, Dirt, Rock, Inert, Ash	0.000	0.000	0.001	0.001	0.001
Other	Computer Equipment	0.000	0.000	0.000	0.000	0.000
	TVs	0.000	0.000	0.000	0.000	0.000
	Mobile Phones	0.000	0.000	0.000	0.000	0.000
	Electrical Items and Peripherals	0.001	0.000	0.000	0.001	0.001
	Toner Cartridges	0.000	0.000	0.000	0.000	0.000
	Containerised Food and Liquids	0.000	0.000	0.004	0.000	0.001
	Other (specify)	0.000	0.000	0.003	0.000	0.001
Sub-total		0.01	0.01	0.03	0.03	0.02
Grand Total		3.23	5.56	4.15	3.98	4.07

**Table 21 – Paper Recycling Stream Composition – Proportion (% by Weight)**

Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Paper	Newspaper	49.65	45.76	44.73	39.43	42.89
	Magazines/ brochures	23.03	22.96	17.06	27.15	23.82
	Miscellaneous Packaging	1.10	0.68	0.66	0.82	0.80
	Corrugated Cardboard	8.28	10.27	13.10	13.48	12.20
	Cardboard/ Package board	7.11	5.28	8.46	7.29	7.19
	Liquid Paper Containers	0.47	0.20	0.26	0.21	0.25
	Disposable Paper Product	0.96	0.66	0.96	0.66	0.76
	Print/ Writing/ Office paper	7.62	13.21	11.65	9.77	10.43
	Composite (mostly paper)	0.49	0.05	1.14	0.09	0.36
	Nappies Disposable	0.02	0.02	0.01	0.01	0.01
	Contaminated Soiled Paper	0.56	0.02	0.45	0.12	0.23
Organic	Food/ Kitchen	0.08	0.57	0.24	0.03	0.17
	Garden/ Vegetation	0.00	0.00	0.00	0.00	0.00
	Other Putrescible	0.00	0.00	0.00	0.00	0.00
	Wood/ Timber	0.16	0.02	0.01	0.00	0.03
	Textile/ Rags	0.07	0.01	0.06	0.14	0.09
	Leather	0.00	0.01	0.00	0.00	0.00
	Rubber	0.00	0.00	0.00	0.00	0.00
	Oils	0.00	0.00	0.00	0.00	0.00
Glass	Glass Beverage Containers	0.01	0.13	0.23	0.02	0.08
	Glass Non Bev Cont./Other Packaging	0.06	0.00	0.09	0.01	0.03
	Miscellaneous/ Other Glass	0.00	0.00	0.02	0.00	0.00
	Mixed Glass/ Fines	0.07	0.00	0.01	0.00	0.01
Plastic	PET Beverage Containers (P1)	0.01	0.01	0.04	0.02	0.02
	PET Packaging (excl bev containers) (P1)	0.01	0.02	0.04	0.03	0.03
	PET Other Non Bev/ Non Packaging (P1)	0.00	0.00	0.00	0.01	0.00
	HDPE Beverage Containers (P2)	0.00	0.00	0.01	0.00	0.00
	HDPE Packaging (excl bev containers) (P2)	0.02	0.00	0.02	0.00	0.01
	HDPE Other Non Bev/ Non Packaging (P2)	0.00	0.00	0.00	0.00	0.00
	PVC Beverage Containers (P3)	0.00	0.00	0.00	0.00	0.00
	PVC Packaging (excl bev containers) (P3)	0.00	0.00	0.00	0.00	0.00
	PVC Other Non Bev/Non Packaging (P3)	0.00	0.00	0.00	0.00	0.00
	LDPE Packaging (P4)	0.00	0.00	0.00	0.00	0.00
	LDPE Non Packaging (P4)	0.00	0.00	0.04	0.02	0.02
	PP Packaging (P5)	0.01	0.01	0.03	0.01	0.01
	PP Non Packaging (P5)	0.00	0.00	0.00	0.00	0.00
Sub-total		99.78	99.88	99.32	99.31	99.47



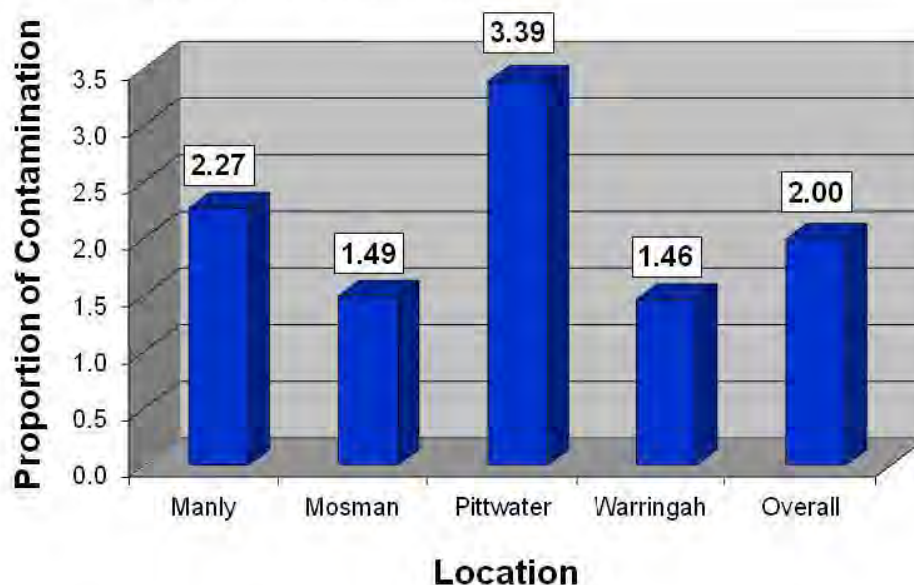
**Table 21 (cont.) - Paper Recycling Stream Composition – Proportion (% by Weight)**

Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Plastic	PS Packaging (P6)	0.01	0.00	0.01	0.00	0.00
	EPS Packaging (P6)	0.00	0.00	0.00	0.01	0.00
	PS & EPS Non Packaging (P6)	0.00	0.01	0.05	0.14	0.08
	Other Plastics (P7)	0.01	0.01	0.07	0.01	0.03
	Plastic Bags	0.01	0.01	0.05	0.07	0.05
	Plastic Film	0.06	0.05	0.11	0.32	0.20
	Composite (mostly plastic)	0.05	0.01	0.09	0.07	0.06
Metal	Steel Beverage Containers	0.00	0.00	0.00	0.00	0.00
	Steel Packaging (excl bev containers)	0.04	0.03	0.02	0.00	0.01
	Steel Other Non Packaging	0.00	0.00	0.04	0.00	0.01
	Composite (mostly ferrous)	0.00	0.00	0.00	0.00	0.00
	Aluminium Beverage Containers	0.00	0.00	0.01	0.00	0.00
	Aluminium Packaging (excl bev cont)	0.01	0.00	0.00	0.00	0.00
	Aluminium Non Packaging	0.00	0.00	0.02	0.00	0.00
	Non Ferrous – Other	0.00	0.00	0.00	0.00	0.00
Hazardous	Composite (mostly non-ferrous)	0.00	0.00	0.00	0.00	0.00
	Paint	0.00	0.00	0.00	0.00	0.00
	Fluorescent tubes	0.00	0.00	0.00	0.00	0.00
	Dry cell batteries (non rechargeable)	0.00	0.00	0.01	0.00	0.00
	Dry cell batteries (rechargeable)	0.00	0.00	0.00	0.00	0.00
	Vehicle batteries	0.00	0.00	0.00	0.00	0.00
	Household chemicals	0.00	0.00	0.01	0.02	0.01
	Asbestos	0.00	0.00	0.00	0.00	0.00
	Clinical Pathogenic Infectious	0.00	0.00	0.00	0.00	0.00
	Gas Bottles	0.00	0.00	0.00	0.00	0.00
Building waste	Hazardous Other	0.00	0.00	0.00	0.00	0.00
	Building materials and fittings (NEC)	0.00	0.00	0.00	0.00	0.00
Earth Based	Ceramics, Dust, Dirt, Rock, Inert, Ash	0.00	0.00	0.02	0.02	0.01
Other	Computer Equipment	0.00	0.00	0.00	0.00	0.00
	TVs	0.00	0.00	0.00	0.00	0.00
	Mobile Phones	0.00	0.00	0.00	0.00	0.00
	Electrical Items and Peripherals	0.03	0.00	0.01	0.02	0.01
	Toner Cartridges	0.00	0.00	0.00	0.00	0.00
	Containerised Food and Liquids	0.00	0.00	0.09	0.00	0.02
	Other (specify)	0.00	0.00	0.06	0.00	0.01
Sub-total		0.22	0.12	0.68	0.69	0.53
Grand Total		100.00	100.00	100.00	100.00	100.00

### 5.3 Contamination Rate

The total amount of contamination presented in the paper recycling stream is 2.00% of the stream as shown in Figure 6. The contamination rate varies from 1.46% (Warringah Council) to 3.39% (Pittwater Council).

Figure 6 - Paper Recycling Contamination Rate



The average contamination rate of the 2008 OEHL audits across the SMA and ERA is 5.4% for recycling. Therefore all Councils, and the region as a whole, are currently performing to a more effective level than the 2008 average.



## 5.4 Resource Recovery Rates

The resource recovery rates of paper recyclable materials are shown in Table 22. It shows that the overall resource recovery rate is 77.55%. This is considered to be high. Manly has the highest resource recovery rate and Warringah has the lowest rate.

**Table 22 - Resource Recovery Rates (Paper Recycling)**

Material Type	Resource Recovery Rate (%)				
	Manly	Mosman	Pittwater	Warringah	Overall
Paper	91.00	83.44	87.10	86.58	87.05
Cardboard	78.17	66.44	81.32	40.73	58.30
<b>Total</b>	<b>88.71</b>	<b>80.37</b>	<b>85.74</b>	<b>70.00</b>	<b>77.55</b>

## 6 Results: Garden Organics Stream

### 6.1 Bin Capacity Analysis

Table 23 provides the proportion of the bin capacity used at each collection point audited. The data is based on collection points rather than households as some MUD premises have shared bins and are listed as one result.

**Table 23 - Garden Organics Stream Detailed Bin Capacity Used**

Proportion Full (%)	Proportion of Collection Points (%)				
	Manly Council	Mosman Council	Pittwater Council	Warringah Council	Overall
0-49	20.77	10.87	3.85	21.43	15.49
50-69	12.02	11.59	5.13	12.34	10.33
70-89	21.86	21.74	7.69	18.18	18.76
90+	45.36	55.80	83.33	48.05	58.69
<b>Total</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>

The data show that the approximately 58.7% of collection points have used 90% or more of their bin capacity. When considered in conjunction with the high resource recovery rate, there appears to be a reasonable level of capacity remaining in system for most households, although more capacity could be considered for the dwellings that have used 90% or more of their bin.

The mean and median garden organics recycling bin proportion full is shown below in Table 24. It shows that approximately 85% of the bin capacity is used as an average based on the mean and 100% based on the median.

**Table 24 - Garden Organics Stream Average Bin Proportion Full (%)**

Audit	Median Bin Proportion Full (%)					Mean Bin Proportion Full (%)				
	Manly	Mosman	Pittwater	Warringah	Overall	Manly	Mosman	Pittwater	Warringah	Overall
Proportion Full (%)	90	100	100	90	100	79.68	87.62	96.27	79.68	85.42

## 6.2 Garden Organics Composition

Tables 25 and 26 provide the garden organics stream generation by household (kg/week) and proportion (% by weight).

**Table 25 - Garden Organics Stream Composition – Weight (kg/ Week/Household)**

Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Paper	Newspaper	0.0000	0.0001	0.00014	0.0067	0.0035
	Magazines/ brochures	0.0002	0.0000	0.0000	0.0005	0.0003
	Miscellaneous Packaging	0.0000	0.0000	0.0000	0.0000	0.0000
	Corrugated Cardboard	0.0055	0.0000	0.0000	0.0000	0.0009
	Cardboard/ Package board	0.0004	0.0001	0.0000	0.0002	0.0002
	Liquid Paper Containers	0.0000	0.0000	0.0000	0.0000	0.0000
	Disposable Paper Product	0.0000	0.0001	0.0000	0.0004	0.0002
	Print/ Writing/ Office paper	0.0000	0.0000	0.0000	0.0004	0.0002
	Composite (mostly paper)	0.0000	0.0000	0.0000	0.0000	0.0000
	Nappies Disposable	0.0000	0.0000	0.0000	0.0000	0.0000
	Contaminated Soiled Paper	0.0000	0.0033	0.0003	0.0031	0.0020
Organic	Food/ Kitchen	0.0001	0.0001	0.0001	0.0029	0.0015
	Garden/ Vegetation	4.2556	2.7252	5.9595	6.3428	5.4957
	Other Putrescible	0.0000	0.0000	0.0000	0.0059	0.0030
	Wood/ Timber	0.0035	0.0000	0.0303	0.0000	0.0068
	Textile/ Rags	0.0000	0.0018	0.0001	0.0095	0.0051
	Leather	0.0000	0.0000	0.0000	0.0000	0.0000
	Rubber	0.0000	0.0001	0.0000	0.0000	0.0000
	Oils	0.0000	0.0000	0.0000	0.0000	0.0000
Glass	Glass Beverage Containers	0.0000	0.0002	0.0001	0.0005	0.0003
	Glass Non Bev Cont./Other Packaging	0.0000	0.0000	0.0000	0.0000	0.0000
	Miscellaneous/ Other Glass	0.0000	0.0000	0.0000	0.0000	0.0000
	Mixed Glass/ Fines	0.0000	0.0000	0.0000	0.0000	0.0000
Plastic	PET Beverage Containers (P1)	0.0000	0.0000	0.0000	0.0001	0.0001
	PET Packaging (excl bev containers) (P1)	0.0000	0.0000	0.0000	0.0000	0.0000
	PET Other Non Bev/ Non Packaging (P1)	0.0000	0.0000	0.0000	0.0000	0.0000
	HDPE Beverage Containers (P2)	0.0000	0.0000	0.0000	0.0000	0.0000
	HDPE Packaging (excl bev containers) (P2)	0.0000	0.0000	0.0000	0.0000	0.0000
	HDPE Other Non Bev/ Non Packaging (P2)	0.0000	0.0000	0.0000	0.0000	0.0000
	PVC Beverage Containers (P3)	0.0000	0.0000	0.0000	0.0000	0.0000
	PVC Packaging (excl bev containers) (P3)	0.0000	0.0000	0.0000	0.0000	0.0000
	PVC Other Non Bev/Non Packaging (P3)	0.0000	0.0000	0.0000	0.0000	0.0000
	LDPE Packaging (P4)	0.0000	0.0000	0.0000	0.0000	0.0000
	LDPE Non Packaging (P4)	0.0000	0.0002	0.0000	0.0000	0.0000
	PP Packaging (P5)	0.0004	0.0001	0.0000	0.0004	0.0003
	PP Non Packaging (P5)	0.0004	0.0000	0.0000	0.0000	0.0001
Sub-total		4.27	2.73	5.99	6.37	5.52



**Table 25 (cont.) – Garden Organics Stream Composition – Weight (kg/ Week/ Household)**

Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Plastic	PS Packaging (P6)	0.0000	0.0000	0.0000	0.0000	0.0000
	EPS Packaging (P6)	0.0000	0.0000	0.0000	0.0000	0.0000
	PS & EPS Non Packaging (P6)	0.0000	0.0000	0.0000	0.0000	0.0000
	Other Plastics (P7)	0.0000	0.0007	0.0001	0.0007	0.0005
	Plastic Bags	0.0000	0.0000	0.0001	0.0004	0.0002
	Plastic Film	0.0003	0.0001	0.0001	0.0007	0.0004
	Composite (mostly plastic)	0.0000	0.0000	0.0000	0.0000	0.0000
Metal	Steel Beverage Containers	0.0000	0.0000	0.0000	0.0000	0.0000
	Steel Packaging (excl bev containers)	0.0000	0.0000	0.0001	0.0001	0.0001
	Steel Other Non Packaging	0.0000	0.0000	0.0000	0.0001	0.0000
	Composite (mostly ferrous)	0.0000	0.0000	0.0001	0.0001	0.0001
	Aluminium Beverage Containers	0.0000	0.0000	0.0000	0.0000	0.0000
	Aluminium Packaging (excl bev cont)	0.0000	0.0000	0.0000	0.0000	0.0000
	Aluminium Non Packaging	0.0000	0.0000	0.0000	0.0000	0.0000
	Non Ferrous – Other	0.0000	0.0000	0.0000	0.0000	0.0000
Hazardous	Composite (mostly non-ferrous)	0.0000	0.0000	0.0000	0.0000	0.0000
	Paint	0.0000	0.0000	0.0000	0.0000	0.0000
	Fluorescent tubes	0.0000	0.0000	0.0000	0.0000	0.0000
	Dry cell batteries (non rechargeable)	0.0000	0.0000	0.0000	0.0000	0.0000
	Dry cell batteries (rechargeable)	0.0000	0.0000	0.0000	0.0000	0.0000
	Vehicle batteries	0.0000	0.0000	0.0000	0.0000	0.0000
	Household chemicals	0.0000	0.0000	0.0000	0.0008	0.0004
	Asbestos	0.0000	0.0000	0.0000	0.0000	0.0000
	Clinical Pathogenic Infectious	0.0000	0.0000	0.0000	0.0000	0.0000
	Gas Bottles	0.0000	0.0000	0.0000	0.0000	0.0000
	Hazardous Other	0.0000	0.0000	0.0000	0.0000	0.0000
Building waste	Building materials and fittings (NEC)	0.0000	0.0000	0.0000	0.0000	0.0000
Earth Based	Ceramics, Dust, Dirt, Rock, Inert, Ash	0.0000	0.0000	0.0001	0.0275	0.0141
Other	Computer Equipment	0.0000	0.0001	0.0000	0.0000	0.0000
	TVs	0.0000	0.0000	0.0000	0.0000	0.0000
	Mobile Phones	0.0000	0.0000	0.0000	0.0000	0.0000
	Electrical Items and Peripherals	0.0000	0.0000	0.0000	0.0000	0.0000
	Toner Cartridges	0.0000	0.0000	0.0000	0.0000	0.0000
	Containerised Food and Liquids	0.0000	0.0000	0.0000	0.0000	0.0000
	Other (specify)	0.0000	0.0000	0.0000	0.0000	0.0000
Sub-total		0.00	0.00	0.00	0.03	0.02
Grand Total		4.27	2.73	5.99	6.40	5.54



