

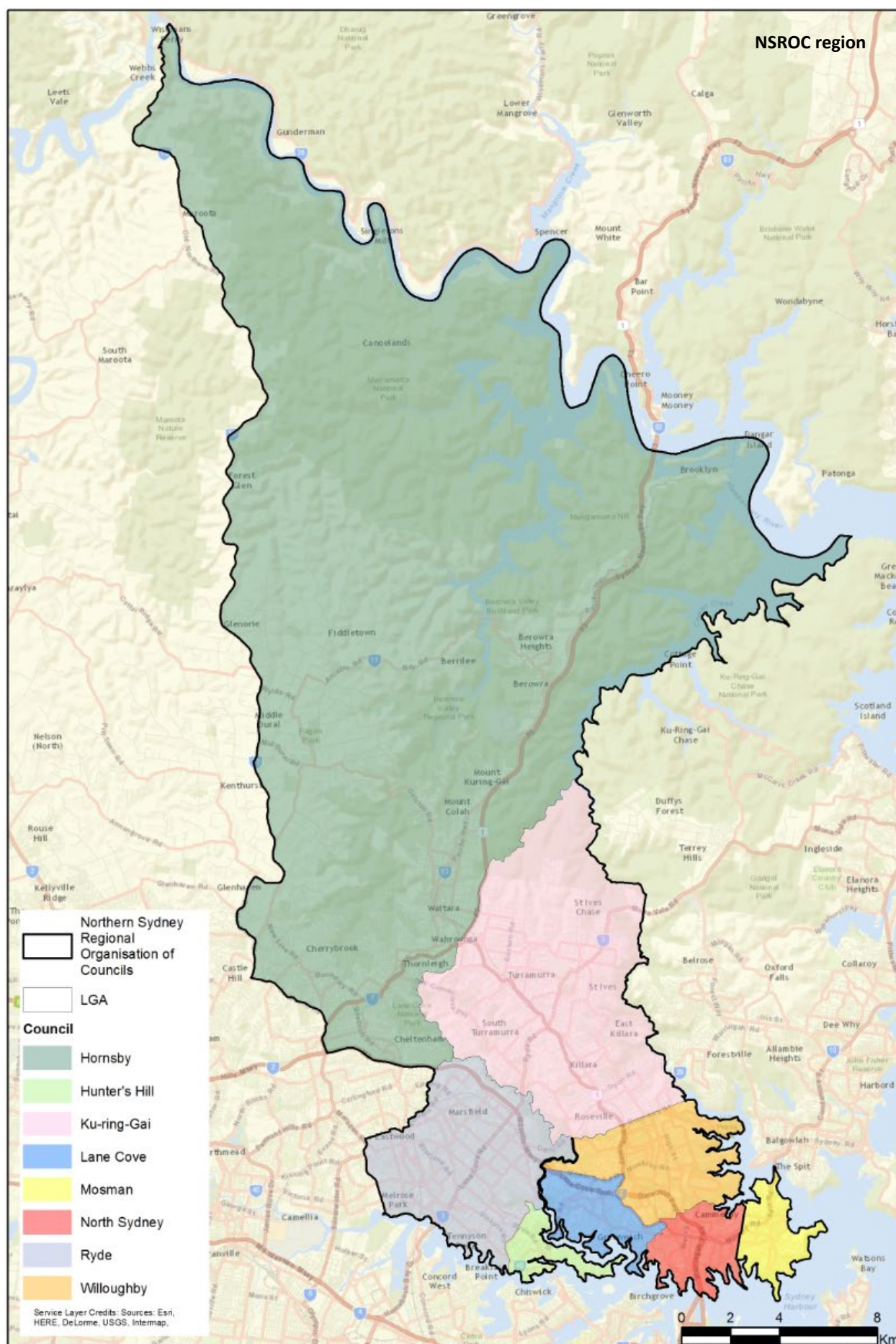
The Canopy, Lane Cove
Public Art: People in Place



Annual Report 2019/20



We acknowledge the traditional owners of the land on which we live, and pay our respect to elders past and present.



PRESIDENT'S REPORT

I am pleased to present the NSROC Annual Report for 2019/20 financial year.

