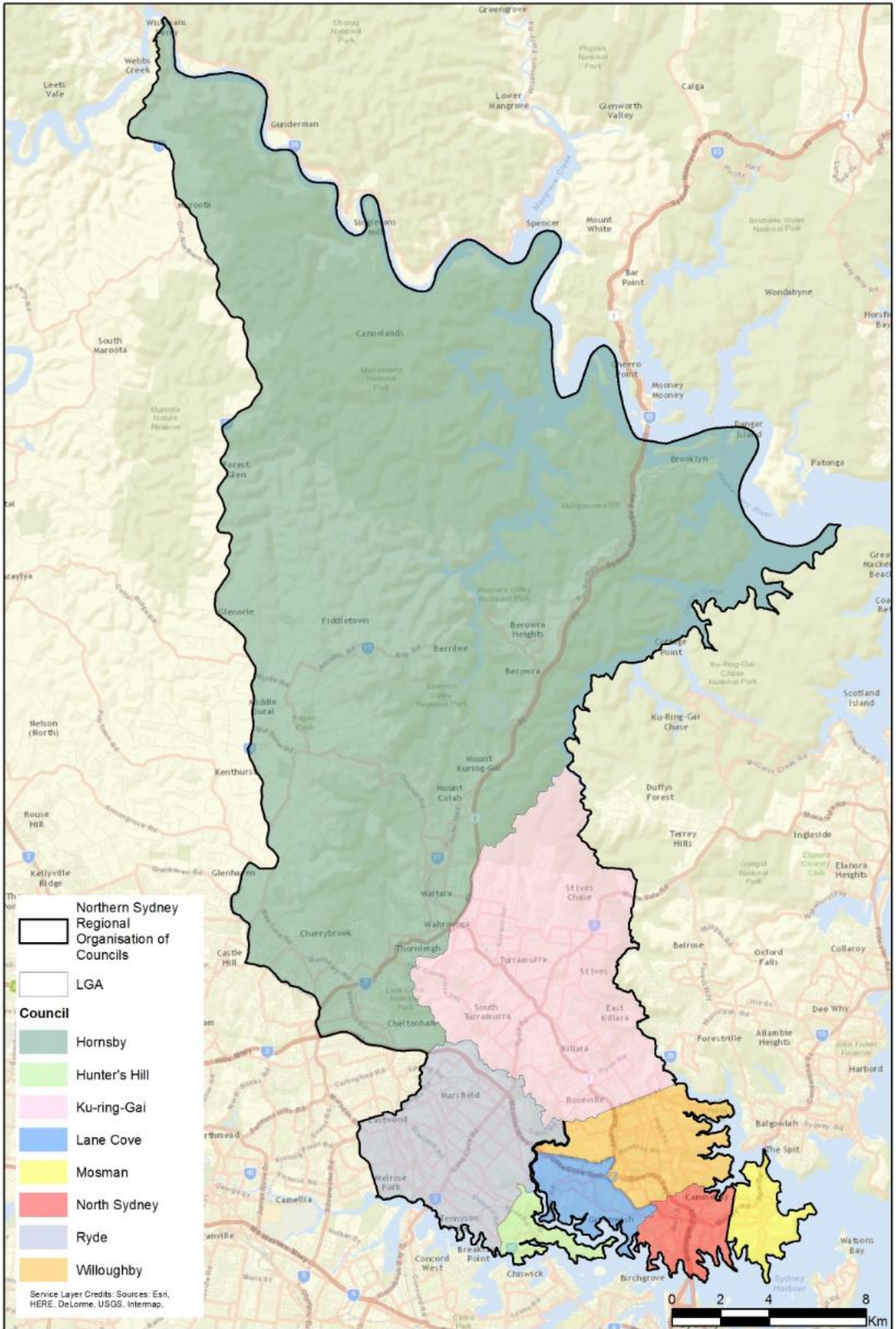




## Business Plan 2021/22

Version 1.0	Presented to GMAC	6 May 2021
Version 1.1	Presented to GMAC out of session	18 May 2021
Version 1.1	Presented to Board	3 June 2021



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



## ABOUT NSROC

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

NSROC covers the following local government areas which service a geographic area of 639km<sup>2</sup> stretching from the Hawkesbury River in the north to Sydney Harbour and Parramatta River in the south and generally west of the Harbour Bridge.

- 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.