**Table 26 - Garden Organics Stream Composition – Proportion (% by Weight)**

Material Category		Manly	Mosman	Pittwater	Warringah	Overall
Paper	Newspaper	0.00	0.00	0.00	0.11	0.06
	Magazines/ brochures	0.01	0.00	0.00	0.01	0.00
	Miscellaneous Packaging	0.00	0.00	0.00	0.00	0.00
	Corrugated Cardboard	0.13	0.00	0.00	0.00	0.02
	Cardboard/ Package board	0.01	0.00	0.00	0.00	0.00
	Liquid Paper Containers	0.00	0.00	0.00	0.00	0.00
	Disposable Paper Product	0.00	0.01	0.00	0.01	0.00
	Print/ Writing/ Office paper	0.00	0.00	0.00	0.01	0.00
	Composite (mostly paper)	0.00	0.00	0.00	0.00	0.00
	Nappies Disposable	0.00	0.00	0.00	0.00	0.00
	Contaminated Soiled Paper	0.00	0.12	0.00	0.05	0.04
Organic	Food/ Kitchen	0.00	0.00	0.00	0.05	0.03
	Garden/ Vegetation	99.75	99.73	99.47	99.04	99.27
	Other Putrescible	0.00	0.00	0.00	0.09	0.05
	Wood/ Timber	0.08	0.00	0.50	0.00	0.12
	Textile/ Rags	0.00	0.07	0.00	0.15	0.09
	Leather	0.00	0.00	0.00	0.00	0.00
	Rubber	0.00	0.00	0.00	0.00	0.00
	Oils	0.00	0.00	0.00	0.00	0.00
Glass	Glass Beverage Containers	0.00	0.01	0.00	0.01	0.01
	Glass Non Bev Cont./Other Packaging	0.00	0.00	0.00	0.00	0.00
	Miscellaneous/ Other Glass	0.00	0.00	0.00	0.00	0.00
	Mixed Glass/ Fines	0.00	0.00	0.00	0.00	0.00
Plastic	PET Beverage Containers (P1)	0.00	0.00	0.00	0.00	0.00
	PET Packaging (excl bev containers) (P1)	0.00	0.00	0.00	0.00	0.00
	PET Other Non Bev/ Non Packaging (P1)	0.00	0.00	0.00	0.00	0.00
	HDPE Beverage Containers (P2)	0.00	0.00	0.00	0.00	0.00
	HDPE Packaging (excl bev containers) (P2)	0.00	0.00	0.00	0.00	0.00
	HDPE Other Non Bev/ Non Packaging (P2)	0.00	0.00	0.00	0.00	0.00
	PVC Beverage Containers (P3)	0.00	0.00	0.00	0.00	0.00
	PVC Packaging (excl bev containers) (P3)	0.00	0.00	0.00	0.00	0.00
	PVC Other Non Bev/Non Packaging (P3)	0.00	0.00	0.00	0.00	0.00
	LDPE Packaging (P4)	0.00	0.00	0.00	0.00	0.00
	LDPE Non Packaging (P4)	0.00	0.01	0.00	0.00	0.00
	PP Packaging (P5)	0.01	0.00	0.00	0.01	0.01
	PP Non Packaging (P5)	0.01	0.00	0.00	0.00	0.00
Sub-total		99.99	99.96	99.99	99.52	99.71

**Table 26 (cont.) – Garden Organics Stream Composition – Proportion (% by Weight)**

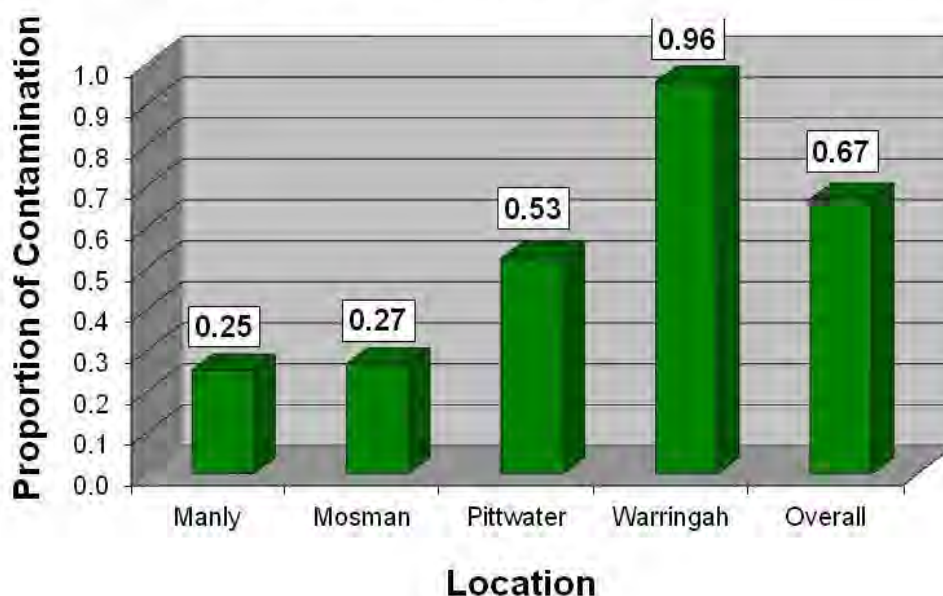
<b>Material Category</b>		<b>Manly</b>	<b>Mosman</b>	<b>Pittwater</b>	<b>Warringah</b>	<b>Overall</b>
<b>Plastic</b>	PS Packaging (P6)	0.00	0.00	0.00	0.00	0.00
	EPS Packaging (P6)	0.00	0.00	0.00	0.00	0.00
	PS & EPS Non Packaging (P6)	0.00	0.00	0.00	0.00	0.00
	Other Plastics (P7)	0.00	0.03	0.00	0.01	0.01
	Plastic Bags	0.00	0.00	0.00	0.01	0.00
	Plastic Film	0.01	0.00	0.00	0.01	0.01
	Composite (mostly plastic)	0.00	0.00	0.00	0.00	0.00
<b>Metal</b>	Steel Beverage Containers	0.00	0.00	0.00	0.00	0.00
	Steel Packaging (excl bev containers)	0.00	0.00	0.00	0.00	0.00
	Steel Other Non Packaging	0.00	0.00	0.00	0.00	0.00
	Composite (mostly ferrous)	0.00	0.00	0.00	0.00	0.00
	Aluminium Beverage Containers	0.00	0.00	0.00	0.00	0.00
	Aluminium Packaging (excl bev cont)	0.00	0.00	0.00	0.00	0.00
	Aluminium Non Packaging	0.00	0.00	0.00	0.00	0.00
	Non Ferrous – Other	0.00	0.00	0.00	0.00	0.00
<b>Hazardous</b>	Composite (mostly non-ferrous)	0.00	0.00	0.00	0.00	0.00
	Paint	0.00	0.00	0.00	0.00	0.00
	Fluorescent tubes	0.00	0.00	0.00	0.00	0.00
	Dry cell batteries (non rechargeable)	0.00	0.00	0.00	0.00	0.00
	Dry cell batteries (rechargeable)	0.00	0.00	0.00	0.00	0.00
	Vehicle batteries	0.00	0.00	0.00	0.00	0.00
	Household chemicals	0.00	0.00	0.00	0.01	0.01
	Asbestos	0.00	0.00	0.00	0.00	0.00
	Clinical Pathogenic Infectious	0.00	0.00	0.00	0.00	0.00
	Gas Bottles	0.00	0.00	0.00	0.00	0.00
<b>Building waste</b>	Hazardous Other	0.00	0.00	0.00	0.00	0.00
	Building materials and fittings (NEC)	0.00	0.00	0.00	0.00	0.00
<b>Earth Based</b>	Ceramics, Dust, Dirt, Rock, Inert, Ash	0.00	0.00	0.00	0.43	0.25
<b>Other</b>	Computer Equipment	0.00	0.00	0.00	0.00	0.00
	TVs	0.00	0.00	0.00	0.00	0.00
	Mobile Phones	0.00	0.00	0.00	0.00	0.00
	Electrical Items and Peripherals	0.00	0.00	0.00	0.00	0.00
	Toner Cartridges	0.00	0.00	0.00	0.00	0.00
	Containerised Food and Liquids	0.00	0.00	0.00	0.00	0.00
	Other (specify)	0.00	0.00	0.00	0.00	0.00
<b>Sub-total</b>		<b>0.01</b>	<b>0.04</b>	<b>0.01</b>	<b>0.48</b>	<b>0.29</b>
<b>Grand Total</b>		<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>

### 6.3 Contamination Rate

Garden/Vegetation is the only compliant material in this stream except for the allowance of minor soil amounts (attached to vegetation). The wood/timber audited in this audit was not included as a compliant material as it was not suitable for an organic processor. The compliant material in this stream is 99.3% of the total material.

The total amount of contamination presented in the garden organics stream is 0.67% of the stream as shown in Figure 7. The contamination rate varies from 0.25% (Manly Council) with a similar level at Mosman Council to 0.96% at Warringah Council. All of the Council garden organics contamination rates are low.

**Figure 7 - Garden Organics Stream Contamination Rate**



The average contamination rate of the 2008 OEH audits across the SMA and ERA is 3.3% for garden organics. Therefore all Councils, and the region as a whole, are currently performing to a significantly more effective level than the 2008 average.



## 6.4 Resource Recovery Rate

The resource recovery rate of garden organics materials for each location is shown in Table 27. It shows an overall resource recovery rate of 97.23%.

**Table 27 - Garden Organics Resource Recovery Rate by Proportion (%)**

Material Type	Resource Recovery Rate (%)
Manly Council	97.44
Mosman Council	90.47
Pittwater Council	93.90
Warringah Council	99.62
Overall	97.23

The garden organics resource recovery rate is much higher than the paper and commingled recycling resource recovery rates.

## 7 Comments

Based on the results of this audit, and experience in waste auditing and waste minimisation initiatives, the following comments are made:

- The overall resource recovery rates are 78.78% for commingled recycling, 77.55% for paper recycling and 97.23% for garden organics.
- The current diversion rate is 63.55% which is the amount of recyclables recovered divided by the residual waste stream plus the contamination in the recycling. The maximum potential kerbside bin diversion rate with the current collection systems if all commingled recyclables, paper recyclables and all garden organics in the residual waste stream are recovered and contamination is removed is 68.53%.
- The diversion rate, if the current recovery of garden organics, paper and commingled recycling is maintained and 100% of food in the residual waste is recovered, is 77.45%. If all garden organics, paper and commingled recycling are recovered and 100% of food in the residual waste is



recovered, with contamination in the other streams remaining stable, then the maximum diversion rate is 82.43%. These figures exclude the containerised food and liquid component.

- Councils and the region as a whole generally have a higher commingled recycling contamination rate and a lower paper recycling contamination rate than the average of the 2008 OEH recycling audits across the SMA and ERA of 5.4%. The overall contamination rate for commingled recycling is 9.95% and for paper recycling is 2.00%. However, if glass fines are not considered to be contamination, then the overall contamination rate of the commingled recycling reduces to 5.14%.
- Councils and the region as a whole have a very low garden organics contamination rate. The rate is 0.67% overall. SHOROC is performing to a significantly more effective level than the contamination rate average of the 2008 OEH audits across the SMA and ERA of 3.3%.
- SHOROC should continue to investigate resource recovery technology options for the residual waste stream. Council is seeking to establish a facility for the processing of garden organics and food organics. The material composition appears suited to an initiative that could recover the compostable material and also potentially the kerbside recyclables. This could achieve a maximum diversion of 67.36% of the 2011 audited residual waste stream based on 16.17% of the residual waste stream being kerbside recyclables and 51.19% of the residual waste stream being additional AWT compostable material.
- Conduct waste and recycling audits annually to build up trend data and also monitor performance on any waste programs implemented. Conduct waste audits in all seasons for comparison and a representative yearly result as waste composition and quantity can vary seasonally especially the organic components.
- SHOROC should continue to target waste minimisation options as well as waste recovery such as through education and community awareness.
- There is little spare bin capacity in the residual waste system. The data show that approximately 60% of collection points have used 90% or more of their bin capacity. The average bin is 84% full based on the mean and 100% based on the median. Additional waste minimisation initiatives may be worth considering to reduce the level of the bin capacity used.

- In relation to capacity in the recycling bin types:
  - For the commingled recycling bins, approximately 22% of the collection points have used 90% or more of their bin capacity. There appears to be a reasonable level of capacity remaining in system.
  - For the paper recycling bins, approximately 56% of the collection points have used 90% or more of their bin capacity. There appears to be little spare bin capacity remaining in system, therefore more capacity could be considered for the dwellings that have used 90% or more of their bin. However, the resource recovery rate is generally high.
  - For the garden organics recycling bins, the high proportion of households that have used 90% or more of the garden organics recycling bin capacity does not appear to be inhibiting further resource recovery. This is deemed the case due to the high resource recovery rate for garden organics.

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<b>C10.7</b>	<b>Minutes of the Community Engagement, Information &amp; Governance Reference Group Meeting of 22 February 2012</b>
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**Meeting:** Governance Committee

**Date:** 19 March 2012

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**STRATEGY:** Business Management

**ACTION:** Maintain and Service Council's Range of Committees

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## **PURPOSE OF REPORT**

To present to Council for consideration, the Minutes of the Community Engagement, Information & Governance Reference Group Meeting held on 22 February 2012 (**Attachment 1**).

## **1.0 BACKGROUND**

1.1 The Community Engagement, Information & Governance Reference Group has a primary role of assisting the Pittwater 2020 Strategic Plan process by critically analysing and reviewing the Strategic Goals aligned to leading an effective and collaborative Council and providing Reference Points for further consideration by Council.

1.2 The Community Engagement, Information & Governance Reference Group has previously established a priority order to eventually consider each of the aligned Strategic Goals and associated Key Direction Strategies.

1.3 At the meeting of 22 February 2012 the Community Engagement, Information & Governance Reference Group considered the following topics:

**CEIG 4.1** *Update on Outcomes of Reference Group Meetings*

**CEIG 4.2** *Core Philosophy and Environment for Communication between Pittwater Council and the Communities*

**CEIG 4.3** *Governance Issues Update*

## **2.0 ISSUES**

### **2.1 CEIG 4.1: Update on Outcomes of Reference Group Meetings**

The CEIG Reference Group was provided a status of Reference Points developed across all four Reference Groups as well as how Reference Group Members can pro-actively input into the discussion and interactive process.

### **2.2 CEIG 4.2: Core Philosophy and Environment for Communication between Pittwater Council and the Communities**

Mr Peter Middleton provided a presentation on communication and in particular techniques to assist Council in getting its message across to our community and target audiences more effectively. The examples provided useful prompts as to what works and what could be improved.

The following Reference Points were developed following group discussion on this topic:

- Council to look at current procedures on advising residents of their responsibilities in relation to political donation declarations on planning submissions.

- Council to discuss ways to better inform Community Groups concerning items of special interest within their area.
- Council to review all of its form letters to ensure that they are current in achieving the primary aim of the communication.

### 2.3 **CIEG 4.3: Governance Issues Update**

Updates were provided on Council Wards, Amalgamations and the GIPA Act requirements.

### 2.4 **General / Emerging Business:**

- ecoMarker Proposal
- Communicating with the Communities
- Audit & Risk Committee Operations Report (Council Meeting 6 Feb 2012)
- Carbon Tax / Climate Change

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## 3.0 **SUSTAINABILITY ASSESSMENT**

- 3.1 The Community Engagement, Information & Governance Reference Group has a specific focus on governance related matters in the context of the Pittwater 2020 Strategic Plan and its triple bottom line sustainable living approach.

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## 4.0 **EXECUTIVE SUMMARY**

- 4.1 The Community Engagement, Information & Governance Reference Group has provided a number of Discussion and Reference Points that will assist Council and the community.