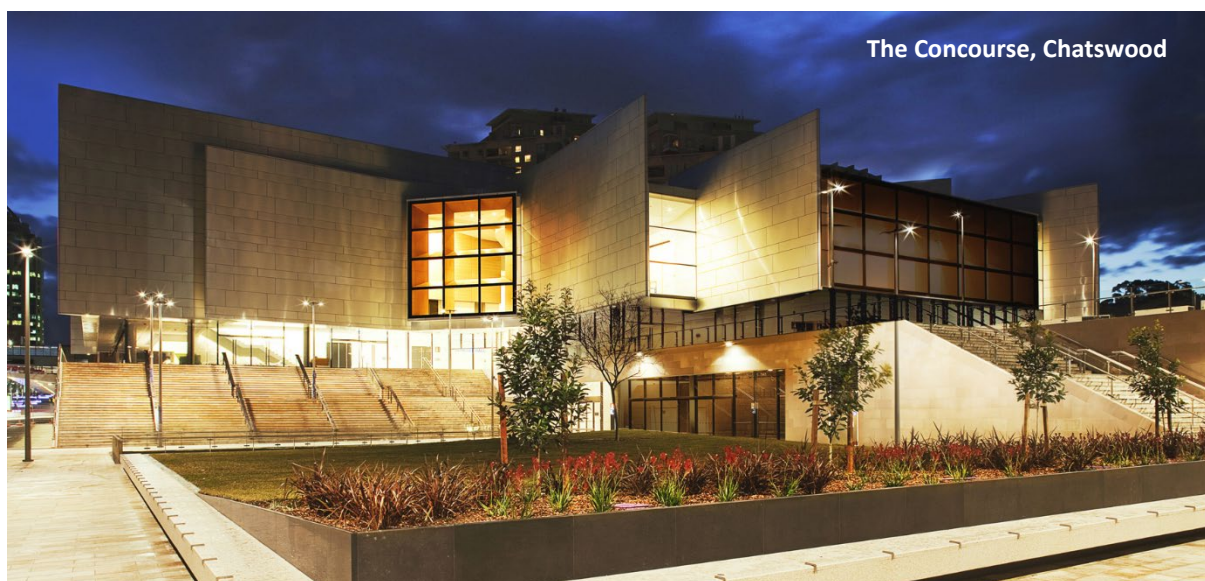
This year ended in one of the most challenging times for Local Government, as a result of the COVID-19 pandemic. COVID impacted policy, operations, staff and our communities in a way which required optimism, focus and flexibility.

NSROC's support in creating a consistent and regional approach was key to assisting our member councils through this unforeseen time. This period and our response also highlighted the positive, strong and cohesive nature of the General Managers Advisory Committee.

With NSROC staff working from home for many months and virtual meetings the norm, staff continued to provide support and resourcing to our member councils in a changing time.

We continued our advocacy and leadership and focused on the NSROC 10 Point Plan and other issues that emerged throughout the year. NSROC met with Ministers and Government bureaucrats, and made 10 submissions to State and Federal Government to create a more sustainable approach to working with Local Government to:

- Improve the understanding of the challenges and opportunities faced by the Local Government sector, in relation to key issues for the waste system, and reporting and compliance burdens of Local Government
- Strengthen councils operations, particularly focused on the risk management and internal audit framework, and compliance and enforcement issues
- Shape legislation and regulation that impact Local Government, mainly waste, developer contributions, Local Government rating system and fringe benefits tax
- Secure support and resources for the region, to assist in waste management and resource recovery, and increased sportsground capacity.



NSROC also focused on enhancing the liveability, productivity and sustainability of the region through finalising the draft Social and Cultural Infrastructure Strategy, and the Transport Infrastructure Strategy and Priorities Statement. These two key strategies will help our region identify, prioritise and advocate for current and future infrastructure to meet our community's needs. We envisage working in partnership with the State Government and others to achieve the desired outcomes over coming years.

We continued our focus on waste with our advocacy work and also workshops with GMAC to prioritise our focus in the upcoming year.

NSROC continued to assist in the delivery of shared services and the implementation of the regional contracts, providing efficiency through regional co-ordination. The asphalt contract a key deliverable of this year with seven councils engaged in the joint procurement exercise.

Staff have continued to work across councils through the various Professional Officers Groups and co-ordinated presentations and networking opportunities to support collaboration and service improvement.

NSROC has maintained a focus on operational improvements to continue to support the professional and efficient operations of the organisation.

This year saw changes in our Executive Director, with after three years of service, Carrie Chan resigned. Maxine Kenyon stepped in as Executive Director providing valuable support during a challenging time to both the Board and GMAC, making operational improvements and finalising two key strategies.

NSROC has achieved a lot in 2019/20, even with the significant impacts of COVID-19. I would like to express my appreciation for the Board and the General Managers Advisory Committee, chaired by Debra Just, for their ongoing support and commitment to collaboration across the region.

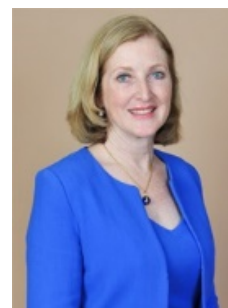
The upcoming year will undoubtedly see a continued focus on COVID and our recovery from the pandemic, as well as a focus on implementation of our key strategies. This will require a strategic, agile and collaborative approach from our member councils.

The annual Financial Statements for the year ending 30 June 2020 are enclosed in this report and demonstrate how NSROC continues to run prudently and in a manner consistent with its articles of association.

I commend this report to you and look forward to seeing the continued achievements of NSROC in the upcoming year.



Councillor Gail Giles-Gidney
NSROC PRESIDENT
Mayor of Willoughby City
Council



ABOUT NSROC

The Northern Sydney Regional Organisation of Councils (NSROC), established in 1989 is an Incorporated Association.

NSROC assists member councils to collaborate on key issues and activities to generate benefits – social, environmental and economic – for their communities and for the region as a whole.