### NSROC Mission

To provide strong local government leadership, to work co-operatively for the benefit of the Northern Sydney region, and to effectively advocate on agreed regional positions and priorities

### Strategic Objectives

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.

Our strategic objectives are to:

- Strengthen advocacy and leadership of the member councils
- Improve urban planning and infrastructure in northern Sydney region
- Improve service delivery by member councils
- Strengthen organisational sustainability of NSROC

#### Strengthen Advocacy and leadership

NSROC will continue to advocate on issues that strengthen member councils' operations and those of the sector as a whole. This will be done through collaboration with stakeholders, ministers and making submissions to government.

We will develop policy positions that benefit the Northern Sydney region, 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.

We will provide evidence-based research and support to enhance liveability, productivity and sustainability of the Northern Sydney region.

The intended outcomes being:

- The NSROC Board is supported on contemporary local government matters 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.
- Member councils shape the State Government's legislation and regulations that impact on local councils.
- Resources are secured to support our local communities.

#### 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 our communities stand to gain the maximum, through minimal disruption and through integrated timely completion of local infrastructure and services.

The intended outcomes being:

- Enhancing the liveability, productivity and sustainability of the Northern Sydney region with the timely delivery of social, cultural, economic and transport infrastructure.
- Resource allocation through collaboration with the State Government to address the needs of the growing population in the region.

### 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.

To help deliver priorities and directions on improved and / or shared services through enhanced quality and efficiency of NSROC member Councils service delivery

The intended outcomes being:

- 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.
- Successful implementation of waste projects and research in partnership with the EPA.

### Strengthen Organisation Sustainability

NSROC operates in collaboration and partnership with officers from member councils, other regional organisation of councils and government agencies.

We must continue to focus on an organisation that operates in a cost-effective, targeted way that achieves results for the councils we serve.

We aim to continually improve our operations, policies and procedures, our practices and engage in professional development opportunities for our staff so we can nimbly respond to opportunities and challenges as they arise.

The intended outcomes being:

- Cost effectiveness for member councils.
- Professional delivery of policy, services and initiatives to support member councils.

## Board and Executive

### NSROC Board

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 / Mayor Carolyn Corrigan Mosman Municipal Council
Vice President	Clr Penelope Pedersen Ryde City Council

## 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

## Professional Officers Groups

NSROC convenes a number of Professional Officers Groups (POGs) with representation from each of its member Councils. The following POGs support the work of NSROC:

- Financial Officers
- Environmental Sustainability
- Sports
- Community Services
- Arts and Cultural Services
- Communications and Media

POGs typically meet every quarter and new POGs may be established with the approval of GMAC.

There are also, on occasion, time-limited project specific working or steering groups established. Current working groups are:

- Waste Advisory Group
- Social Infrastructure Strategy Project Control Group and Project Steering Committee
- Transport Infrastructure (Northern Sydney) Strategy Project Control Group and Project Steering Committee

NSROC is also involved in other networks which support the region and member councils.

## Key Documents / Directions

### Internal Documents

NSROC has undertaken a number of initiatives to help provide strategic direction for the region, including:

- Social and Cultural Infrastructure Strategy 2020
- Northern Sydney Transport Infrastructure Strategy 2020
- Waste Strategy Update 2017
- Regional Sportsground Strategy Review 2017
- Regional Plan for Synthetic Sports fields 2017

### External Documents

There are many documents developed by the State Government which may influence NSROC initiatives including:

- Metropolis of Three Cities
- North District Plan
- Future Transport 2056
- Draft Waste Strategy Discussion Paper
- Draft Plastics Discussion Paper
- State Infrastructure Strategy.

## 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 aged 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.

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**population**  
**644,027<sup>1</sup>**

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**geographic area**  
**639km<sup>2</sup>**

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**gross regional product**  
**\$68.65b, 11.52%**  
**of Gross State Product<sup>2</sup>**

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<sup>1</sup> 2018 Australian Bureau of Statistics

<sup>2</sup> 2019 National Inst. of Economics and Industry Research

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**total dwellings**  
**241,196<sup>3</sup>**

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**med / high density housing**  
**49%<sup>3</sup>**

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**jobs**  
**400,617<sup>2</sup>**

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The region is home to significant natural areas, complex central business districts, small villages and town centres.

#### Natural

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

#### Business

- Macquarie Park
- North Sydney/St Leonards

#### Health:

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

#### Cultural / Entertainment

- The Concourse
- Coal loader

#### Education

- Macquarie University
- Meadowbank TAFE
- St Leonards TAFE

<sup>3</sup> 2016 Bureau of Statistics

## BUSINESS PLAN

This Business Plan describes activities and projects that will help to achieve NSROC's mission and strategic objectives.