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## **RECOMMENDATION**

1. That the Minutes of the Community Engagement, Information & Governance Reference Group Meeting held on 22 February 2012 be noted.
2. That the initiatives discussed in relation to:
  - Update on Outcomes of Reference Group Meetings
  - Core Philosophy and Environment for Communication between Pittwater Council and the Communities, and
  - Governance Issues

be taken into consideration when developing/updating Council's Delivery Plan and Strategic documents.

Report prepared by

Chris Hunt  
**DIRECTOR, URBAN & ENVIRONMENTAL ASSETS**



# Minutes

## Community Engagement, Information & Governance Reference Group

held at the Coastal Environment Centre,  
Lake Park Road, North Narrabeen on

*22 February 2012*

Commencing at 4.03pm



## **Members of the Committee, namely**

Cr Bob Grace, Chairperson

## **the following community representatives:**

Mr David Williams, Bayview-Church Point Residents Association  
Mr Tony Tenney, Clareville and Bilgola Residents Association  
Mr Gavin Butler, Newport Residents Association  
Mr Peter Middleton, Newport Residents Association  
Mr Storm Jacklin, Palm Beach and Whale Beach Association Inc.  
Ms Lynne Czinner, Peninsula Music Club  
Mr Graeme Jessup, Sustainability Pittwater  
Ms Gillian Clive – Pittwater Resident Representative  
Mr Roy Keeping – Pittwater Resident Representative  
Mr Hans Carlborg – Pittwater Resident Representative  
Ms Sarah Hatcher – Pittwater Resident Representative  
Mr Graeme Crayford, Scotland Island Residents Association  
Ms Joy Purvis, West Pittwater Community Association

## **the following Council Advisors**

Mr Chris Hunt, Director, Urban & Environmental Assets  
Mr Warwick Lawrence, Administration & Governance  
Ms Jane Mulrone, Community Engagement Officer  
Ms Jo Tulau, Project Leader – Climate Mitigation  
Ms Pamela Tasker, Administration Officer/Minute Secretary

## **and the following Observers**

Mr Allan McCormac, Newport Residents Association

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<b>COMMUNITY ENGAGEMENT, INFORMATION &amp; GOVERNANCE REFERENCE GROUP MEETING</b>
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## **1.0 Apologies**

Apologies were received from the following members:

Mr Bill Gye, Scotland Island Residents Association  
Ms Brigitte Mahler-Mills, West Pittwater Community Association  
Mr John Gilham, Northern Beaches Community Services

and leave of absence was granted from the Community Engagement, Information & Governance Reference Group Meeting held on 22 February 2012.

### **Notes:**

1. Mr Graeme Crayford attended as the alternate delegate for the Scotland Island Residents Association.
2. Ms Joy Purvis attended as the alternate delegate for the West Pittwater Community Association.
3. Ms Sarah Hatcher joined the meeting at 5.00pm.
4. Ms Gillian Clive joined the meeting at 5.15pm.
5. Mr Roy Keeping left the meeting at 5.52pm.

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## **2.0 Declarations of Pecuniary Interest - Nil**

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## **3.0 Confirmation of Minutes**

### **REFERENCE GROUP RECOMMENDATION**

That the Minutes of the Community Engagement & Information Reference Group Meeting held on 23 November 2011, copies of which were circulated to all Reference Group Members, be and are hereby confirmed as a true and accurate record of the proceedings of that meeting.

(Mr Williams / Ms Czinner)

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## **4.0 Discussion Topics**

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## **CEIG 4.1 Update on Outcomes of Reference Group Meetings**

### **REFERENCE GROUP RECOMMENDATION**

1. That the reference points listed be considered during the development of the 2012-2016 Delivery Program.
2. That the roles and responsibilities for working groups be adopted.

(Mr Jacklin / Mr Williams)

### **Proceedings in Brief**

Ms Jane Mulroney, Community Engagement Officer, addressed the meeting on this item.

### **DISCUSSION:**

The proposed actions for the Delivery Plan 2012-2016, as reported in the table at Attachment 1 – page 10 on the Agenda, have all resulted from reference points raised by Reference Groups and reported to Council. Key Direction 4 – Disaster and Emergency Management – *Council to further explore community engagement, information and education initiatives to ensure the community is better prepared for (and respond in) emergency situations* – resulted from the CEIG Reference Group's discussion following the presentation by Mr Paul Davies on Emergency Management and the Pittwater Community on 24 August 2011.

There was some discussion as to how Council could better advise residents of major developments of interest in their area, e.g.; the Church Point Commuter Wharf matter went to Council on Monday night but neither the Bayview-Church Point Residents Association nor the Church Point Reserves Association were advised. Off shore residents appeared to be very well informed and thus had an opportunity to speak at the meeting.

The meeting was advised that the Council Communications Team has discussed in depth how to get information out to the community rather than just posting agendas, etc. One proposal is for interested groups to register their interest in specific topics / locales so alerts can be forwarded via social media or similar.

The representative from the Scotland Island Residents Association advised that they were aware of the matter going to Council via proactive follow up. SIRA has been actively tracking Council's progress on this matter.

Another example of the communities being unaware of Council initiatives was the proposed suburb name change for McCarrs Creek. The local resident associations were unaware of what was being proposed but had heard that this matter was raised at Monday's Council meeting. One of their members had since ascertained that the Geographical Names Board were advised in January.

Suggestions to facilitate better information sharing included the need for constant updates on Council's Facebook page as this is a valuable resource for Community Groups. Also, Council has an extensive email data base which could be utilised in informing Community Groups re matters coming before Council.

Members were reminded that the Community Group Register was currently being updated and that letters had gone out in early February. An up to date register will enable Council to better target communications.

Re Progressing Reference Points (2.5) – Proposed actions on the Delivery Plan 2012-2016 are reviewed every year to track progress and budget allocations. The action items are set for the following four years and any new Reference Group initiative which has been adopted will be considered by Business Unit Managers for incorporation at the annual review stage. Once they are on the list, forward planning on budgets and staff resources will determine when action items are addressed.

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## **CEIG 4.2 Core Philosophy and Environment for Communication between Pittwater Council and the Communities**

### **REFERENCE GROUP RECOMMENDATION**

1. That the presentation by Mr Peter Middleton of the Newport Residents Association be noted and that Mr Middleton be thanked for his presentation.
2. That the following Reference Points be noted and especially the discussion topics:
  - *Council to look at current procedures on advising residents of their responsibilities in relation to political donation declarations on planning submissions.*
  - *Council to discuss ways to better inform Community Groups concerning items of special interest within their area.*
  - *Council to review all of its form letters to ensure that they are current in achieving the primary aim of the communication.*

(Ms Czinner / Mr Williams)

### **Proceedings in Brief**

1. Mr Peter Middleton of the Newport Residents Association provided a verbal update and PowerPoint presentation to members as detailed below:
  - *the core philosophy and environment for communication between Pittwater Council and the communities with a view to encouraging and enhancing ease and openness of information exchange*
2. Mr Middleton acknowledged the very valuable contribution of his neighbour and co-member of the Newport Residents Association, Mr Allan McCormac, in compiling the PowerPoint presentation on this subject.

### **DISCUSSION:**

Mr Middleton outlined the basics for effective public communication: the need to identify the communications objective, the target audience and the desired response.

As an example of excellent public communication, a number of Council's media releases were shown which were kept brief and very specific to their target audience. Mr Lawrence responded that the Communications Team was responsible for approximately 200 media releases per year and he was pleased to see that they were appreciated by the communities.

## **Is Eliminating All Risk OR Providing Excessive Information Helpful to the Democratic Process?**

As an example of less effective public communication, the Council's DA notification (form) letter was discussed. North Sydney Council send out a one page notification letter with a one paragraph explanation of the need to disclose political donations of \$1,000 or more and a pointer to where further information can be obtained if required. By comparison, Pittwater Council mentions the need to disclose political donations in the covering letter, on a Submissions Form, on a separate full page explanation of Political Donations and Gifts Disclosure, and in the Glossary of Terms, being the fourth page dispatched with the notification letter. The information that disclosure is only required for donations over \$1,000 is buried in the Glossary of Terms document.

It was suggested that the need to declare political donations on a public document, together with the various warnings contained within the explanation of the political gifts declaration, has the potential to discourage residents from making submissions on development applications. The target audience in this communication has become those residents who have made a political donation, but that may very well be only 1% of the total population notified. The inherent intimidation is in effect discouraging submissions from the other 99% for the sake of the 1% who may have made an actual donation.

Mr Lawrence responded that Council does have a responsibility to make people aware of the legislative requirements and there was a danger of non disclosure if people were not sufficiently aware of the requirements. Also, the need for successive disclosures on subsequent submissions was due to the possibility of the resident having made a political donation in the interim. However, it was acknowledged that the current procedure actually acts as a disincentive and may make it just too hard for some residents to make a submission on a development application.

All that is required is a reference to a link for further information on rules governing disclosure of political donations. Also, the \$1,000 lower limit needs to be promoted rather than embedded in information. At present a resident would have to read through all the information provided to ascertain that declarations are not required if the donation was for less than \$1,000.

The document does not work well when community groups / organisations are putting in a submission. Office bearers do not necessarily know who within the group has political affiliations. Also, the Developer or Applicant only has to disclose once, whereas individuals are required to make multiple declarations.

It was stressed that at no time did Council intend to discourage submissions. Members were encouraged to bring any examples of such correspondence or evidence of any other communications which were in any way intimidating to the attention of Council so that they could be investigated and addressed.

**Q:** Are form letters reviewed?

**A:** Mr Lawrence advised that the catalyst for review is when legislation or policy changes or other circumstances such as procedures change. He was unsure about Planning letters, but advised he would discuss this matter with the Director of Planning to encourage a review of how they target their form letters and what the letters actually communicate. The notification letter in particular could be used as an example to encourage Planning towards an internal review.

It was felt that form letters in general need to be more flexible so that they can be targeted to individuals, for instance different demographics require different approaches. The boilerplate may need to be there but if it does not apply it does not need to be fully utilised. Letters can be adapted to better communicate.

## **Is Detuning or Sanitizing Wording Helpful to the Democratic Process?**

Mr Middleton advised that his original wording for this presentation was:

*That the core philosophy and environment for communication between Pittwater Council and its communities be reviewed and discussed, with a view to encouraging and enhancing ease and openness **and to ensuring that spin, intimidation and disincentive are discouraged.***

The wording was changed by Council to the following:

*That the core philosophy and environment for communication between Pittwater Council and its communities be reviewed and discussed, with a view to encouraging and enhancing ease and openness **of information exchange.***

Mr Hunt advised that he had changed the wording in consultation with Mr Middleton. His intention was not to put a "spin" on the wording, or to sanitise the presentation. Mr Hunt was in full agreement that negative trends do need to be drawn out and discussed if they are ever to be effectively addressed. However, he was of the opinion that the original wording was inflammatory and that it was not appropriate to place such wording on an Agenda which may have been misleading or open to misinterpretation by the general public.

Mr Middleton responded that the target audience for this communication was the reference group members and that he had deliberately phrased it in a controversial manner in order to stimulate discussion.

It was agreed that Council (and in fact all organisations) do need to be aware of issues such as this, and that community feedback is essential if these issues are to be addressed.

### **REFERENCE POINTS:**

- ***Council to look at current procedures on advising residents of their responsibilities in relation to political donation declarations on planning submissions.***
- ***Council to discuss ways to better inform Community Groups concerning items of special interest within their area.***
- ***Council to review all of its form letters to ensure that they are current in achieving the primary aim of the communication.***



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## **CEIG 4.3 Governance Issues Update**

### **REFERENCE GROUP RECOMMENDATION**

That the information in the discussion paper be noted and that Mr Lawrence be thanked for his presentation.

(Mr Butler / Mr Middleton)

### **Proceedings in Brief**

Mr Warwick Lawrence, Manager – Administration & Governance, addressed the meeting on this item.

### **DISCUSSION:**

**Q:** When an application for information is refused is there a review process?

**A:** The applicant can request an internal review or can go directly to the OIC or Administrative Decisions Tribunal.

**Q:** Who actually performs the internal review?

**A:** The GIPA Act requires that a person of higher authority does the internal review. The Manager of Administration & Governance would review the decision of the Principal Officer, Administration, the General Manager would review the decision of the Manager.

**Q:** If the application involves personal information on another person and 3<sup>rd</sup> party consultation is required – what is the position if they say no to having that information released?

**A:** Council then has to determine the public interest in releasing such information. Mechanisms are in place to protect the 3<sup>rd</sup> party's right to privacy, but if it is decided that the release on the information is in the public interest then it should be released. Both parties have the right to appeal Council's decision should it go against them.

If the decision is made to **not** release the information then Council has to be quite explicit in explaining on what grounds that decision has been made. Council will always err on the side of caution due to the possibility of legal action for breach of privacy.

It was alleged that Council's claim in the release of documents relating to the Woolworths development at Newport as a "proactive release" over 12 months after receipt of those documents was further evidence of "spin" by Council.

Mr Lawrence responded that the treatment of those documents was governed by what was happening at the time. Initially they did have to be kept confidential, but proactive release in response to the substantial public interest was undertaken at the earliest opportunity.

Members commented on the Destination 2036 Draft Action Plan resulting from the LGA (Dubbo) Conference. The stated objective to facilitate amalgamations of councils across NSW appeared to be at odds with the SHOROC region veto on LGA amalgamations. Given the number of regional linkages such as SHOROC, it was discussed as to whether the cooperation between regional councils could become so dense and entwined that a case could be made for LGA amalgamations.

Mr Lawrence responded that in his opinion such a diverse range of activities and projects are being undertaken individually by the local Councils that it would never get to that stage. Resource sharing across the SHOROC region is probably at less than 5% of a Council's activities but that figure could increase in the future.

There are many resource sharing initiatives being explored but the Councils remained independent and amalgamation was not seen as desirable or efficient by Pittwater Council at this time.

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## **5.0 General / Emerging Business**

### **5.1 ecoMarker Proposal**

Mr Graeme Jessup and Ms Jo Tulau (Natural Environment Officer) provided an update on progress with the ecoMarker Proposal first discussed by the CEIG Reference Group at its meeting on 24 August 2011.

This item is not yet budgeted for but any costs incurred in the preliminary establishment stage is being accommodated in existing budgets. More money will be available as the project progresses.

Council will be driving the project for the most part, with input from interested parties. The focus will be on areas where the community has good access to ensure high visibility of the eco-Markers. A test period is being planned to gauge the extent to which people do notice the plaques and if they have any impact.

Although all credit remains with Mr Jessup for the eco-Marker idea and the very positive progress of the project so far, it was acknowledged that the initiative had been brought to the attention of Council via an initial presentation to the CEIG Reference Group. This further demonstrates the value of the reference groups in bringing community initiatives before Council.

### **5.2 Communicating with the Communities**

The question arose as to how aware Reference Group members were of the potential of technology to enhance communication between community groups, their members and the communities they represent.

Council is very proactive in sourcing and using technology, and information is communicated via Council's website, Facebook, Twitter, survey monkeys, etc. There is a ceiling on what can be achieved due to resources and costs. This may change over time, but Council needs to constantly assess the value of specific communications vs the investment of resources and money necessary. For example, one Council invested heavily in pod-casting their Council Meetings but subsequent testing established that the pod-casts averaged 2-3 hits per session.

Council has a quite limited communications budget but every penny is used very well. Facebook and twitter are constantly updated, with any items of interest or things happening within the community being uploaded. Events, markets, Church Point Wharf going to Council – anything of public interest goes on Facebook.

### **5.3 Audit & Risk Committee Operations Report to Council 6 Feb 2012**

It was questioned as to why no recommendations were contained in the Audit & Risk Committee Report for endorsement by Council. This is because the Audit & Risk Committee makes recommendations within the Committee itself, thus ensuring it remains independent.

### **5.4 Carbon Tax / Climate Change**

Mr Hunt was asked if Council has prepared any costings as to the potential impact on Council's budget of the proposed Carbon Tax Legislation. Mr Hunt took this question on notice.

- ***Mr Hunt to report to the Reference Group on the potential cost to Council of the proposed Carbon Tax.***

Mr Hunt was asked what was the cost to Council so far in the preparation for Climate Change. Mr Hunt took this question on notice.

- ***Mr Hunt to report on the total cost to Council of the preparation, implementation and remedial programs in preparation for Climate Change.***

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### **REFERENCE GROUP RECOMMENDATION**

That the discussions in General / Emerging Business be noted and that Mr Jessup, Ms Tulau, Mr Lawrence and Mr Hunt be thanked for their contribution.

(Mr Butler / Mr Middleton)

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## **6.0 Next Meeting**

The next meeting of the Community Engagement & Information Reference Group Committee is scheduled to be held on 23 May 2012.

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**There being no further business  
the meeting closed at 5.58pm on  
Wednesday, 22 February, 2012**

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## **Planning an Integrated Built Environment Committee**

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### **11.0          Planning an Integrated Built Environment Committee Business**

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<b>C11.1</b>	<b>N0423/11 - 56 Tatiara Crescent, North Narrabeen - Alterations and additions to the existing dwelling</b>
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**Meeting:** Planning an Integrated Built Environment Committee

**Date:** 19 March 2012

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**STRATEGY:** Land Use Development

**ACTION:** Provide an effective development assessment and determination process

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**PURPOSE OF REPORT**

To inform the Committee of the Development Unit's recommendation following consideration of Development Application N0423/11 for alterations and additions to the existing dwelling at 56 Tatiara Crescent, North Narrabeen.