NSROC covers the following local government areas which service a geographic area of 639km² stretching from the Hawkesbury River in the north to Sydney Harbour and Parramatta River in the south and west of The Spit.

- Hornsby Shire Council
- Hunter's Hill Council
- Ku-ring-gai Council
- Lane Cove Council
- Mosman Council
- North Sydney Council
- City of Ryde
- Willoughby City Council.

Role of NSROC

- Advocate agreed regional positions and priorities.
- Work cooperatively for the benefit of the Northern Sydney region.
- Provide strong local government leadership.

Key Principles

NSROC enables member councils to achieve their individual strategic community objectives through their commitment to the overarching principles of:

- Sustainability
- Collaboration
- Work together for a better region.

Directions and Objectives

Our key objectives are as follows:

- Advocacy and leadership
- Improved urban planning and infrastructure
- Improved service delivery.



L to R: Mayor Jennifer Anderson (Ku-ring-gai); Cllr Callum Clarke (Ku-ring-gai); Cllr Brendon Zhu (Willoughby); Cllr Edwina Clifton (Ryde); Mayor Jerome Laxale (Ryde); Cllr Stephen Barbour (Alternate North Sydney); Cllr Kathy Brodie (North Sydney); Mayor Mark Bennett (Hunter's Hill); Mayor Carolyn Corrigan (Mosman); Mayor Gail Giles-Gidney (Willoughby); Mayor Pam Palmer (Lane Cove); Cllr Daniel Strassberg (Lane Cove); Cllr Jim Sanderson (Hunter's Hill); Cllr Libby Moline (Mosman); Cllr Robert Browne (Alternate Hornsby); Cllr Nathan Tilbury (Hornsby).

Absent: Mayor The Hon. Phillip Ruddock (Hornsby); Cllr Edwina Clifton (Ryde); Mayor Jill Gibson (North Sydney); **remaining alternate representatives.**

Board and Executive

NSROC board

The NSROC Board sets the direction and exercises oversight of NSROC. Each member council is represented on the Board by the Mayor and a councillor.

In addition to the Annual General Meeting, the NSROC Board meets four times a year to consider matters of strategic importance and provide direction to NSROC.

Board executive positions

Every year the Board elects a President and two Vice-Presidents. They form the Executive of the organisation. The Executive may be convened to consider matters of importance or urgency that arise outside the regular meeting schedule or where it would be impractical to call a full Board meeting to consider such matters.

The current NSROC Executive members are:

President	Clr / Mayor Gail Giles-Gidney Willoughby City Council
Vice President	Clr Pam Palmer Mayor Lane Cove Council
Vice president	Clr Carolyn Corrigan Mayor Mosman Council

Board meetings in 2019/20

15 August 2019

Guest: Mr Justin Koek, Director, Waste Policy, NSW EPA - Circular Economy and the 20 Year Strategy

Guest: Mr Andrew Watson, Director, Strategy and Environment, Ku-ring-gai Council - lessons from the sportsground reconfiguration experience with Koola Park, East Killara.

7 November 2019

Guest: Mr John Davies, Manager Council Governance, Office of Local Government - Discussion Paper on New Risk Management and Internal Audit Framework

27 February 2020

Guest: Ms Beck Dawson, Acting Chief Resilience Officer, Resilience Sydney - 100 Resilient Cities -

Guest: Ms Sharyn Briggs, CDM Smith – Social and Cultural Infrastructure Strategy

14 May 2020

Guest: Dr Deborah Dearing, District Commissioner - Eastern City, District Commissioner, Greater Sydney Commission - update.

Guest: Mr Chris Slenders, Cardno - Northern Sydney Transport Infrastructure Strategy.

General Managers Advisory Committee

The General Managers Advisory Committee (GMAC) is made up of the General Managers / CEOs of the eight NSROC councils. GMAC office-holders are:

Secretary / Chair	Debra Just, CEO Willoughby City Council
Treasurer	Ken Gouldthorp, General Manager North Sydney Council

GMAC meetings 2019/20

25 July 2019

Guest: Ms Stephanie Barker,
Acting Executive Director, City
Planning Strategy, Greater
Sydney Commission

Guest: Professor Veena
Sahajwalla, Director, Centre for
Sustainable Materials Research &
Technology (SMaRT@UNSW),
Faculty of Science, University of
NSW

24 October 2019

Guest: Ms Sheridan Hopkins,
Senior Manager, Local
Government Services - TCorp

5 December 2019

Guest: Ms Namoi Dougall, SSROC
General Manager - Waste Policy,
Smart Communities Working
Group and Data Sharing

13 February 2020

Guest: Ms Sharyn Briggs, CDM
Smith - – Social and Cultural
Infrastructure Strategy

Guest: Ms Larissa Miller, Cardno
– Northern Sydney Transport
Infrastructure Strategy

9 April 2020

Guest: Nil.

11 June 2020

Guest: Ms Claire Beattie,
Executive Director School
Infrastructure NSW – working
together

General Managers Advisory Committee

During COVID regular teleconferences occurred with GMAC.