**1.0 BACKGROUND**

- 1.1 The Development Unit, at its meeting held on Thursday 1 March 2012, considered the Development Officer's report (refer **Attachment 1**) for determination of Development Application N0423/11 for alterations and additions to the existing dwelling at 56 Tatiara Crescent, North Narrabeen.

**2.0 REASON FOR REFERRAL TO COUNCIL**

- 2.1 It is outside the delegation of the Development Unit to approve a variation to policy relating to site cover and height of greater than 10%.

**3.0 DEVELOPMENT UNIT DELIBERATIONS**

- 3.1 The Development Unit resolved to endorse the assessing officer's recommendation subject to the draft Conditions of Consent with an additional condition B12 to further protect an angophora on the site.

**4.0 ISSUES**

- B4.4 Flora and Fauna Habitat Enhancement Category 2 and Wildlife Corridor
- C1.1 Landscaping
- C1.7 Private Open Space
- D11.4 Height
- D11.7 Side and rear building line
- D11.9 Building envelope
- D11.11 Site coverage - Environmentally Sensitive Land
- D11.14 Construction, Retaining walls, terracing and undercroft areas

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## **5.0 SUSTAINABILITY ASSESSMENT**

The relevant Environmental, Social and Economic issues have been addressed within the attached report.

## **6.0 EXECUTIVE SUMMARY**

The application was considered by the Development Unit at its meeting held on 1 March 2012 and endorsed the Assessing Officer's recommendation for approval with an additional condition B12 to protect an angophora on the site.

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## **RECOMMENDATION**

That the recommendation in the Development Officers Report be endorsed and Application N0423/11 for alterations and additions to the existing dwelling at 56 Tatiara Crescent, North Narrabeen (Lot 319 DP2383821) for alterations and additions to the existing dwelling be granted development consent subject to the conditions contained in the Draft Determination and the additional condition of consent:

### **Additional Condition B12**

The Angophora Species located in the south western corner of the site shall be retained in order to soften the appearance of the proposal as viewed in the general locality.

Report prepared by  
Gabrielle Angles, Principal Officer - Administration

Warwick Lawrence  
**MANAGER, ADMINISTRATION & GOVERNANCE**

**SUBJECT:** N0423/11 – 56 Tatiara Crescent, North Narrabeen (Lot 319 DP 238382) Alterations and additions to the existing dwelling

**Determination Level:** Development Unit

**Date:** 1 March 2012

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**SUMMARY OF RECOMMENDATION****CONSENT WITH CONDITIONS**

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<b>REPORT PREPARED BY:</b>	Ellie Robertson
<b>APPLICATION SUBMITTED ON:</b>	16/11/2011
<b>APPLICATION SUBMITTED BY:</b>	MARK ANDREW OAKEY STEPHANIE OAKEY 56 TATIARA CRESCENT NORTH NARRABEEN 2101
<b>OWNER(S):</b>	OAKEY, MARK ANDREW (OwnResOcc) OAKEY, STEPHANIE (OwnResOcc)

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**CONTROLS**

**1.0 DEVELOPMENT**

The site is zoned 2(a) Residential and the proposed development being alterations and additions to the existing dwelling is permissible with consent pursuant to Pittwater Local Environmental Plan 1993. The following relevant local and state policies apply to this site:

- Pittwater Local Environmental Plan (LEP) 1993;
- Pittwater 21 Development Control Plan (Amendment 6); and
- Geotechnical Risk Management Policy for Pittwater 2009.

## 2.0 NOTIFICATIONS

- 7 property owners notified
- Nil submissions received

## 3.0 ISSUES

- B4.4 Flora and Fauna Habitat Enhancement Category 2 and Wildlife Corridor
- C1.1 Landscaping
- C1.7 Private Open Space
- D11.4 Height
- D11.7 Side and rear building line
- D11.9 Building envelope
- D11.11 Site coverage - Environmentally Sensitive Land
- D11.14 Construction, Retaining walls, terracing and undercroft areas

## 4.0 COMPLIANCE TABLE

T - Can the proposal satisfy the technical requirements of the control?

O - Can the proposal achieve the control outcomes?

N - Is the control free from objection?

Control	Standard	Proposal	T	O	N
REF - Development Engineer					
B3.1 Landslip Hazard			Y	Y	Y
B3.22 Flood Hazard - Flood Category 3 - All Development			Y	Y	Y
B5.4 Stormwater Harvesting			-	-	-
B5.7 Stormwater Management - On-Site Stormwater Detention			-	-	-
B5.8 Stormwater Management - Water Quality - Dwelling House, Dual Occupancy and Secondary Dwellings			-	-	-
B5.10 Stormwater Discharge into Public Drainage System			Y	Y	Y
B5.12 Stormwater Drainage Systems and Natural Watercourses		The application was referred to Council's Engineer who provided the following comment: <i>"The site has a 375mm dia RCP along its eastern boundary, contained within an easement to drain water. The existing dwelling is elevated above ground level and the proposed additions are a deck at the elevated level. It is considered that there is no possible impact on the existing pipe from the proposed development."</i>	Y	Y	Y



B6.1 Access Driveways and Works on the Public Road Reserve - Dwelling House and Dual Occupancy			-	-	-
B6.3 Internal Driveways - Dwelling Houses and Dual Occupancy			-	-	-
B6.5 Off-Street Vehicle Parking Requirements - Dwelling Houses, Secondary Dwellings and Dual Occupancy			-	-	-
B8.1 Construction and Demolition - Excavation and Landfill			-	-	-
B8.2 Construction and Demolition - Erosion and Sediment Management			Y	Y	Y
B8.3 Construction and Demolition - Waste Minimisation			Y	Y	Y
B8.4 Construction and Demolition - Site Fencing and Security			-	-	-
B8.5 Construction and Demolition - Works in the Public Domain			-	-	-
B8.6 Construction and Demolition - Traffic Management Plan			-	-	-
REF - Health					
B5.2 Wastewater Disposal			-	-	-
B5.3 Greywater Reuse			-	-	-
REF - Natural Resources					
B1.4 Aboriginal Heritage Significance		<i>No apparent issues.</i>	Y	Y	Y
B3.5 Acid Sulphate Soils		<i>No issues - Acid Sulphate Region 5 only.</i>	Y	Y	Y
B4.4 Flora and Fauna Habitat Enhancement Category 2 and Wildlife Corridor			Y	Y	Y
C1.1 Landscaping			Y	Y	Y
REF - Planner					
EPA Act Section 147 Disclosure of political donations and gifts			-	-	-
3.1 Submission of a Development Application and payment of appropriate fee			Y	Y	Y
3.2 Submission of a Statement of Environmental Effects			Y	Y	Y

3.3 Submission of supporting documentation - Site Plan / Survey Plan / Development Drawings			Y	Y	Y
3.4 Notification			Y	Y	Y
3.5 Building Code of Aust.			Y	Y	Y
4.5 Integrated Development: Aboriginal Objects and Places			-	-	-
4.7 Integrated Development - Roads			-	-	-
5.3 Referral to NSW Department of Environment and Climate Change (DECC)			-	-	-
A1.7 Considerations before consent is granted			Y	Y	Y
B1.3 Heritage Conservation - General			Y	Y	Y
B3.6 Contaminated Land and Potentially Contaminated Land			Y	Y	Y
B5.2 Wastewater Disposal			Y	Y	Y
B5.3 Greywater Reuse			-	-	-
B5.12 Stormwater Drainage Systems and Natural Watercourses			-	-	-
C1.2 Safety and Security			Y	Y	Y
C1.3 View Sharing			-	-	-
C1.4 Solar Access			Y	Y	Y
C1.5 Visual Privacy		The elevated verandah from the upper floor may result in overlooking to the decks and private open space of the adjoining properties to the east and west of the subject site. These decks are within 9 metres of the proposed verandah. No objections have been received with regard to visual privacy. However, a condition of consent is recommended for privacy screens with a minimum of 25% openings to be provided to the east and west side of the upper floor verandah to a height of 1.7 metres measured from the floor level of the verandah. The required location of the privacy screens is shown in red on Drawing No.1431-3 prepared by JD Evans and Company Pty Ltd dated 21/7/2011.	N	Y	Y
C1.6 Acoustic Privacy			Y	Y	Y
C1.7 Private Open Space		The proposal does not contain a minimum principal area of private open space of 16sqm with a minimum dimension of 4m and grade no steeper than 5%. Greater than 75% of the private open space is within what is technically the front yard of the dwelling adjoining Tatiara Crescent. See Section 10 for further discussion.	N	Y	Y

C1.9 Adaptable Housing and Accessibility			-	-	-
C1.12 Waste and Recycling Facilities			Y	Y	Y
C1.13 Pollution Control			Y	Y	Y
C1.14 Separately Accessible Structures			-	-	-
C1.17 Swimming Pool Safety			-	-	-
C1.19 Incline Passenger Lifts and Stairways			-	-	-
C1.23 Eaves	Minimum 450mm	250-500mm  Eaves of a minimum 450mm width will be recommended as a condition of consent.	N	Y	Y
C1.24 Public Road Reserve - Landscaping and Infrastructure			-	-	-
C1.25 Plant, Equipment Boxes and Lift Over-Run			Y	Y	Y
D11.1 Character as viewed from a public place			Y	Y	Y
D11.2 Scenic protection - General			Y	Y	Y
D11.3 Building colours and materials	Dark and earthy tones.	To match existing dwelling.	Y	Y	Y
D11.4 Height	Maximum height of 8.5 metres from natural ground level	Maximum height of dwelling: 13.2 metres from natural ground level. The proposed development results in a non-compliance with the building height control. See Section 10 of this report for further discussion.	N	Y	Y
D11.6 Front building line	6.5 metres or the established building line, whichever is the greater	8.3 metres	Y	Y	Y
D11.7 Side and rear building line	2.5 metres to one side, 1 metre to the other, 6.5 metres to the rear	Side (east): 1 - 3.8 metres Side (west): 1 metre Rear: 9.5 - 10.5 metres  The proposed development has been correctly defined as alterations and additions and the works maintain the existing setbacks of the dwelling with the exception of the works to the eastern side of the dwelling. See Section 10 for further discussion.	N	Y	Y
D11.9 Building envelope	Projections of 45 degrees from a height of 3.5 metres	Portions of the upper floor on the east and west elevations of the dwelling encroach the building envelope. See Section 10 for further discussion.	N	Y	Y

D11.11 Site coverage - Environmentally Sensitive Land	Maximum Site Coverage: 40% Minimum Landscaped Area: 60%	Existing Site Coverage: 45% (257sqm)  Proposed Site Coverage: 56% (322sqm)  <u>Variations</u>  Up to 6% of the site provided as impervious landscape treatments for outdoor recreational purposes only: 27sqm  Site coverage minus variations: 51% (295sqm)  The proposed development results in a non-compliant site coverage. See Section 10 for further discussion.	N	Y	Y
D11.13 Fences - Flora and Fauna Conservation Areas			-	-	-
D11.14 Construction, Retaining walls, terracing and undercroft areas	Undercroft areas: 3.5 metres in height or less	Maximum height of undercroft area: 7.2 metres.  The proposed height of the undercroft area is non-compliant with the control. See Section 10 for further discussion.	N	Y	Y
SEPP (Building Sustainability Index: BASIX) 2004			Y	Y	Y
Other State Environmental Planning Policies (SEPPs)			Y	Y	Y

\*Issues marked with an **x** are discussed later in the report.

Issues marked with a - are not applicable to this Application.

## 5.0 SITE DETAILS

The subject site has a legal description of Lot 319 DP 238382, commonly known as No.56 Tatiara Crescent, North Narrabeen. The subject site has a frontage of 22.1 metres to Tatiara Crescent however is only accessible from the rear via a right of carriageway from Powderworks Road. The site is 578.1sqm in area and is irregular in shape. The site is steeply sloping with an average gradient of 64% and currently contains a single storey residential dwelling. The streetscape of Tatiara Crescent is characterised by a one and two storey residential dwellings. The subject site is located in a Geotechnical Risk Management area.

## 6.0 PROPOSAL IN DETAIL

The proposal involves alterations and additions to the existing dwelling including the construction of a new verandah on the upper floor level, minor extension of the living room wall on the upper floor, a new lower floor and deck constructed underneath the existing dwelling, minor internal reconfiguration, changes to fenestration and associated site works.

## 7.0 BACKGROUND

Development Application N0423/11 was lodged with Council on 16 November 2011 for alterations and additions to the existing dwelling. The proposed development was notified in accordance with Council's notification policy for a period of 14 days beginning on 21 November 2011. As a result of the notification process, no submissions were received. The application was referred to Council's Development Engineer and Natural Resources Officer for comment. A site inspection was undertaken on 10 February 2012.



## **8.0 STATE ENVIRONMENTAL PLANNING POLICY NO. 1 - DEVELOPMENT STANDARDS (SEPP No. 1)**

The application of SEPP NO. 1 is not required.

## **9.0 EXISTING USE RIGHTS**

Does the proposal rely on Existing Use Rights? No

## **10.0 DISCUSSION OF ISSUES**

- **B4.4 Flora and Fauna Habitat Enhancement Category 2 and Wildlife Corridor; and C1.1 Landscaping**

The application was referred to Council's Natural Resources Officer who provided the following comment:

*"The property contains a modified landscape on a steeply sloping site. The proposed works involve alterations and additions to the dwelling including new balconies which will be suspended well above natural ground level. The works will be supported by four new pier footings, which will be located in an area containing no trees or significant vegetation. There are no natural resource issues."*

- **C1.7 Private Open Space**

The proposal does not contain a minimum principal area of private open space of 16sqm with a minimum dimension of 4m and grade no steeper than 5%. Greater than 75% of the private open space is within what is technically the front yard of the dwelling adjoining Tatiara Crescent.

The subject site is accessed at the rear via a right of carriageway from Powderworks Road and the front yard of the site is not accessible to pedestrians due to the natural rock ledges and outcrops and the steep topography of the land - the site has an average slope of approximately 64%.

The elevated nature of the verandah and privacy screens as recommended via conditions of consent will ensure that visual privacy to this verandah is maximised for its occupants. It is considered that the proposed verandah on the upper floor will be a significant improvement to the current private open space available to the dwelling and a variation to the control is supported in this instance.

- **D11.4 Height**

The proposed development results in a non-compliant building height of a maximum 13.2 metres from natural ground level. The building footprint has a slope of approximately 78% however the new verandah and its associated roof is greater than 10 metres in height.

The existing dwelling on the upper floor is being retained and a new roofed verandah is proposed to the south of the dwelling on this level. A lower floor level is proposed within the undercroft of the new verandah and existing dwelling demonstrating that the proposed development sensitively responds to the natural topography of the land. The lower floor level underneath the existing dwelling does not require any cut or fill and allows the building to step down the slope. The posts supporting the verandah on the upper floor and deck on the lower floor will minimise the impact of the development on the natural rock within the front of the site.

No significant trees or vegetation will be lost as a result of the development in which the bushland character of the North Narrabeen locality will be preserved. The existing significant vegetation on the subject site and adjoining properties will ensure that the built form of the dwelling does not dominate its natural setting. The proposed development will not impact upon views available from the public or private domain and the desired future character of the North Narrabeen locality is achieved. In this regard, a variation to the control is supported and the proposal considered reasonable.

- **D11.7 Side and rear building line**

The proposed development has been correctly defined as alterations and additions and the works maintain the existing setbacks of the dwelling with the exception of the works to the eastern side of the dwelling. A minor portion of the side verandah located on the upper floor on the eastern side of the dwelling encroaches the 2.5 metre side building setback.

The non-compliant portion of the side verandah is a single storey element and predominantly open in nature in which the bulk and scale is considered minimal. Views from the public and private domain will not be impacted upon as a result. It is considered that a reasonable level of privacy, amenity and solar access will be maintained to the site and adjoining properties.

No vegetation will be lost as a result of the development and the existing significant vegetation on the subject site and adjoining properties will assist in reducing the visual impact of the built form. The desired future character of the North Narrabeen locality is maintained. In this regard, a variation to the control is supported.

- **D11.9 Building envelope**

Portions of the upper floor on the east and west elevations of the dwelling encroach the building envelope. The building footprint has a slope of approximately 78% in which a variation to the building envelope control may be permitted.

The proposed development will enhance the existing Tatiara Crescent streetscape and is of a scale and density that will be below the height of the trees of the natural environment. A reasonable level of privacy, amenity and solar access will be maintained to the subject site and adjoining properties and views from the public or private domain will not be impacted as a result of the development.

The building is a maximum of two (2) storeys and the open nature of the verandah and deck minimise the bulk and scale of the development. No vegetation is lost as a result of the proposal and the existing significant vegetation on site will assist in visually reducing the built form. The desired future character of the North Narrabeen locality is maintained. In this regard, a variation to the control is supported and the proposal is considered reasonable.

- **D11.11 Site coverage - Environmentally Sensitive Land**

Whilst the maximum site coverage specified for the subject site is 40%, the proposal results in a non-compliance with the control of 56% (322sqm). The existing site coverage is 45% (257sqm) in which the proposal adds 65sqm of site coverage. With the applied variations, the site coverage is reduced to 51% (295sqm).

The subject site is burdened by a right of carriageway to the benefit of the adjoining properties to the west. The lot has a site area of 578.1sqm in which the right of carriageway occupies approximately 114sqm (20% of the site).

The proposed development is considered to be of minimal bulk and scale as the steep topography of the land which results in a non-compliant building height is offset by the open nature of the upper floor deck. No vegetation is lost as a result of the development and the existing significant vegetation on site and on the nearby adjoining properties will assist in reducing the visual impact of the built form and will preserve the bushland character of the area.

It is considered that there is sufficient soft surface on the site to minimise run-off and assist with stormwater management. The proposal is considered to achieve the desired future character of the North Narrabeen locality in that the dwelling is a maximum of two (2) storeys in a landscaped setting, sympathetic to the landform and surrounding landscape.

Disturbance to the subject site, especially the natural rock ledges and outcrops within the front of the site will be minimised with the proposed post and pier construction. In this regard, a variation to the control is supported and the proposal is considered reasonable.

- **D11.14 Construction, Retaining walls, terracing and undercroft areas**

The proposed height of the undercroft area is calculated at a maximum of 7.2 metres and is non-compliant with the control. This is as a result of the steep topography of the lot in which the footprint of the building has an average slope of approximately 78%.

The support for the proposed verandah and deck on the upper and lower floors will be constructed of lightweight pier and beam footings which will minimise any disturbance to the natural rock ledges within the front of the site. The portion of the site forward of the paling fence in the front yard is considered to have sufficient existing vegetation to soften the visual impact of the undercroft area. In this regard, a variation to the control is supported and the proposal considered reasonable.

## **11.0 CONCLUSION**

The Development Application has been assessed in accordance with the provisions of Section 79C of the Environmental Planning and Assessment Act 1979, Pittwater Local Environmental Plan 1993 and Pittwater 21 DCP and other relevant Council policies.

The proposed development results in non-compliances with a number of design criteria for residential development and locality specific controls. However, the proposal is considered to be consistent with the outcomes of each respective control and variations to each are supported. In this regard, the application is recommended for approval subject to conditions of consent.

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## **RECOMMENDATION OF DEVELOPMENT OFFICER / PLANNER**

That Council, as the consent authority pursuant to Section 80 of the Environmental Planning and Assessment Act 1979, grant consent to Development Application N0423/11 for alterations and additions to the existing dwelling at No.56 Tatiara Crescent, North Narrabeen, subject to conditions of consent.

Report prepared by

Ellie Robertson  
**PLANNER**

**DRAFT DETERMINATION**

**CONSENT NO: N0423/11  
ENVIRONMENTAL PLANNING & ASSESSMENT ACT, 1979 (AS AMENDED)  
NOTICE TO APPLICANT OF DETERMINATION  
OF A DEVELOPMENT APPLICATION**

**Applicants Name and Address:**

MARK ANDREW OAKEY  
STEPHANIE OAKEY  
56 TATIARA CRESCENT  
NORTH NARRABEEN 2101

Being the applicant in respect of Development Application No **N0423/11**

Pursuant to section 80(1) of the Act, notice is hereby given of the determination by Pittwater Council, as the consent authority, of Development Application No **N0423/11** for:

Alterations and additions to the existing dwelling.

**At: 56 Tatiara Crescent, North Narrabeen (Lot 319 DP 238382)**

**Decision:**

The Development Application has been determined by the granting of consent based on information provided by the applicant in support of the application, including the Statement of Environmental Effects, and in accordance with

**Drawing No. 1431-1, 1431-2, 1431-3, 1431-4, 1431-5, 1431-6, 1431-7 and 1431-8 all prepared by JD Evans and Company Pty Ltd all dated 21/7/2011, Risk Analysis and Management for Proposed Alterations and Additions at 56 Tatiara Crescent, North Narrabeen MM 27723 prepared by Jack Hodgson Consultants Pty Ltd dated 10 August 2011**

as amended in red (shown clouded) or as modified by any conditions of this consent.

The reason for the imposition of the attached conditions is to ensure that the development consented to is carried out in such a manner as to achieve the objectives of the Environmental Planning and Assessment Act 1979 (as amended), pursuant to section 5(a) of the Act, having regard to the relevant matters for consideration contained in section 79C of the Act and the Environmental Planning Instruments applying to the land, as well as section 80A of the Act which authorises the imposing of the consent conditions.

Endorsement of date of consent \_\_\_\_\_

Mark Ferguson  
GENERAL MANAGER  
Per:



## CONDITIONS OF APPROVAL

This consent is not an approval to commence building work. The works associated with this consent can only commence following the issue of the Construction Certificate.

Note: Persons having the benefit of development consent may appoint either a council or an accredited certifier as the principal certifying authority for the development or for the purpose of issuing certificates under Part 4A of the Environmental Planning and Assessment Act. When considering engaging an accredited certifier a person should contact the relevant accreditation body to ensure that the person is appropriately certified and authorised to act in respect of the development.

### A. Prescribed Conditions:

1. All works are to be carried out in accordance with the requirements of the Building Code of Australia.
2. In the case of residential building work for which the *Home Building Act 1989* requires there to be a contract of insurance in force in accordance with Part 6 of that Act, there is to be such a contract in force.
3. Critical stage inspections are to be carried out in accordance with clause 162A of the *Environmental Planning & Assessment Regulation 2000*. To allow a Principal Certifying Authority or another certifying authority time to carry out critical stage inspections required by the Principal Certifying Authority, the principal contractor for the building site or the owner-builder must notify the Principal Certifying Authority at least 48 hours before building work is commenced and prior to further work being undertaken.
4. A sign must be erected in a prominent position on any site on which building work, subdivision work or demolition work is being carried out:
  - a. showing the name, address and telephone number of the Principal Certifying Authority for the work, and
  - b. showing the name of the principal contractor (if any) for any building work and a telephone number on which that person may be contacted outside working hours, and
  - c. stating that unauthorised entry to the work site is prohibited.

Any such sign is to be maintained while the building work, subdivision work or demolition work is being carried out, but must be removed when the work has been completed.

5. Residential building work within the meaning of the *Home Building Act 1989* must not be carried out unless the Principal Certifying Authority for the development to which the work relates (not being the Council) has given the Council written notice of the following information:
  - a. in the case of work for which a principal contractor is required to be appointed:
    - i. The name and licence number of the principal contractor, and
    - ii. The name of the insurer by which the work is insured under Part 6 of that Act.
  - b. in the case of work to be done by an owner-builder:
    - i. The name of the owner-builder, and
    - ii. If the owner-builder is required to hold an owner-builder permit under that Act, the number of the owner-builder permit.

6. If arrangements for doing the residential building work are changed while the work is in progress so that the information notified under subclause (2) becomes out of date, further work must not be carried out unless the Principal Certifying Authority for the development to which the work relates (not being the Council) has given the Council written notice of the updated information.
7. The hours of construction are restricted to between the hours of 7.00am and 5.00pm Monday - Friday and 7.00am to 1.00pm on Saturdays. No works are to be carried out on Sundays or Public Holidays. Internal building work may be carried out at any time outside these hours, subject to noise emissions from the building or works not being audible at any adjoining boundary.

**B. Matters to be incorporated into the development and maintained over the life of the development:**

1. If any Aboriginal Engravings or Relics are unearthed all work is to cease immediately and the Metropolitan Local Aboriginal Land Council (MLALC) and Department of Environment & Climate Change (DECC) are to be notified.
2. Domestic pet animals are to be kept from entering wildlife habitat areas at all times. Dogs and cats are to be kept in an enclosed area or on a leash such that they cannot enter areas of bushland or foreshore, unrestrained, on the site or on surrounding properties or reserves. Ferrets and rabbits are to be kept in a locked hutch/run at all times.
3. Any vegetation planted onsite outside approved landscape zones is to be consistent with:
  - a. Species listed in the Ecological Sustainability Plan or Bushland Management Plan (if applicable)
  - b. Species listed from the Endangered Ecological Community
  - c. Locally native species growing onsite and/or selected from the list pertaining to the vegetation community growing in the locality as per the vegetation mapping and Native Plants for Your Garden available on the Pittwater Council website [http://www.pittwater.nsw.gov.au/environment/species\\_lists](http://www.pittwater.nsw.gov.au/environment/species_lists)
4. Prior to the completion of works, all declared noxious weeds are to be removed/controlled in accordance with the Noxious Weeds Act 1993. Environmental weeds are to be removed and controlled. Refer to Pittwater Council website [http://www.pittwater.nsw.gov.au/environment/noxious\\_weeds](http://www.pittwater.nsw.gov.au/environment/noxious_weeds) for noxious/environmental weed lists.
5. No environmental weeds are to be planted on the site. Refer to Pittwater Council website [http://www.pittwater.nsw.gov.au/environment/noxious\\_weeds](http://www.pittwater.nsw.gov.au/environment/noxious_weeds) for environmental weed lists.
6. In accordance with Pittwater Council's Tree Preservation Order, all existing trees as indicated in the Survey Plan and/or approved Landscape Plan shall be retained except where Council's prior written consent has been obtained, as trees stand within the envelope of approved development areas. For all other tree issues not related to a development application, applications must be made to Council's Tree Management Officers.
7. This approval/consent relates only to the new work nominated on the approved consent plans and does not approve or regularise any existing buildings or structures within the property boundaries or within Council's road reserve.
8. Privacy screens with a minimum of 25% openings shall be provided to the east and west sides of the upper floor verandah to a height of 1.7 metres measured from the floor level of the verandah. The required location of the privacy screens is shown in red on Drawing No.1431-3 prepared by JD Evans and Company Pty Ltd dated 21/7/2011.

9. All external glazing is to have a maximum reflectivity index of 25%.
10. The finished surface materials, including colours and texture of any building, shall match the detail and materials of the existing building.
11. The commitments identified in the BASIX Certificate and on the plans or specifications are to be fulfilled and maintained for the life of the development.

### **C. Matters to be satisfied prior to the issue of the Construction Certificate:**

Note: All outstanding matters referred to in this section are to be submitted to the accredited certifier together. Incomplete Construction Certificate applications / details cannot be accepted.

1. Prior to issue of the Construction Certificate, Form 2 of the *Geotechnical Risk Management Policy for Pittwater* (Appendix 5 of P21 DCP) is to be completed and submitted to the Principal Certifying Authority.
2. Submission of construction plans and specifications and documentation which are consistent with the approved Development Consent plans, the requirements of Building Code of Australia and satisfy all conditions shown in Part B above are to be submitted to the Principal Certifying Authority.
3. The Accredited Certifier or Council must be provided with a copy of plans that a Quick Check agent/Sydney Water has stamped before the issue of any Construction Certificate.
4. Any proposed demolition works shall be carried out in accordance with the requirements of AS2601-2001 *The Demolition of Structures*.

Amongst others, precautions to be taken shall include compliance with the requirements of the WorkCover Authority of New South Wales, including but not limited to:

1. Protection of site workers and the general public.
2. Erection of hoardings where appropriate.
3. Asbestos handling and disposal where applicable.
4. Any disused service connections shall be capped off.

Council is to be given 48 hours written notice of the destination/s of any excavation or demolition material. The disposal of refuse is to be to an approved waste disposal depot.

5. Structural Engineering details relating to the approved works are to be submitted to the Accredited Certifier or Council prior to release of the Construction Certificate. Each plan/sheet is to be signed by a qualified practising Structural Engineer with corporate membership of the Institute of Engineers Australia (M.I.E), or who is eligible to become a corporate member and has appropriate experience and competence in the related field.
6. Where the building does not provide minimum 450mm eaves to any roof form, the proposal is to be modified to provide eaves a minimum of 450mm in width.
7. Plans and details demonstrating that the commitments identified in the BASIX Certificate that apply to the construction certificate or complying development plans and specifications are fulfilled.

#### **D. Matters to be satisfied prior to the commencement of works and maintained during the works:**

Note: It is an offence to commence works prior to issue of a Construction Certificate.

1. Temporary sedimentation and erosion controls are to be constructed prior to commencement of any work to eliminate the discharge of sediment from the site.
2. Adequate measures shall be undertaken to remove clay from vehicles leaving the site so as to maintain public roads in a clean condition.
3. Waste materials generated through demolition, excavation and construction works are to be minimised by re-use on site, recycling or where re-use or recycling is not practical, disposal at an appropriate authorised waste facility.

All waste dockets and receipts regarding demolition, excavation and construction waste are to be retained on site to confirm which facility received the material for recycling or disposal. The ongoing operation of Recycling and Waste Management Services is to be undertaken in accordance with the Waste Management Plan.

4. A stamped copy of the approved plans is to be kept on the site at all times, during construction.
5. Toilet facilities are to be provided in a location which will not detrimentally affect the amenity of any adjoining residents at or in the vicinity of the work site during the duration of the development.
6. Demolition works must be carried out in compliance with *WorkCover's Short Guide to Working with Asbestos Cement* and Australian Standard AS 2601 2001 *The Demolition of Structures*.

The site must be provided with a sign containing the words **DANGER ASBESTOS REMOVAL IN PROGRESS** measuring not less than 400mm x 300mm and be erected in a prominent visible position on the site. The sign is to be erected prior to demolition work commencing and is to remain in place until such time as all asbestos cement has been removed from the site and disposed to a lawful waste disposal facility.

All asbestos laden waste, including flat, corrugated or profiled asbestos cement sheets must be disposed of at a lawful waste disposal facility. Upon completion of tipping operations the applicant must lodge to the Principal Certifying Authority, all receipts issued by the receiving tip as evidence of proper disposal.

#### **E. Matters to be satisfied prior to the issue of Occupation Certificate:**

Note: Prior to the issue of an Occupation Certificate the principal certifying authority is to ensure that Council's assets, including road, kerb and gutter and drainage facilities adjacent or near to the site have not been damaged as a result of the works. Where such damage has occurred, it is to be repaired to Council's written satisfaction prior to the issue of an Occupation Certificate or suitable arrangements put in place to effect those repairs at a future date to Council's written satisfaction. Should this process not be followed, Council will pursue action against the principal accredited certifier in relation to the recovery of costs to effect such works.

Note: It is an offence to occupy the building or part thereof to which this consent relates prior to the issue of an Occupation Certificate.



1. Prior to issue of the Occupation Certificate, Form 3 of the *Geotechnical Risk Management Policy* (Appendix 5 of P21 DCP) is to be completed and submitted to the Principal Certifying Authority.
2. An Occupation Certificate application stating that the development complies with the Development Consent, the requirements of the Building Code of Australia and that a Construction Certificate has been issued must be obtained before the building is occupied or on completion of the construction work approved by this Development Consent.
3. All existing and /or proposed dwellings/sole occupancy units are to have approved hard-wired smoke alarms installed and maintained over the life of the development. All hard-wired smoke alarms are to be Australian Standard compliant and must be installed and certified by any appropriately qualified electrician prior to the issue of any Occupation Certificate.
4. Certification is to be provided that the commitments identified in the BASIX Certificate have been fulfilled.

**F. Matters to be satisfied prior to the issue of Subdivision Certificate:**

Nil.

**G. Advice:**

1. Failure to comply with the relevant provisions of the *Environmental Planning and Assessment Act, 1979* (as amended) and/or the conditions of this Development Consent may result in the serving of penalty notices (on-the-spot fines) under the summary offences provisions of the above legislation or legal action through the Land and Environment Court, again pursuant to the above legislation.
2. The applicant is also advised to contact the various supply and utility authorities, i.e. Sydney Water, Sydney Electricity, Telstra etc. to enquire whether there are any underground utility services within the proposed excavation area.
3. It is the Project Managers responsibility to ensure that all of the Component Certificates/certification issued during the course of the project are lodged with the Principal Certifying Authority. Failure to comply with the conditions of approval or lodge the Component Certificates/certification will prevent the Principal Certifying Authority issuing an Occupation Certificate.
4. In accordance with Section 95(1) of the Act, this consent will lapse if the development, the subject of this consent, is not physically commenced within 5 years after the date from which this consent operates.
5. To ascertain the date upon which the determination becomes effective and operates, refer to Section 83 of the *Environmental Planning and Assessment Act, 1979* (as amended).
6. Should any of the determination not be acceptable, you are entitled to request reconsideration under Section 82A of the *Environmental Planning and Assessment Act, 1979*. Such request to Council must be made in writing, together with appropriate fees as advised at the time of lodgement of such request, within 1 year from the date of determination.
7. If you are dissatisfied with this decision, Section 97 of the *Environmental Planning and Assessment Act, 1979*, gives you a right of appeal to the Land and Environment Court within 12 months of the date of endorsement of this Consent.

8. The approved plans must be submitted to a Sydney Water Quick Check agent or Customer Centre to determine whether the development will affect Sydney Waters sewer and water mains, stormwater drains and/or easements, and if further requirements need to be met. The approved plans will be appropriately stamped. For Quick Check agent details please refer to the web site at [www.sydneywater.com.au](http://www.sydneywater.com.au) then see Building Developing and Plumbing then Quick Check, or telephone 13 20 92.