NSROC Team

Executive Director	Carrie Chan (July – Dec) Maxine Kenyon (Dec–June) (full time)
Executive Assistant	Vacant (part time)
Business Manager	Ngaire Meekan (part time)
Waste Co-ordinator	John Carse (full time)
Manager Policy and Projects	Alok Ralhan (part time)

NSROC engage other consultants and contractors as required.



ABOUT THE REGION

The NSROC region is located to the north of Sydney, between 3 and 25 kilometres from the Sydney GPO. It has a diverse landscape of environment, people and places.

Parents and homebuilders (age 35-49) are the highest proportion of the population, 0-17 years are less than Greater Sydney and people above 50 are higher than Greater Sydney.

39.9% of residents are born overseas, with China and United Kingdom being the top birthplaces. Overall, 38.9% of the households earned a high income and 11.5% were low income households, compared with 28.3% and 15.1% respectively for Greater Sydney.

The member councils directly employ nearly 3,300 staff and provide an array of services and infrastructure for the benefit of the community.

The region is home to significant natural areas, complex central business districts, small villages and town centres and regional infrastructure, all being a significant contributor to Sydney and NSW.

Business

- Macquarie Park

Health:

- Royal North Shore Hospital
- Hornsby Ku-ring-gai Hospital
- Macquarie University Hospital
- Ryde Hospital
- Various private hospitals

Cultural / Entertainment

- The Concourse
- Coal loader

Natural

- Lane Cove National Park
- Berowra Valley National Park
- Kur-ring-gai Chase National Park

Education

- Macquarie University
- Meadowbank Tafe
- St Leonards TAFE

population

644,027¹

geographic area

639km²

gross regional product

\$68.65b, 11.52%

of Gross State Product²

jobs

400,617³

live and work in the region

48.8%⁴

med / high density housing

49%⁵

¹ 2018 Australian Bureau of Statistics

² 2019 National Institute of Economic and Industry Research

³ 2016 Australian Bureau of Statistics

⁴ 2019 National Institute of Economic and Industry Research

⁵ 2016 Australian Bureau of Statistics



KEY ACTIVITIES AND OUTCOMES

Throughout the year NSROC has worked towards achieving its directions as outlined in the Business Plan 2019/2020 and the NSROC 10 Point Plan.

Business Plan 2019/20

Our focus is on the following strategic directions:

Advocacy and leadership

NSROC will continue to advocate on issues that strengthen member councils' operations and those of the sector as a whole. As part of this role, NSROC has identified key areas in our 10-Point Plan that are critical to our councils for enhancing liveability of the region and councils' long term sustainability (financial and operational) in the context of our community expectations and continuing technological developments.

Improved urban planning and infrastructure

Partnering with NSW Government, NSROC will ensure that the State Government's plans for our region are developed and implemented in a manner that ensures a win-win outcome for all partners and stakeholders. This means that our councils take actions that ensure local and regional communities stand to gain the maximum through minimal disruption and through integrated timely completion of local infrastructure and services.

Improved service delivery

With the rapid pace of technological developments and our communities' increased expectations of effectiveness and efficiency of council operations, NSROC will continue to investigate, plan for and implement improved service delivery models. These will reflect function of scale/capacity of member councils (e.g. smaller councils may not be able to conduct or deliver on their own), emerging needs and technology, and operational scale and complexity.

NSROC operations

NSROC operates in collaboration and partnership with officers from member councils, other regional organisation of councils and government agencies. This ensures that NSROC operations are cost-effective, targeted and achieve set results. We actively engage in professional development opportunities for our staff so that they can nimbly respond to opportunities and challenges as they arise.

10 Point Plan

The 10 Point plan focused on the following and was established prior to 2019/2020, actions continued into this financial year and some will continue into next.

1. Financial Reform - a flexible rating system
2. Rate Pegging and Infrastructure Funding Reform
3. Liveability with appropriate social infrastructure
4. Better Waste Management for the Environment
5. Responsive Planning and Development
6. Procurement Flexibility
7. Roads and Traffic Improvement
8. Environment and Transport Innovation
9. Better Government consultation and engagement
10. Stronger engagement on legislation and regulation

Many of the actions to achieve the 10 Point Plan priorities required advocacy with the State Government, through meetings with Ministers and senior staff of Government agencies, letters and submissions.



Key Highlights for 2019/20

COVID-19

The COVID-19 pandemic had substantial impacts on our operations and those of our member councils. With staff working from home, we needed to amend our systems and processes for achieving results and co-ordinating our actions.

NSROC co-ordinated regular teleconferences with all member councils on key issues on a weekly basis. This enabled a central place for General Managers / CEOs to discuss issues and opportunities, changes in policy and operational impacts and solutions. This created the opportunity for a consistent and co-ordinated approach across the region.

Asphalt tender

NSROC completed the tender process for the procurement of road surfacing patching and associated works during the year. The contract Tender Panel Recommendation was finalised towards the end of the year to enable each of the participating councils entering contracts with preferred contractors.

The contract will continue to be used by Hunter's Hill Council, Lane Cove Council, North Sydney Council, City of Ryde Council and Willoughby City Council; with Mosman Council joining the participating Councils in 2020.

Advocacy and Submissions

NSROC was very active in advocating for key local government and regional issues through meetings with Ministers and developing submissions to State or Federal Government discussion or issues papers. NSROC works with member councils to identify the key issues and forms the submission on that basis. 10 submissions were made this year.

Waste Workshops with GMAC

Three workshops were held with the General Managers Advisory Committee over the year to clarify NSROC's role and determine the way waste management is addressed in the 2020-21 Business Plan.

Operational improvements

Commenced review and development of operational efficiencies, including:

- Standard policies and procedures
- Templates
- Accounting and banking processes
- Delegations
- Performance plans
- Customer feedback.



St Ives Showground

Development of the Social and Cultural Infrastructure Strategy

This Strategy identifies the future need of social and cultural facilities, such as entertainment facilities, regional galleries, indoor sports and community facilities, multi-purpose community hubs and centres and community arts centres.

Consultation with all member councils as well as State Government agencies, such as the Greater Sydney Commission, Family & Community Services and Create NSW as well as land-use strategic planners ensured that the findings and the final recommendations are pragmatic and realisable despite the significant challenges faced by councils in the delivery of facilities to meet community needs.

Delivery of these facilities will require active support from the State Government by way of enabling councils to raise funds and contributing funds under its community infrastructure and grants programs.

Final adoption of the Strategy and Implementation will occur in 2020/21.

Development of Transport Infrastructure Strategy and Infrastructure Priorities

The Northern Sydney Transport Infrastructure Strategy complements the Government's Future Transport 2056 by clearly identifying need for new infrastructure and services to meet 30-minute access to metropolitan centres by public or active transport safely.

The Strategy applies a Measures of Success Framework to the region's priorities in five areas: major transport infrastructure project delivery; addressing missing links in the region's transport corridors; active transport; network optimisation and local transport programs managed by individual councils.

Development of this Strategy and key transport infrastructure priorities involved all member councils' transport officers, review of recent major projects delivered in the region to identify improvement in project management and engagement with input from Transport for NSW and the Greater Sydney Commission.

Final adoption of the Strategy and Implementation will occur in 2020/21.



Valentia Street Wharf, Woolwich

Focus of the Professional Officers Groups (POG)

Most POGs meet a minimum of four times a year to progress initiatives, share resources and information.

Community Services POG fosters continuous improvement in the delivery of community services in the northern Sydney region. They focused on:

- Shaping and guiding the development of the Northern Sydney Social and Cultural Infrastructure Strategy so that it reflected member-council strategic plans
- Continued to work together and applying the Social Inclusion toolkit to Seniors Festival.
- Sharing resources, information and approaches, such as the e-learning module on disability awareness training and addressing homelessness in the region.

Communications and Media POG are focused on information and resource sharing.

Sports POG consider implementation of the Sportsground Strategy and information and resource sharing. This year this POG focused on:

- Continued implementation of sportsground improvements in the councils to increase capacity
- Provision of consistent messages and processes across the region, particularly through COVID-19.

Arts and Cultural POG are focused on information and resource sharing.

Environmental Sustainability POG aims to promote environmental sustainability in the northern Sydney region through information sharing and joint projects. Their focus included:

- Jointly application in partnership with University of NSW for funding to build resilience to urban heat and heatwaves in Northern Sydney. The funding bid was unsuccessful.
- Liaised with the Greater Sydney Commission, SSROC and WSROC towards a consistent reporting approach on state of the environment indicators
- Shared information and approaches for emissions reduction and promoting renewable energy (such as LED roll-out, electricity and renewable energy power purchase agreement, direct metering arrangements, Power of Choice, photo voltaic performance monitoring)

Finance POG supports finance officers to consider a range of accounting and Integrated Planning and Reporting matters and to address issues of interpretation with a view to promote consistent practice across the Northern Region. The group considered:

- The ongoing implementation of Audit Office NSW focus areas and reports issued.
- Financial assistance grants
- Cyber risks management and control
- Impact of China sword and waste.

Detailed status on our achievement against the Business Plan 2019/20 is provided in the following pages.



Advocacy and Leadership

Develop policy positions that benefit the Northern Sydney region and its community

Goal/Objective: Provide evidence-based research and support to progress the NSROC 10-Point Plan to enhance liveability, productivity and sustainability of the Northern Sydney region.

NSROC outcomes and benefits:

- The NSROC Board is supported on contemporary matters relating to the 10-Point Plan and is well-informed on issues impacting the Northern Sydney community, as well as supported in its engagement with the State Government to promote regional interest.