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## LOCALITY MAP



# NOTIFICATION PLAN

<p><b>EAST ELEVATION</b></p>	<p><b>SOUTH ELEVATION</b></p>	<p><b>WEST ELEVATION</b></p>	<p><b>SITE PLAN</b> LOT 28 IN DP 755362</p> <p>17 NOV 2011 CANNIBER COUNCIL</p>	<p><b>NORTH ELEVATION</b></p>	<h2>NOTIFICATION PLAN</h2>
<p><b>PROJECT:</b> PROPOSED ALTERATIONS / ADDITIONS  <b>NO 88 TATIANA CRESCENT</b>  <b>NORTH MARGARET N S W 2101</b>  <b>OWNER:</b> MARK &amp; STEPHANIE OKLEY</p>					<p>DATE: 21/11/2011          DRAWN: JDE          CHECKED: JDE          SCALE: 1:431</p>



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<b>C11.2</b>	<b>N0318/11 - 10 Florida Rd, Palm Beach - Alterations and additions to the existing dwelling</b>
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**Meeting:** Planning an Integrated Built Environment Committee

**Date:** 19 March 2012

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**STRATEGY:** Land Use Development

**ACTION:** Provide an effective development assessment and determination process

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## **PURPOSE OF REPORT**

To inform the Committee of the Development Unit's recommendation following consideration of Development Application N0318/11 for alterations and additions to the dwelling at 10 Florida Rd, Palm Beach.

### **1.0 BACKGROUND**

- 1.1 The Development Unit, at its meeting held on Thursday 16 February 2012, considered the Development Officer's report (**Attachment 1**) for determination of Development Application N0318/11 for alterations and additions to the existing dwelling at 10 Florida Road, Palm Beach.
- 1.2 This development application has been to the Development Unit on the following dates:
  - 9 February 2012 – item deferred
  - 16 February 2012– item recommended for approval

### **2.0 REASON FOR REFERRAL TO COUNCIL**

- 2.1 Councillor Townsend has called this development application to Council for determination.

### **3.0 DEVELOPMENT UNIT DELIBERATIONS**

- 3.1 The objector's consultant lawyer and the applicant's architect were present at the Development Unit's deliberations on 16 February 2012.
- 3.2 The Assessing Officer tabled correspondence on behalf of the objector's consultant Planner.
- 3.3 The Development Unit, at its meeting on 16 February 2012, resolved to endorse the assessing officer's recommendation (subject to clarification of Councillor Interest).
- 3.4 The main issue discussed at the Development Unit meeting on 16 February 2012 was visual privacy between the proposed deck at 10 Florida Rd and 14 Florida Rd, Palm Beach.

### **4.0 ISSUES**

- B4.3 Flora and Fauna Habitat Enhancement Category 2 Land
- C1.1 Landscaping
- C1.5 Visual Privacy

- C1.6 Acoustic Privacy
  - C1.7 Private Open Space
  - D12.1 Character as viewed from a public place
  - D12.8 Building envelope
- 

## **5.0 SUSTAINABILITY ASSESSMENT**

The relevant Environmental, Social and Economic issues have been addressed within the attached report.

## **6.0 EXECUTIVE SUMMARY**

The application was considered by the Development Unit at its meeting held on 16 February 2012 and, after hearing from the applicant's architect consultant, one objector and reviewing the document tabled on behalf of the objector's consultant planner, endorsed the Assessing Officer's recommendation for approval of the development application subject to the draft conditions of consent.

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## **RECOMMENDATION**

That the recommendation in the Development Officers Report be endorsed and Application 0318/11 – 10 Florida Road, Palm Beach (Lot 11 DP 13005) for alterations and additions to the existing dwelling be granted development consent subject to the conditions contained in the Draft Determination.

Report prepared by  
Gabrielle Angles, Principal Officer - Administration

Warwick Lawrence  
**MANAGER, ADMINISTRATION & GOVERNANCE**

**SUBJECT:** N0318/11 – 10 Florida Rd, Palm Beach – Alterations and additions to the existing dwelling

**Determination Level:** Development Unit

**Date:** 16 February 2012

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### **SUMMARY OF RECOMMENDATION**

#### **CONSENT WITH CONDITIONS**

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**REPORT PREPARED BY:** Joshua Real

**APPLICATION SUBMITTED ON:** 26/08/2011

**APPLICATION SUBMITTED BY:** ROBERT BARRY  
C/- ANNABELLE CHAPMAN ARCHITECT LEVEL 5/69  
REGENT STREET  
CHIPPENDALE 2008

**OWNER(S):** BARRY, MARY GORDON (OwnResOcc)

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### **1.0 DEVELOPMENT CONTROLS**

The site is zoned 2(a) Residential under the provisions of Pittwater Local Environmental Plan 1993. The proposed alterations and additions are permissible with consent. The following relevant local and state policies apply to this site:

- Pittwater Local Environmental Plan (LEP) 1993;
- Pittwater 21 Development Control Plan (Amendment 6);
- Geotechnical Risk Management Policy for Pittwater 2009.

### **2.0 NOTIFICATIONS**

- 9 property owners notified
- 1 submission/s received

### **3.0 ISSUES**

- B4.3 Flora and Fauna Habitat Enhancement Category 2 Land
- C1.1 Landscaping
- C1.5 Visual Privacy
- C1.6 Acoustic Privacy
- C1.7 Private Open Space
- D12.1 Character as viewed from a public place
- D12.8 Building envelope

#### 4.0 COMPLIANCE TABLE

T - Can the proposal satisfy the technical requirements of the control?

O - Can the proposal achieve the control outcomes?

N - Is the control free from objection?

Control	Standard	Proposal	T	O	N
REF - Development Engineer					
B3.1 Landslip Hazard			Y	Y	Y
B3.22 Flood Hazard - Flood Category 3 - All Development			-	-	-
B5.4 Stormwater Harvesting			-	-	-
B5.7 Stormwater Management - On-Site Stormwater Detention			Y	Y	Y
B5.8 Stormwater Management - Water Quality - Dwelling House, Dual Occupancy and Secondary Dwellings			-	-	-
B5.10 Stormwater Discharge into Public Drainage System			Y	Y	Y
B5.12 Stormwater Drainage Systems and Natural Watercourses			-	-	-
B6.1 Access Driveways and Works on the Public Road Reserve - Dwelling House and Dual Occupancy			-	-	-
B6.3 Internal Driveways - Dwelling Houses and Dual Occupancy			-	-	-
B6.5 Off-Street Vehicle Parking Requirements - Dwelling Houses, Secondary Dwellings and Dual Occupancy			Y	Y	Y
B8.1 Construction and Demolition - Excavation and Landfill			-	-	-
B8.2 Construction and Demolition - Erosion and Sediment Management			Y	Y	Y
B8.3 Construction and Demolition - Waste Minimisation			Y	Y	Y
B8.4 Construction and Demolition - Site Fencing and Security			-	-	-
B8.5 Construction and Demolition - Works in the Public Domain			Y	Y	Y



B8.6 Construction and Demolition - Traffic Management Plan			-	-	-
REF - Health					
B5.2 Wastewater Disposal			-	-	-
B5.3 Greywater Reuse			-	-	-
REF - Natural Resources					
B1.4 Aboriginal Heritage Significance			Y	Y	Y
B3.5 Acid Sulphate Soils			Y	Y	Y
B4.3 Flora and Fauna Habitat Enhancement Category 2 Land			Y	Y	Y
C1.1 Landscaping			Y	Y	Y
REF - Planner					
EPA Act Section 147 Disclosure of political donations and gifts			Y	Y	Y
3.1 Submission of a Development Application and payment of appropriate fee			Y	Y	Y
3.2 Submission of a Statement of Environmental Effects			Y	Y	Y
3.3 Submission of supporting documentation - Site Plan / Survey Plan / Development Drawings			Y	Y	Y
3.4 Notification			Y	Y	Y
3.5 Building Code of Australia			Y	Y	Y
4.5 Integrated Development: Aboriginal Objects and Places			-	-	-
4.7 Integrated Development - Roads			-	-	-
5.3 Referral to NSW Department of Environment and Climate Change (DECC)			-	-	-
A1.7 Considerations before consent is granted			Y	Y	Y
B1.3 Heritage Conservation – General			Y	Y	Y
B3.6 Contaminated Land and Potentially Contaminated Land			Y	Y	Y
B5.2 Wastewater Disposal			Y	Y	Y
B5.3 Greywater Reuse			-	-	-
B5.12 Stormwater Drainage Systems and Natural Watercourses			-	-	-
C1.2 Safety and Security			Y	Y	Y
C1.3 View Sharing			Y	Y	Y
C1.4 Solar Access			Y	Y	Y

C1.5 Visual Privacy	Any existing adjoining dwellings be protected from direct overlooking within 9m of the proposed development	See discussion	Y	Y	N
C1.6 Acoustic Privacy		See discussion	Y	Y	N
C1.7 Private Open Space		See discussion	Y	Y	N
C1.9 Adaptable Housing and Accessibility			-	-	-
C1.12 Waste and Recycling Facilities			Y	Y	Y
C1.13 Pollution Control			Y	Y	Y
C1.14 Separately Accessible Structures		A condition is recommended to be placed on the consent regarding the 'bar' on the existing lower floor plan to not contain cooking facilities.	Y	Y	Y
C1.17 Swimming Pool Safety		None proposed	-	-	-
C1.19 Incline Passenger Lifts and Stairways			-	-	-
C1.23 Eaves			Y	Y	Y
C1.24 Public Road Reserve - Landscaping and Infrastructure			Y	Y	Y
C1.25 Plant, Equipment Boxes and Lift Over-Run			-	-	-
D12.1 Character as viewed from a public place		A submission was received regarding Character as viewed from a public place. See Discussion below.	Y	Y	N
D12.3 Building colours and materials			Y	Y	Y
D12.4 Height	Maximum height of 8.5m	The existing dwelling is over the 8.5m maximum height. However all proposed works are located below the 8.5m height limit and therefore is considered acceptable.	Y	Y	Y
D12.5 Front building line	Front building setback of 6.5m	The proposed development is located at the rear of the existing property.	Y	Y	Y
D12.6 Side and rear building line	Side setback of 1m and 2.5m.	The proposed new development is located 1m off the western side boundary and 2.5m off the eastern side boundary.	Y	Y	Y
D12.8 Building envelope	Building sited within a building envelope projected 45 degrees from a height of 3.5m off the boundary	See discussion	N	Y	Y
D12.10 Site coverage - Environmentally Sensitive Land	Maximum site coverage of 40%	The proposed development has a site coverage of 40.4% which is slightly more than the control permits. However a variation of 6% can be applied for outdoor recreational areas such as decks. This takes the site coverage down under 40% and therefore complies with the control.	Y	Y	Y
D12.12 Fences - Flora and Fauna Conservation Areas		None proposed	Y	Y	Y

D12.13 Construction, Retaining walls, terracing and undercroft areas	Undercroft areas are to be under 3.5m in height.	The proposed development is located on a steep site and as a result creates an undercroft area of 4.5m at its maximum height. The side boundaries contain significant landscaping and as a result the impact of this undercroft area would be minimal. Discuss	N	Y	Y
D12.14 Scenic Protection Category One Areas			Y	Y	Y
SEPP No 71 Coastal Protection			Y	Y	Y
SEPP (Building Sustainability Index: BASIX) 2004			Y	Y	Y
Other State Environmental Planning Policies (SEPPs)			-	-	-

\*Issues marked with an **x** are discussed later in the report.

Issues marked with a - are not applicable to this Application.

## 5.0 SITE DETAILS

The property is known as 10 Florida Road Palm Beach and has a legal description of Lot 11, DP 13005. The site is regular in shape and is located on the north western low side of Florida Road. The site has a total site area of 763.0sq m. Located on the site is a three storey residence and is surrounded by two and three storey residences.

## 6.0 PROPOSAL IN DETAIL

The proposed work includes the addition of a new storey below the existing lower level, in keeping with the terracing of site as well as replacing and extending the existing timber deck at the existing lower level. There are also internal works, which will update the dwelling to provide updated facilities to the house. All proposed works are within the existing setbacks.

## 7.0 BACKGROUND

Development application N0318/11 was notified to adjoining property owners in accordance with Councils notification policy. The application was referred to Council's engineering, natural resource officer for comment. Amended plans were submitted on 12/10/2011 and the application was re-notified to adjoining neighbours and objectors on the 19th October for a period of 14 days in accordance with Councils notification policy.

## 8.0 STATE ENVIRONMENTAL PLANNING POLICY NO. 1 - DEVELOPMENT STANDARDS (SEPP No. 1)

The application of SEPP NO. 1 is not required.

## 9.0 EXISTING USE RIGHTS

Does the proposal rely on Existing Use Rights? No

## 10.0 DISCUSSION OF ISSUES

- **B4.3 Flora and Fauna Habitat Enhancement Category 2 Land + C1.1 Landscaping**

Pittwater Councils Natural Resources Officer provided the following comments:

*The site contains a modified landscape although does contain some native vegetation including canopy trees and palms. The proposed works involve alterations and additions including extending the rear balcony and addition of a new deck further out into the rear yard. As the site is quite steeply sloping, piers will be used and no excavation will be required. The rear yard contains trees and Cabbage Tree Palms, however none are present within the proposed footprint. Low vegetation does occur however including small Pittosporums, ferns and one small Cabbage Tree Palm. The deck will be above this vegetation, which could easily be transplanted or removed, or left intact. Branches from an adjacent Cheese Tree along the eastern side boundary will likely require pruning to accommodate the deck, however the trees root zone will be unimpacted. Landscaping is sufficient and a new landscape plan is not required.*

- **C1.5 Visual Privacy**

A submission was received from Daintry Associates on behalf of the owners of 14 Florida Road Palm Beach in regards to visual privacy.

The submission raises a concern regarding overlooking from the proposed roof top deck and overlooking from Windows 18 and 19 on the western elevation. The submission pays particular attention to the increase in the existing deck over the lower level extension. Following an onsite meeting between the representatives of 14 Florida Road and 10 Florida Road Palm Beach, amended plans were submitted (12/10/2011) which reduced the size of the roof top deck by 29.8sq.m and added a green roof element in it's stead. A submission was then received from Daintry Associates in regards to the amended plans which still addressed a concern regarding visual privacy.

It should first be identified whether there is a substantial impact on visual privacy at 14 Florida Road as the result of this development. Pittwater Development Control Plan 21 C1.5 Visual Privacy states that the private open space of neighboring properties within 9m of the proposed development should be protected from overlooking. The proposed deck and windows in question at 10 Florida Road are approximately 13m from the pool side deck and approximately



18m to the balconies of 14 Florida Road Palm Beach. Numerical guidelines for visual privacy are set out in the Australian wide guideline AMCORD.

The AMCORD guidelines recommend that dwellings three storeys in height or less should have a separation of at least 12m between habitable rooms and balconies. As stated above the proposed development has a separation of 13m and therefore complies with the AMCORD guidelines regarding separation.



The Planning Principle set out in *Meriton V Sydney City Council* (2004) NSWLEC 313 states that generalised numerical guidelines such as above need to be applied with a great deal of judgment, taking into consideration density, separation, use and design. The Planning Principle also states that "landscaping should not be relied on as the sole protection against overlooking". When applying the Planning Principle to this development application it is considered that the development does not rely on landscaping as the sole protection against overlooking onto the neighboring development at 14 Florida Road, it instead relies on a more than sufficient separation of 13m between the deck at 10 Florida Road and the poolside decking at 14 Florida Road in addition to a dense vegetation coverage (seen in the photo above) between the two properties. In this regard a privacy screen or any additional conditions regarding visual privacy on the deck and windows at 10 Florida Road is not considered to be necessary.



## - C1.6 Acoustic Privacy**

A submission was received from 14 Florida Road regarding acoustic privacy. The submission states that *"the proposed roof terrace might reasonably accommodate a large number of person talking and making noise sufficient to adversely impact on the enjoyment of No 14 and other neighbours"*. Following this submission, as stated above, amended plans were submitted reducing the size of the 'roof terrace' by 29.8sq.m bringing the size of the roof terrace to that of surrounding balconies and entertaining areas. This reduction, in addition to a more than adequate separation of 17.9m between the two dwellings would mean that any acoustic privacy impacts at 14 Florida Road would be considered acceptable. Excessive noise from decks and entertaining areas are enforced through the Protection of the Environment Operations Act 1997 which sets out noise restriction times for residential areas. As such no specific conditions for the acoustic privacy as a result of the deck are recommended to be placed on the consent.

- **D12.1 Character as viewed from a public place**

The submission received from 14 Florida Road expressed concern regarding the development being out of character of the area. The submission particularly raised concern over the roof top terrace being of a size considerably larger than that of decks of surrounding dwellings. The proposed roof terrace is an extension of an existing deck over the roof of the proposed development underneath to utilize the space. The size of the original proposed roof terrace has been significantly decreased by 29.8sq.m through the amended plans submitted (12/10/2011) and now incorporates a 'green roof'. As a result of these changes to the original plans the size of the proposed rooftop terrace is in character of the surround decks and outdoor entertaining areas in Palm Beach locality and therefore is considered acceptable.