Achieved



Continuing




Not achieved



What was Identified in Business Plan 2019/20	What was Achieved in 2019/20	Status
Engage with stakeholders to promote NSROC policy positions.	Undertaken as required through letters, submissions and meetings with Ministers and senior staff of State Government departments.	
<ul style="list-style-type: none"> Advocate on the NSROC 10-Point Plan. 	The 10 Point Plan has been surpassed by the Business Plan 2020/21.	
<ul style="list-style-type: none"> Development standards for management of waste in multi-unit dwellings that are endorsed by State Government. 	NSROC developed standards in 2018/19 and continued to support adoption of waste management standards in multi-unit dwellings through: <ul style="list-style-type: none"> Information included in submissions Meeting with Minister Kean MP 	
<ul style="list-style-type: none"> Monitor the impact on councils of changes in the resource recovery and recycling industry in Australia. 	Participation in various waste networks: <ul style="list-style-type: none"> Represented NSROC member councils in the <i>Regional Coordination Network</i> hosted by the NSW EPA with metropolitan and regional groups Engaged with other ROCs in metropolitan Sydney to develop and advocate common positions relating to waste management and resource recovery Attended meetings of Waste Professional Officers Group with all councils in North District Facilitated Community Recycling Centre (CRC) Committee of Management and CRC Education and Communications Working Group as required Supported Northern Sydney Waste Alliance as required Provided submissions on the following: <ul style="list-style-type: none"> Cleaning Up Our Act: The Future of Waste and Resource Recovery in NSW Issues Paper 	

What was Identified in Business Plan 2019/20	What was Achieved in 2019/20	Status
	<ul style="list-style-type: none"> Cleaning Up Our Act: Redirecting the Future of Plastics in NSW Discussion Paper <p>Met with EPA and Minister Kean on various waste issues: infrastructure funding criteria; CRC requirements.</p>	
<ul style="list-style-type: none"> Enhance capacity of sporting facilities in the Northern Sydney region. 	Met with GSC North District Commissioner & Executive Director City Planning	
<ul style="list-style-type: none"> Advocate for re-configuration of existing sportsgrounds to increase capacity. 	Met with GSC North District Commissioner & Executive Director City Planning	
<ul style="list-style-type: none"> Promote and advocate for the liveability, productivity and sustainability of the NSROC region. 	<p>Undertaken as required through letters, submissions and meetings with Ministers and senior staff of State Government departments.</p> <p>Development of Northern Sydney Social and Cultural Infrastructure Strategy and the North Sydney Transport Strategy.</p>	
<ul style="list-style-type: none"> Support and enhance smart cities approaches and strategies 	Member of the consortium led by UNSW to establish a CRC Future Cities. Funding application was unsuccessful.	
Maintain effective environmental scanning to stay abreast of changes in the operating environment arising from changes in regulation by State and Commonwealth Governments, impact of technology and shifts in community expectation.	Participation in networks, receipt of subscriptions, review of Discussion and Issues Papers.	
Develop regional positions on matters as they arise for agreement by GMAC and/or the Board.	<p>Submissions made:</p> <ul style="list-style-type: none"> IPART Report on Local Government Rating System IPART Regulation review Final Report: Local Government Compliance and Enforcement IPART Review of reporting and Compliance Burdens on Local Government DPIE Key Issues facing the Waste System Productivity Commissioner Kickstarting the Productivity Conversation A new Risk Management and Internal Audit Framework for local councils in NSW Draft taxation Ruling: Fringe Benefits tax: car parking benefits Cleaning Up Our Act: The Future of Waste and Resource Recovery in NSW Issues Paper Cleaning Up Our Act: Redirecting the Future of Plastics in NSW Discussion Paper Infrastructure Contributions System improvements 	

What was Identified in Business Plan 2019/20	What was Achieved in 2019/20	Status
	<p>Through GMAC meetings / presentations:</p> <ul style="list-style-type: none"> • Smart Cities • Waste priorities • Emergency management • Working with Infrastructure NSW 	
<p>Investigate and assess potential for securing government funding/support for projects across the region and work with partners to successfully secure such support.</p>	<p>Information on funding opportunities provided to the General Managers Advisory Committee and Professional Officers Groups as available.</p> <p>NSROC submissions made:</p> <ul style="list-style-type: none"> • Building resilience to urban heat and heatwaves in Northern Sydney project. Unsuccessful. • Establish a CRC Future Cities through consortium application. Unsuccessful. 	



Improved urban planning and infrastructure


Engage with Key Government Departments and Agencies to give effect to the North District Plan and Greater Sydney Region Plan


Goal/Objective: Work with key Government agencies such as the Greater Sydney Commission and the Department of Planning, Industry & Environment as the State Government gives effect to the North District Plan.

Support NSROC to mount an evidence-based advocacy effort relating to the State Government's Greater Sydney Region Plan's 40-year vision and 20-year services and infrastructure plan to ensure that Northern Sydney communities derive the greatest possible economic, social and environmental benefits.





NSROC outcomes and benefits:

- Enhancing the liveability, productivity and sustainability of the Northern Sydney region with the timely delivery of social, cultural, economic and transport infrastructure.