- **C1.7 Private Open Space**

A submission was received from Daintry associates on behalf of 14 Florida Road in regards to private open space. The submission states that "dwellings be provided with a private, usable and well located area of private open space for the use and enjoyment of the occupants located at ground level." The site is considered steep with a slope of 30% and therefore it is difficult for any private open space to be located at ground level and have a 5% gradient. The control does that that a balcony located above ground level, but which has access of living areas can be included as private open space. The proposed roof top terrace would therefore be considered to add to the private open space of the dwelling and therefore meets the outcomes of the control.

- **D12.8 Building envelope**

The proposed lower level extension to 10 Florida Road Palm Beach breaches the building envelope of the site. The breaches to the eastern and western elevation are a direct result from the steepness of the site. A variation can be considered where the slope of the site is over 16.7 degrees or 30% as the development meets the outcomes of the control as follows;

- The development achieves the desired future character of the locality
- The development is located at the rear of the dwelling and therefore the existing streetscape is maintained.
- The additional bulk and scale of the development is minimal.
- The lower level extension does not restrict views or vistas from neighbouring properties.
- As stated in C1.5 a reasonable level of privacy is provided within the development site and maintained to neighboring properties.
- Vegetation is retained and enhanced on the site through the development.

## **11.0 CONCLUSION**

The Development Application has been assessed in accordance with the provisions of Section 79C of the Environmental Planning and Assessment Act 1979, Pittwater Local Environmental Plan 1993 and Pittwater 21 DCP and other relevant Council policies.

The proposal is considered to be consistent with the relevant statutory and policy controls and outcomes. The impacts of the alterations and additions, in particular the visual privacy of adjoining neighbours have been addressed and considered to result in an acceptable impact subject to the recommended conditions. Accordingly, the application is recommended for approval.

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## **RECOMMENDATION OF DEVELOPMENT OFFICER / PLANNER**

That Council as the consent authority pursuant to Section 80 of the Environmental Planning and Assessment Act 1979 grant consent to development application N0318/11 for alterations and additions to the existing dwelling at 10 Florida Road, Palm Beach subject to the conditions of consent.

Report prepared by

Joshua Real  
**PLANNER**

**DRAFT CONSENT NO: N0318/11**

**ENVIRONMENTAL PLANNING & ASSESSMENT ACT, 1979 (AS AMENDED)  
NOTICE TO APPLICANT OF DETERMINATION  
OF A DEVELOPMENT APPLICATION**

**Applicants Name and Address**

ROBERT BARRY  
C/- ANNABELLE CHAPMAN ARCHITECT LEVEL 5/69 REGENT STREET  
CHIPPENDALE 2008

Being the applicant in respect of Development Application No **N0318/11**

Pursuant to section 80(1) of the Act, notice is hereby given of the determination by Pittwater Council, as the consent authority, of Development Application No **N0318/11** for:

**Alterations and additions to the dwelling**

**At: 10 FLORIDA ROAD, PALM BEACH (Lot 11 DP 13005)**

**DECISION:**

The Development Application has been determined by the granting of consent based on information provided by the applicant in support of the application, including the Statement of Environmental Effects, and in accordance with

- **Plans numbered 101 B, 103 B, 105 B, 106 B, 107 B, 108 B, 109 B, 110 A dated 10/10/2011 Prepared by Annabelle Chapman Architect Pty Ltd**
- **Plan numbered 104 A Prepared by Annabelle Chapman Architects Pty Ltd dated 23/08/2011**
- **BASIX Certificate A118758 Dated 26/07/2011**
- **Geotechnical Report prepared by Jack Hodgson Consultants Pty Ltd dated 12/07/2011**

as amended in red (shown clouded) or as modified by any conditions of this consent.

The reason for the imposition of the attached conditions is to ensure that the development consented to is carried out in such a manner as to achieve the objectives of the Environmental Planning and Assessment Act 1979 (as amended), pursuant to section 5(a) of the Act, having regard to the relevant matters for consideration contained in section 79C of the Act and the Environmental Planning Instruments applying to the land, as well as section 80A of the Act which authorises the imposing of the consent conditions.

Endorsement of date of consent \_\_\_\_\_

Mark Ferguson  
GENERAL MANAGER  
Per:



## CONDITIONS OF APPROVAL

This consent is not an approval to commence building work. The works associated with this consent can only commence following the issue of the Construction Certificate.

Note: Persons having the benefit of development consent may appoint either a council or an accredited certifier as the principal certifying authority for the development or for the purpose of issuing certificates under Part 4A of the Environmental Planning and Assessment Act. When considering engaging an accredited certifier a person should contact the relevant accreditation body to ensure that the person is appropriately certified and authorised to act in respect of the development.

### A. Prescribed Conditions:

1. All works are to be carried out in accordance with the requirements of the Building Code of Australia.
2. In the case of residential building work for which the *Home Building Act 1989* requires there to be a contract of insurance in force in accordance with Part 6 of that Act, there is to be such a contract in force.
3. Critical stage inspections are to be carried out in accordance with clause 162A of the *Environmental Planning & Assessment Regulation 2000*. To allow a Principal Certifying Authority or another certifying authority time to carry out critical stage inspections required by the Principal Certifying Authority, the principal contractor for the building site or the owner-builder must notify the Principal Certifying Authority at least 48 hours before building work is commenced and prior to further work being undertaken.
4. A sign must be erected in a prominent position on any site on which building work, subdivision work or demolition work is being carried out:
  - a. showing the name, address and telephone number of the Principal Certifying Authority for the work, and
  - b. showing the name of the principal contractor (if any) for any building work and a telephone number on which that person may be contacted outside working hours, and
  - c. stating that unauthorised entry to the work site is prohibited.

Any such sign is to be maintained while the building work, subdivision work or demolition work is being carried out, but must be removed when the work has been completed.

5. Residential building work within the meaning of the *Home Building Act 1989* must not be carried out unless the Principal Certifying Authority for the development to which the work relates (not being the Council) has given the Council written notice of the following information:
  - a. in the case of work for which a principal contractor is required to be appointed:
    - i. The name and licence number of the principal contractor, and
    - ii. The name of the insurer by which the work is insured under Part 6 of that Act.
  - b. in the case of work to be done by an owner-builder:
    - i. The name of the owner-builder, and
    - ii. If the owner-builder is required to hold an owner-builder permit under that Act, the number of the owner-builder permit.

6. If arrangements for doing the residential building work are changed while the work is in progress so that the information notified under subclause (2) becomes out of date, further work must not be carried out unless the Principal Certifying Authority for the development to which the work relates (not being the Council) has given the Council written notice of the updated information.
7. The hours of construction are restricted to between the hours of 7.00am and 5.00pm Monday - Friday and 7.00am to 1.00pm on Saturdays. No works are to be carried out on Sundays or Public Holidays. Internal building work may be carried out at any time outside these hours, subject to noise emissions from the building or works not being audible at any adjoining boundary.

**B. Matters to be incorporated into the development and maintained over the life of the development:**

1. If any Aboriginal Engravings or Relics are unearthed all work is to cease immediately and the Metropolitan Local Aboriginal Land Council (MLALC) and Department of Environment & Climate Change (DECC) are to be notified.
2. Domestic pet animals are to be kept from entering wildlife habitat areas at all times. Dogs and cats are to be kept in an enclosed area or on a leash such that they cannot enter areas of bushland or foreshore, unrestrained, on the site or on surrounding properties or reserves. Ferrets and rabbits are to be kept in a locked hutch/run at all times.
3. Any vegetation planted onsite outside approved landscape zones is to be consistent with:
  - a. Species listed in the Ecological Sustainability Plan or Bushland Management Plan (if applicable)
  - b. Species listed from the Endangered Ecological Community
  - c. Locally native species growing onsite and/or selected from the list pertaining to the vegetation community growing in the locality as per the vegetation mapping and Native Plants for Your Garden available on the Pittwater Council website [http://www.pittwater.nsw.gov.au/environment/species\\_lists](http://www.pittwater.nsw.gov.au/environment/species_lists)
4. Prior to the completion of works, all declared noxious weeds are to be removed/controlled in accordance with the Noxious Weeds Act 1993. Environmental weeds are to be removed and controlled. Refer to Pittwater Council website [http://www.pittwater.nsw.gov.au/environment/noxious\\_weeds](http://www.pittwater.nsw.gov.au/environment/noxious_weeds) for noxious/environmental weed lists.
5. No environmental weeds are to be planted on the site. Refer to Pittwater Council website [http://www.pittwater.nsw.gov.au/environment/noxious\\_weeds](http://www.pittwater.nsw.gov.au/environment/noxious_weeds) for environmental weed lists.
6. In accordance with Pittwater Councils Tree Preservation Order, all existing trees as indicated in the Survey Plan and/or approved Landscape Plan shall be retained except where Council's prior written consent has been obtained, as trees stand within the envelope of approved development areas. For all other tree issues not related to a development application, applications must be made to Council's Tree Management Officers.
7. This approval/consent relates only to the new work nominated on the approved consent plans and does not approve or regularise any existing buildings or structures within the property boundaries or within Council's road reserve.
8. The 'bar' on the existing lower floor drawing number 103 B shall not contain cooking facilities.
9. All sanitary drainage must be concealed in service ducts or otherwise hidden from external view to the satisfaction of the Responsible Authority.

10. All external glazing is to have a maximum reflectivity index of 25%.
11. The finished surface materials, including colours and texture of any building, shall match the detail and materials of the existing building.
12. The commitments identified in the BASIX Certificate and on the plans or specifications are to be fulfilled and maintained for the life of the development.

### **C. Matters to be satisfied prior to the issue of the Construction Certificate:**

Note: All outstanding matters referred to in this section are to be submitted to the accredited certifier together. Incomplete Construction Certificate applications / details cannot be accepted.

1. Prior to issue of the Construction Certificate, Form 2 of the *Geotechnical Risk Management Policy for Pittwater* (Appendix 5 of P21 DCP) is to be completed and submitted to the Principal Certifying Authority.
2. Engineering plans including specifications and details of the on-site stormwater detention system, are to be submitted to the Accredited Certifier or Council with the Construction Certificate application. Such details are to be accompanied by a certification by a qualified experienced practicing Civil Engineer with corporate membership of the Institute of Engineers Australia (M.I.E), or who is eligible to become a corporate member and has appropriate experience and competence in the related field, confirming that the plans/details comply with B5.7 of Pittwater 21 DCP.

Note: Where Council is the Principal Certifying Authority, 3 sets of engineering plans are to be submitted.

3. Drainage plans including specifications and details showing the site stormwater management are to be submitted to the Accredited Certifier with the Construction Certificate application. Such details are to be accompanied by a certificate from (as appropriate) either a Licensed plumber or qualified practicing Civil Engineer with corporate membership of the Institute of Engineers Australia (M.I.E), or who is eligible to become a Corporate member and has appropriate experience and competence in the related field, that the stormwater management system complies with the requirements of section 3.1.2 Drainage of the Building Code of Australia Housing Provision and AS/NZS 3500.3.2 - Stormwater Drainage. The details shall include disposal of site stormwater (if the site is in a known slip area the stormwater disposal system must comply with the recommendations of a Geotechnical Engineers Report).

Note: Where Council is the Principal Certifying Authority 3 sets of plans/specifications are to be submitted.

4. Submission of construction plans and specifications and documentation which are consistent with the approved Development Consent plans, the requirements of Building Code of Australia and satisfy all conditions shown in Part B above are to be submitted to the Principal Certifying Authority.
5. Structural Engineering details relating to the proposed works are to be submitted to the Accredited Certifier or Council prior to release of the Construction Certificate. Each plan/sheet is to be signed by a qualified practising Structural Engineer with corporate membership of the Institute of Engineers Australia (M.I.E), or who is eligible to become a corporate member and has appropriate experience and competence in the related field.
6. Plans and details demonstrating that the commitments identified in the BASIX Certificate that apply to the construction certificate or complying development plans and specifications are fulfilled.

**D. Matters to be satisfied prior to the commencement of works and maintained during the works:**

Note: It is an offence to commence works prior to issue of a Construction Certificate.

1. Temporary sedimentation and erosion controls are to be constructed prior to commencement of any work to eliminate the discharge of sediment from the site.
2. Adequate measures shall be undertaken to remove clay from vehicles leaving the site so as to maintain public roads in a clean condition.
3. No works are to be carried out in Council's Road Reserve without the written approval of the Council.
4. No skip bins or materials are to be stored on Council's Road Reserve.
5. A clearly legible *Site Management Sign* is to be erected and maintained throughout the course of the works. The sign is to be centrally located on the main street frontage of the site and is to clearly state in legible lettering the following:
  - o The Builder's name, Builder's telephone contact number both during work hours and after hours.
  - o That no works are to be carried out in Council's Road Reserve without the written approval of the Council.
  - o That a Road Opening Permit issued by Council must be obtained for any road openings or excavation within Council's Road Reserve associated with development of the site, including stormwater drainage, water, sewer, electricity, gas and communication connections. During the course of the road opening works the Road Opening Permit must be visibly displayed at the site.
  - o That no skip bins or materials are to be stored on Council's Road Reserve.
  - o That the contact number for Pittwater Council for permits is 9970 1111.
6. Where tree roots are present, a pier and beam or other method of footing construction is to be implemented, so as to bridge/span major structural or feeder roots. Excavation for pier footings is to be undertaken by hand.
7. A stamped copy of the approved plans is to be kept on the site at all times, during construction.

**E. Matters to be satisfied prior to the issue of Occupation Certificate:**

Note: Prior to the issue of an Occupation Certificate the principal certifying authority is to ensure that Council's assets, including road, kerb and gutter and drainage facilities adjacent or near to the site have not been damaged as a result of the works. Where such damage has occurred, it is to be repaired to Council's written satisfaction prior to the issue of an Occupation Certificate or suitable arrangements put in place to effect those repairs at a future date to Council's written satisfaction. Should this process not be followed, Council will pursue action against the principal accredited certifier in relation to the recovery of costs to effect such works.

Note: It is an offence to occupy the building or part thereof to which this consent relates prior to the issue of an Occupation Certificate.

1. Prior to issue of the Occupation Certificate, Form 3 of the *Geotechnical Risk Management Policy* (Appendix 5 of P21 DCP) is to be completed and submitted to the Principal Certifying Authority.



2. Certification is to be provided to Private Certifying Authority by a qualified experienced practicing Civil Engineer with corporate membership of the Institute of Engineers Australia (M.I.E), or who is eligible to become a corporate member and has appropriate experience and competence in the related field, that the on-site detention system has been completed in accordance with the engineering plans and specifications required under this consent.
3. Certification is to be provided to the Principal Certifying Authority by a qualified experienced practicing Civil Engineer, with corporate membership of the Institute of Engineers Australia (M.I.E.), or who is eligible to become a corporate member and has appropriate experience and competence in the related field, that the drainage/stormwater management system has been installed to the manufacturer's specification (where applicable) and completed in accordance with the engineering plans and specifications required under this consent.
4. An Occupation Certificate application stating that the development complies with the Development Consent, the requirements of the Building Code of Australia and that a Construction Certificate has been issued must be obtained before the building is occupied or on completion of the construction work approved by this Development Consent.
5. All existing and /or proposed dwellings/sole occupancy units are to have approved hard-wired smoke alarms installed and maintained over the life of the development. All hard-wired smoke alarms are to be Australian Standard compliant and must be installed and certified by any appropriately qualified electrician prior to the issue of any Occupation Certificate.
6. Certification is to be provided that the commitments identified in the BASIX Certificate have been fulfilled.

**F. Matters to be satisfied prior to the issue of Subdivision Certificate:**

Nil

**G. Advice:**

1. Failure to comply with the relevant provisions of the *Environmental Planning and Assessment Act, 1979* (as amended) and/or the conditions of this Development Consent may result in the serving of penalty notices (on-the-spot fines) under the summary offences provisions of the above legislation or legal action through the Land and Environment Court, again pursuant to the above legislation.
2. The applicant is also advised to contact the various supply and utility authorities, i.e. Sydney Water, Sydney Electricity, Telstra etc. to enquire whether there are any underground utility services within the proposed excavation area.
3. It is the Project Managers responsibility to ensure that all of the Component Certificates/certification issued during the course of the project are lodged with the Principal Certifying Authority. Failure to comply with the conditions of approval or lodge the Component Certificates/certification will prevent the Principal Certifying Authority issuing an Occupation Certificate.
4. In accordance with Section 95(1) of the Act, this consent will lapse if the development, the subject of this consent, is not physically commenced within 5 years after the date from which this consent operates.
5. To ascertain the date upon which the determination becomes effective and operates, refer to Section 83 of the *Environmental Planning and Assessment Act, 1979* (as amended).

6. Should any of the determination not be acceptable, you are entitled to request reconsideration under Section 82A of the *Environmental Planning and Assessment Act, 1979*. Such request to Council must be made in writing, together with appropriate fees as advised at the time of lodgement of such request, within 1 year from the date of determination.
7. If you are dissatisfied with this decision, Section 97 of the *Environmental Planning and Assessment Act, 1979*, gives you a right of appeal to the Land and Environment Court within 6 months of the date of endorsement of this Consent.
8. The approved plans must be submitted to a Sydney Water Quick Check agent or Customer Centre to determine whether the development will affect Sydney Waters sewer and water mains, stormwater drains and/or easements, and if further requirements need to be met. The approved plans will be appropriately stamped. For Quick Check agent details please refer to the web site at [www.sydneywater.com.au](http://www.sydneywater.com.au) then see Building Developing and Plumbing then Quick Check, or telephone 13 20 92.