Achieved 

Continuing 

Not achieved 

What was Identified in Business Plan 2019/20	What was Achieved in 2019/20	Status
Develop and promote NSROC councils' directions on our ability to deliver local infrastructure and ensuring our long term financial viability.	Undertaken as required through letters, submissions and meetings with Ministers.	
Ensure that regional transport and social and cultural infrastructure needs are incorporated into any proposed North District Growth Infrastructure Compact.	Development of the following strategies: <ul style="list-style-type: none"> Northern Sydney Social and Cultural Infrastructure Strategy Northern Sydney Transport Infrastructure Strategy and regional priorities. Adoption and implementation in 2020/21.	
Maintain effective engagement with the Greater Sydney Commission, metropolitan Sydney-based ROCs and other stakeholders to ensure that the Greater Sydney Region Plan and the North District Plan are implemented and benefits for the community are realised.	Met with GSC North District Commissioner & Executive Director City Planning on key issues. Greater Sydney Commissioner has attended GMAC; Board meetings; project teams; where required. Established metropolitan ROC Waste Avoidance Resource Recovery network with SSROC and WSROC. Liaison with Office of Local Government, LGNSW, EPA / DPIE.	
Facilitate development of regional land-use planning initiatives.	Involvement in Northern Planners Network.	

What was Identified in Business Plan 2019/20	What was Achieved in 2019/20	Status
	Submission made on Infrastructure Contributions System improvements Initiation of Shared Design Review Panel.	




Reduce, Reuse and Recycle Waste in the Northern Sydney Region

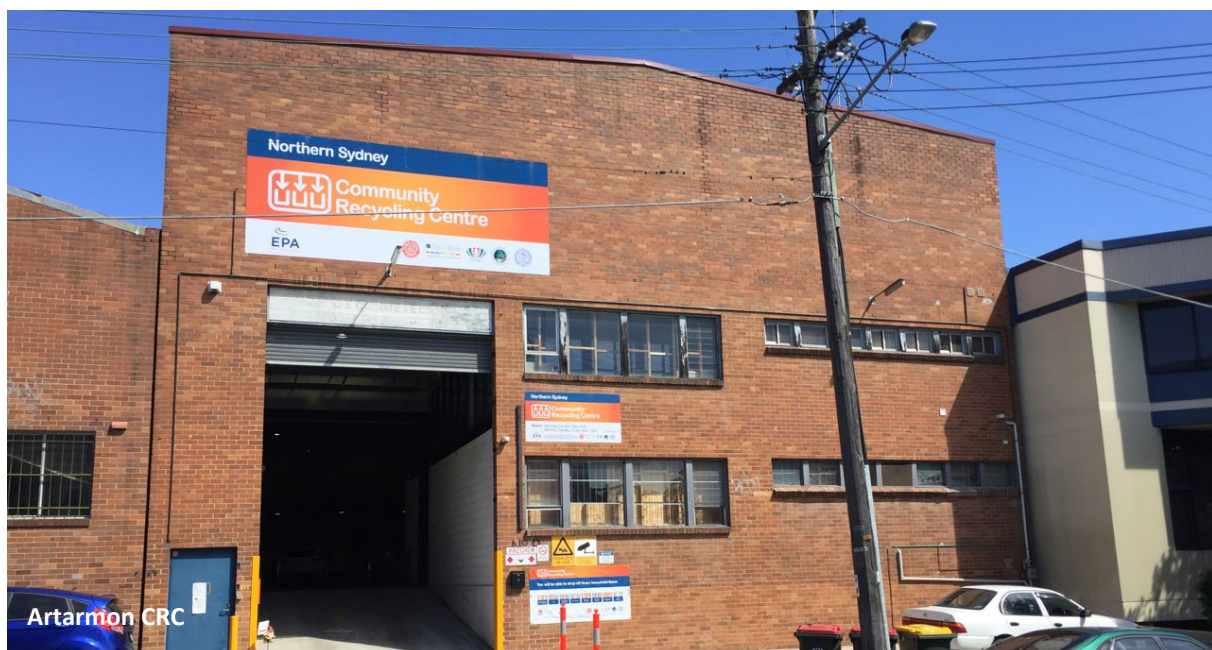
Goal/Objective: Implementation of the NSROC Regional Waste Strategy 2014-21 initiatives.

NSROC outcomes and benefits:

- The community in the region benefits from more efficient management of energy, resources, waste and recycling.

Achieved 	Continuing 	Not achieved 
What was Identified in Business Plan 2019/20	What was Achieved in 2019/20	Status
Review potential for ancillary uses of the land where Community Recycling Centres (CRC) are located.	Met with EPA and also Minister Kean on CRC issues. Supported City of Ryde funding submission for a CRC. Successful.	
Investigate feasibility of establishing additional CRCs in the region.	NSROC is undertaking further feasibility studies into existing and / or new CRC in 2020/21, given limited opportunity available at Northern Sydney CRC due to increased patronage and collection volumes.	
Better Waste and Recycling projects Scope and implement two litter reduction projects.	Finalised regional recreational parks litter project across two LGAs. Undertook pilot study on cost of litter management at City of Ryde to develop template for adaptation by other councils.	
Assess the success of the pilot collection program for furniture and other household goods in reducing clean-up waste volumes and extend pilot if appropriate.	Not for Profit organisation continued successful collection program with joint funding by all councils and NSROC. Funding extended into 2020/21.	
Investigate and implement options to reduce contamination in kerbside bins (e.g. plastic bags in recycling bins).	Project postponed to 2020/21 due to resource limitations and other priorities. Deferred to 2020/21 Business Plan.	
Improved waste management in multi-unit dwellings Work with member Council's waste and planning officers to recommend development standards for improved waste management in multi-unit dwellings in accordance with the NSROC funding agreement with the NSW EPA under the <i>Waste Less Recycle More</i> initiative.	NSROC continues to support member councils as they implement waste related clauses in LSPs, LEPs and DCPs A report to identify the state of play in managing food organics in Australia especially for residential flat buildings.	