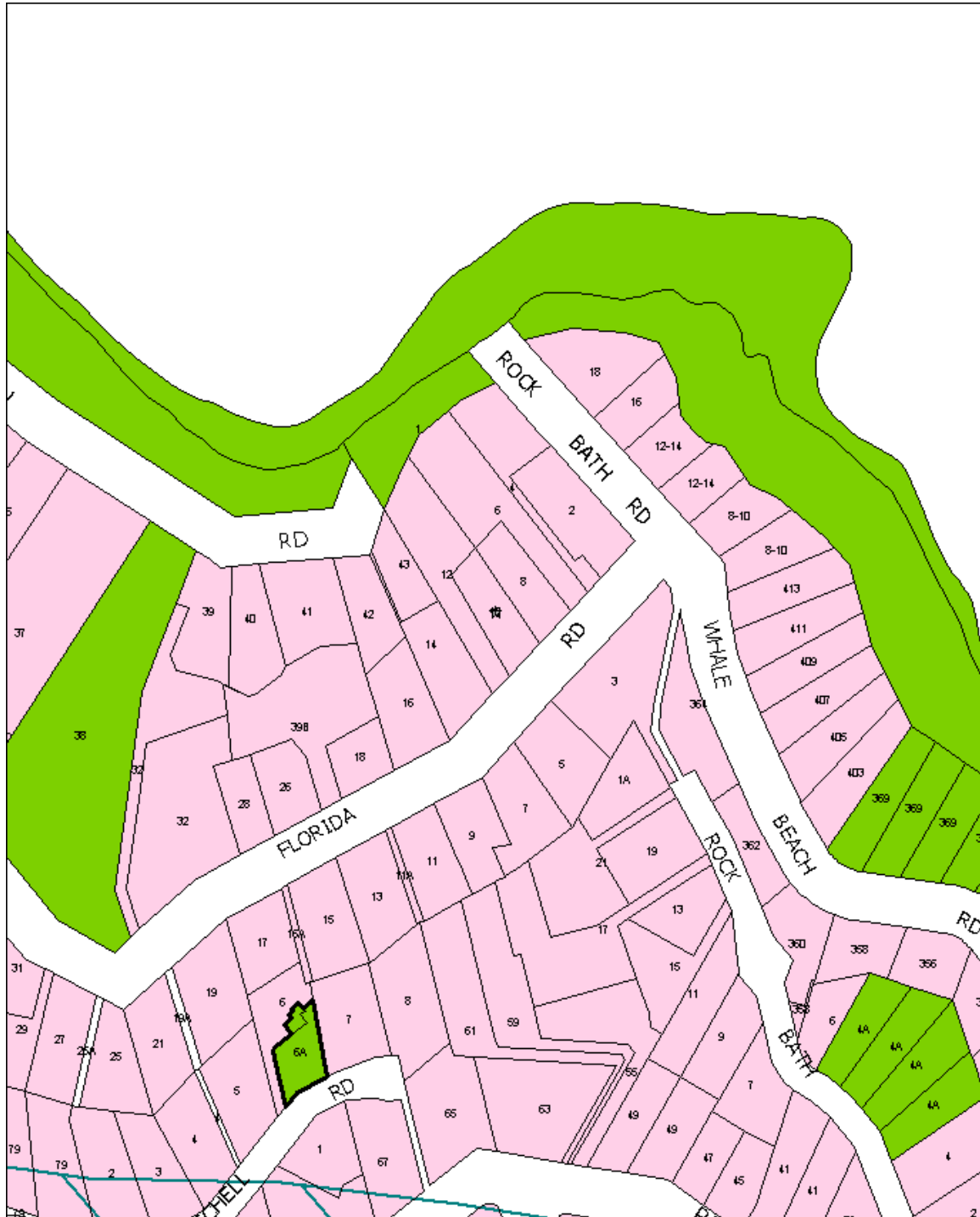
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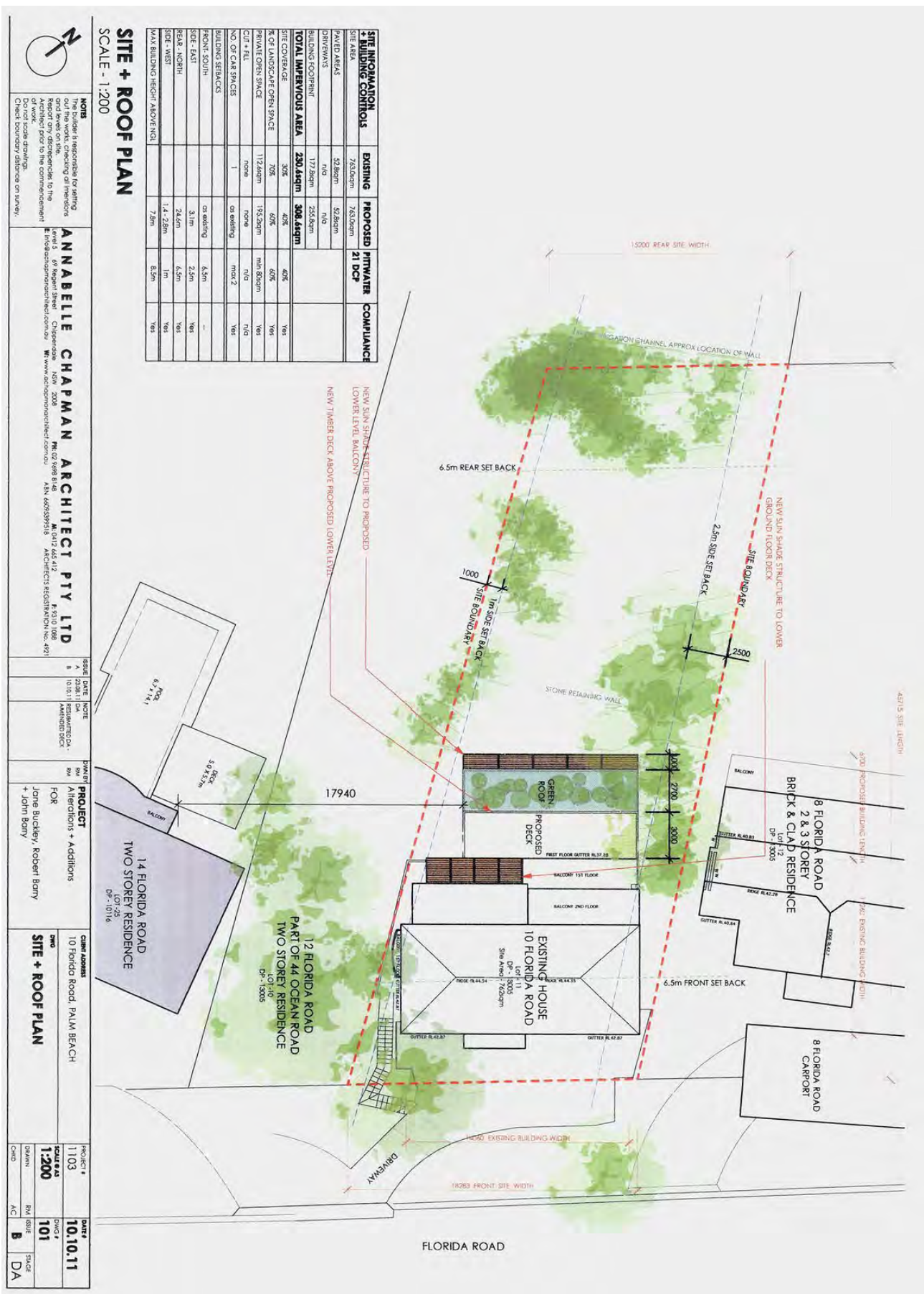
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## LOCALITY MAP



## NOTIFICATION PLANS









# **WEST ELEVATION** SCALE 1:100

**NOTES**  
1. The architect is responsible for setting out the works, checking all dimensions and levels on site, and ensuring that the works are completed to the satisfaction of the client. The architect is not responsible for the construction of the works.  
2. Do not scale drawings.  
3. Check boundary distance on survey.

**ANNABELLE CHAPMAN ARCHITECT PTY LTD**  
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ABN 6655397518 ARCHITECTS REGISTRATION No. 4921

**PROJECT**  
Alterations + Additions  
FOR  
Jodie Buckley, Robert Barry  
+ John Barry

**CLIENT ADDRESS**  
10 FLORIDA ROAD, PALM BEACH  
**WEST ELEVATION**

**PROJECT #** 1103  
**DATE** 10.10.11  
**SCALE** 1:100  
**DWG #** 106  
**DRAWN** M.A. B. DA  
**CHKD** A.C.



# **EAST ELEVATION** SCALE 1:100

<b>NOTES</b> I am responsible for getting out the work, checking all dimensions and levels on site. Report any discrepancies to the client prior to the commencement of work. Do not scale drawings. Check boundary difference on survey.		<b>ANNABELLE CHAPMAN ARCHITECT PTY LTD</b> Level 5, 49 Robert Street, Chippendale, NSW 1505 Ph: 02 9488 8148, M: 0412 445 412 E: info@annabellechampanarchitect.com.au, W: www.annabellechampanarchitect.com.au AEN 669539918 ARCHITECTS REGISTRATION No. 4871		REVISION 1 10.10.11 2 10.10.11 3 10.10.11 4 10.10.11 5 10.10.11 6 10.10.11 7 10.10.11 8 10.10.11 9 10.10.11 10 10.10.11 11 10.10.11 12 10.10.11 13 10.10.11 14 10.10.11 15 10.10.11 16 10.10.11 17 10.10.11 18 10.10.11 19 10.10.11 20 10.10.11 21 10.10.11 22 10.10.11 23 10.10.11 24 10.10.11 25 10.10.11 26 10.10.11 27 10.10.11 28 10.10.11 29 10.10.11 30 10.10.11 31 10.10.11 32 10.10.11 33 10.10.11 34 10.10.11 35 10.10.11 36 10.10.11 37 10.10.11 38 10.10.11 39 10.10.11 40 10.10.11 41 10.10.11 42 10.10.11 43 10.10.11 44 10.10.11 45 10.10.11 46 10.10.11 47 10.10.11 48 10.10.11 49 10.10.11 50 10.10.11 51 10.10.11 52 10.10.11 53 10.10.11 54 10.10.11 55 10.10.11 56 10.10.11 57 10.10.11 58 10.10.11 59 10.10.11 60 10.10.11 61 10.10.11 62 10.10.11 63 10.10.11 64 10.10.11 65 10.10.11 66 10.10.11 67 10.10.11 68 10.10.11 69 10.10.11 70 10.10.11 71 10.10.11 72 10.10.11 73 10.10.11 74 10.10.11 75 10.10.11 76 10.10.11 77 10.10.11 78 10.10.11 79 10.10.11 80 10.10.11 81 10.10.11 82 10.10.11 83 10.10.11 84 10.10.11 85 10.10.11 86 10.10.11 87 10.10.11 88 10.10.11 89 10.10.11 90 10.10.11 91 10.10.11 92 10.10.11 93 10.10.11 94 10.10.11 95 10.10.11 96 10.10.11 97 10.10.11 98 10.10.11 99 10.10.11 100 10.10.11	PROJECT Alterations + Additions FOR Jane Buckley, Robert Barry + John Barry	CLIENT ADDRESS 10 FLORIDA ROAD, PALM BEACH	PROJECT # 1103 SCALE 1:100 DRAWN AC CHECKED DA	DATE 10.10.11 DRAWN 107 CHECKED DA
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<b>C11.3</b>	<b>N0285/11 - 9 Karloo Parade, Newport - Demolition and construction of a new two storey dwelling, driveway and garage</b>
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**Meeting:** Planning an Integrated Built Environment Committee

**Date:** 19 March 2012

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**STRATEGY:** Land Use Development

**ACTION:** Provide an effective development assessment and determination process

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## **PURPOSE OF REPORT**

To inform the Committee of the Development Unit's recommendation following consideration of Development Application N0285/11 for demolition of the existing dwelling and construction of a new two storey dwelling, driveway and garage at 9 Karloo Parade, Newport.

### **1.0 BACKGROUND**

- 1.1 The Development Unit, at its meeting held on Thursday, 1 March 2012, considered the Development Officer's report (refer **Attachment 1**) for determination of Development Application N0285/11 for demolition of the existing dwelling and construction of a new two storey dwelling, driveway and garage at 9 Karloo Parade, Newport.

### **2.0 REASON FOR REFERRAL TO COUNCIL**

- 2.1 The Development Application has been called to Council by Cr Grace.

### **3.0 DEVELOPMENT UNIT DELIBERATIONS**

- 3.1 Five objectors addressed the Development Unit relating primarily to view loss and solar access issues resulting from the height and scale of the development.
- 3.2 The Consultant Architect addressed the Development Unit on behalf of the Applicant.
- 3.3 The Development Unit resolved to endorse the assessing officer's recommendation subject to the draft conditions contained in the Draft Determination and the following deleted condition of consent:

#### **Deleted Condition B19**

The height of the dwelling is not to exceed RL 49.90 to improve provisions for view sharing and solar access to adjoining properties.

- 3.4 The Development Unit deleted Condition B19 because the dwelling, as proposed by the applicant, does not breach the 8.5m height limit, and for a majority of the building, is well below that height limit. The proposal was not found to have impacts upon solar access of neighbours that breached Council policy, and the level of impact arising from the proposal relating to views did not warrant the recommended height reduction contained in Condition B19. In addition, the applicant was asked about the reduction proposed by the condition and spoke to there being difficulties resolving that change in the context of the current design.

## 4.0 ISSUES

- B4.5 Landscape and Flora and Fauna Enhancement Category 3 Land
- C1.3 View Sharing
- C1.4 Solar Access
- C1.5 Visual Privacy
- C1.24 Public Road Reserve - Landscaping and Infrastructure
- D10.1 Character as viewed from a public place
- D10.7 Front building line (excluding Newport Commercial Centre)
- D10.8 Side and rear building line (excluding Newport Commercial Centre)
- D10.11 Building envelope

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## 5.0 SUSTAINABILITY ASSESSMENT

The relevant Environmental, Social and Economic issues have been addressed within the attached report.

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## 6.0 EXECUTIVE SUMMARY

- 6.1 The application was considered by the Development Unit at its meeting held on 1 March 2012 and endorsed the Assessing Officer's recommendation for approval subject to the draft conditions contained in the Draft Determination and the following deleted condition of consent:

### **Deleted Condition B19**

The height of the dwelling is not to exceed RL 49.90 to improve provisions for view sharing and solar access to adjoining properties.

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## RECOMMENDATION

That the recommendation in the Development Officer's Report be endorsed and Application N0285/11 for demolition of the existing dwelling and construction of a new two storey dwelling, driveway and garage at 9 Karloo Parade, Newport (Lot 25 DP 12994) be granted development consent subject to the conditions contained in the Draft Determination and the following deleted condition of consent:

### **Deleted Condition B19**

The height of the dwelling is not to exceed RL 49.90 to improve provisions for view sharing and solar access to adjoining properties.

Report prepared by  
Gabrielle Angles, Principal Officer - Administration

Warwick Lawrence  
**MANAGER, ADMINISTRATION & GOVERNANCE**

**SUBJECT:** N0285/11 - 9 Karloo Parade, Newport (Lot 25 DP 12994) Demolition of existing and construction of a new two storey dwelling, driveway and garage.

**Determination Level:** Development Unit

**Date:** 1 March 2012

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**SUMMARY OF RECOMMENDATION  
CONSENT WITH CONDITIONS**

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<b>REPORT PREPARED BY:</b>	Linda Rodriguez
<b>APPLICATION SUBMITTED ON:</b>	02/08/2011
<b>APPLICATION SUBMITTED BY:</b>	TIMOTHY & TRISH MURPHY 4 SIMONE CRESCENT STRATHFIELD 2135
<b>OWNER:</b>	MURPHY, TIMOTHY JOHN (Own)

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## **1.0 DEVELOPMENT CONTROLS**

The site is zoned 2(a) Residential and the proposed development being demolition and the construction of a new dwelling, driveway and garage is permissible with consent pursuant to Pittwater Local Environmental Plan 1993. The following relevant local and state policies apply to this site:

- Pittwater Local Environmental Plan (LEP) 1993  
- Area 1 - Dual Occupancy Prohibited.
- Pittwater 21 Development Control Plan (Amendment 6)
- State Environmental Planning Policy 71
- State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004; and
- Geotechnical Risk Management Policy for Pittwater 2009.

The land is identified as:

- Slip affected; &
- Coastal zone affected.

## **2.0 NOTIFICATIONS**

- Seven (7) property owners were notified.
- Six (6) submissions received from residents of adjoining properties at no's; 11, 7, 6, 4 & 8 Karloo Parade, Newport.
- One (1) submission received outside of the prescribed notification period from resident of no. 5 Karloo Parade, Newport.

## **3.0 ISSUES**

- B4.5 Landscape and Flora and Fauna Enhancement Category 3 Land
- C1.3 View Sharing
- C1.4 Solar Access
- C1.5 Visual Privacy
- C1.24 Public Road Reserve - Landscaping and Infrastructure