What was Identified in Business Plan 2019/20	What was Achieved in 2019/20	Status
<p>Community engagement programs</p> <p>Implement a regional communication and education plan under the Community Recycling Funding Program.</p>	<p>NSROC worked with six member councils to develop a two-year plan promoting the CRC and educating the community about recycling problem wastes. Implementation has been partly delayed by COVID-19.</p>	



Improved service delivery

Shared Services to Strengthen Collaboration and Efficiency

Goal/Objective: To help deliver priorities and directions on improved services through enhanced quality and efficiency of NSROC member Councils service delivery.

Services that satisfy criteria of operational scale, complexity, ability to lever new technology and satisfy emerging community needs will be prioritised for shared delivery.

NSROC outcomes and benefits:

- Strengthening collaboration and efficiency through regional cooperation in the delivery of shared services that results in improved services to the community.
- Member councils receive cost efficiencies from shared regional contracts.

Achieved






Continuing



Not achieved



What was Identified in Business Plan 2019/20	What was Achieved in 2019/20	Status
Investigate feasibility of establishing waste management infrastructure	NSROC sought to persuade the NSW EPA to alter infrastructure grant conditions to reduce the risk that existing waste facilities could be sold off for another purpose. Meeting with Minister Kean MP and Zali Steggall MP. Ongoing changes in the international and national waste environment and the proposed 20 Year Waste Strategy delayed investigations of regional infrastructure.	
Establish a pilot shared panel of design reviewers	Shared panel of design reviewers established.	
Regional asphalt services contract	Tender process undertaken for the procurement of road surfacing patching and associated works during the year with seven member councils.	
Code of Conduct Review Panel	Interim review conducted of Code of Conduct Review Panel.	
Internal audit services arrangement	Continuing arrangement, no action required by NSROC.	
Native Title Managers Panel	NSROC called Expression of Interest, councils established own arrangement, no action required from NSROC.	




What was Identified in Business Plan 2019/20	What was Achieved in 2019/20	Status
Regional procurement of grass turf supply for sportsgrounds	Continue into 20/21.	
Other shared services or regional procurement as agreed by GMAC or the Board	Continued support of the NSROC established Waste Alliance. NSROC engaged a consultant to develop a plan for three member councils to tender for their waste collection services. Although the tender ultimately involved two councils, the process will assist with future such procurement opportunities	
Identify and investigate opportunities for shared initiatives in the community services, environmental sustainability, arts and cultural services, sports, communications and media; emergency management & recovery; and transport strategy development and planning domains	Discussion on shared initiatives occurred through POGs and will continue into 20/21.	







NSROC Operations

NSROC Operations

Goal/Objective: To undertake appropriate activities to ensure the professional operation of the NSROC organisation.

Achieved  Continuing  Not achieved 

What was Identified in Business Plan 2019/20	What was Achieved in 2019/20	Status
Provide secretariat services to GMAC and the NSROC Board	Completed as required. Presentations included:	
Maintain and update the NSROC website, including appropriate training for staff to ensure that the system can be easily updated/maintained	Basic upgrades made. A complete review is planned for 2020/21.	
Support Professional Officers Groups (POGs) and the Waste Advisory Group	NSROC supports the following POGs: <ul style="list-style-type: none"> • Community Services • Arts and Cultural • Communications and Media • Environment and Sustainability • Finance • Sports Staff also attend: <ul style="list-style-type: none"> • Northern Planners Network • Northern Sydney Waste Professional Officers Group 	
Organise and manage NSROC conferences and forums on key topical themes relevant to the objectives of NSROC member Councils	NSROC Breakfast with the Pollies event planned for December 2020 postponed due to COVID-19 impacts and delay of local government election. An event is planned for 2020/21.	

Other actions undertaken not identified in the Business Plan 2019/20:

- Application for Better Waste Recycling Funding. Successful.
- Review of policies and procedures.
- Review of NSROC records system.
- Review of NSROC website.
- Development of standard templates.
- Commenced customer review.
- Establishment of standard NSROC update.
- Recruitment of Executive Assistant on hold and for review in 2020/21.
- Maintain appropriate financial records.

FINANCIAL STATEMENTS

To be inserted from Agenda Item 3.1





Northern Sydney Regional Organisation of Councils
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