### Strategic Objectives

#### Strengthen Advocacy & Leadership

To position the region as a leader and strengthen the role of Local Government in the Northern Sydney region.

#### Improved Urban Planning and Infrastructure

To integrate transport, social and environmental infrastructure initiatives to support opportunities in the region, to link with the North District Plan, and meet community and business needs into the future.

#### Improved Service Delivery

To improve the quality and efficiency of local government service delivery in the Northern Sydney region.

#### Strengthen Organisation Sustainability

To operate an efficient member based organisation focused on continuous improvement and continuation of business as usual activities to support the NSROC objectives.

### 2021/22 Strategic Themes

In delivering against our strategic objectives in 2021/22, NSROC will also consider four strategic themes:

**Resilience** - Build resilience of our organisations and communities to support liveability.

**Resource management** - Advance our approach to waste to use resources more efficiently and deliver positive behaviour change.

**Financial Sustainability** - Build financial sustainability of councils to maintain and improve services for our communities.

**Business as Usual** – Ongoing core activities of NSROC

The work of NSROC in 2021/22 will build on work undertaken over the previous years. NSROC will continue to deliver our existing strategies and business as usual.

## Waste and Resource Recovery

**Over recent years, regional waste management has increasingly become a significant element of NSROC's activities. It is embedded across our strategic objectives and strategic themes.**

Managing waste and better utilising resources are important issues for residents and their councils in the Northern Sydney region. The impact of discarded plastics on the world's oceans and formerly pristine beaches has highlighted the need for action at a global scale. The ABC's *War on Waste* brought home the risks for communities when the pursuit of profit by private companies overrides environmental and social wellbeing considerations. The Australian Government has developed the National Waste Policy and Action Plan and NSW is developing a 20 Year Waste Strategy which will set priorities for the state's Waste Avoidance and Resource Recovery Strategy from 2022/23 onwards.

This Business Plan recognises the breadth of waste related activities, seeks to deliver regional waste projects, and ensure that both state and federal governments are aware of the critical need to engage with local government and our communities in managing household waste.

### Actions and Activities 2021/22

The following pages detail actions against the strategic objectives in the context of the strategic themes. As well as provide a focus on organisation sustainability and business as usual.

This Business Plan focuses on the 2021/22 financial year, while recognising some activities will be carried over into future years, just as some have been from previous years.

Adopted strategies also have detailed implementation plans which have timeframes allocated to actions, the detail of all of these actions is not included in this Plan. Staff will continue to work on delivering these specific implementation plans.



Resilience (Res)	Resource Management (RM)	Financial Sustainability (FS)	BAU
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	Activities include:	Strategic Themes			
		Res	RM	FS	BAU
<b>Strategic Objective – Strengthen Advocacy and Leadership</b>					
<p>Creating a more responsive planning and development environment to:</p> <ul style="list-style-type: none"> <li>• Enable councils to be adequately prepare for changes that impact their communities</li> <li>• Minimise negative impacts on local communities</li> <li>• Create more liveable neighbourhoods.</li> </ul>	<p>Identify opportunities and ensure that government recognises the impact of proposed reforms on local councils.</p> <p>Participate in Northern Planners Network</p> <p>Leadership and shared positioning to strengthen advocacy on issues through NSROC POGs</p>				
<p>Improve waste management policy and resources to:</p> <ul style="list-style-type: none"> <li>• Protect existing and support the development of new infrastructure to meet the increasing needs of communities</li> <li>• Support a circular economy and minimise landfill</li> <li>• Ensure public health and amenity is not compromised</li> </ul>	<p>Leadership and shared positioning to strengthen advocacy on relevant government and other strategic reviews</p> <p>Circulate/promote the outcomes of the two circular economy pilot projects once completed</p> <p>Ensure metropolitan councils proactively share the outcomes of the pilot food organics trials in determining the future management of organic wastes</p>				
<p>Ensure ongoing council financial sustainability including a flexible and responsive approach to rates and charges to:</p> <ul style="list-style-type: none"> <li>• Maintain consistent service levels over time</li> <li>• Better reflect the needs of local communities, demand for services and ability to pay</li> <li>• Create a sustainable funding model that recognises the individual needs and capacities of councils and their communities.</li> <li>• Provide a range of recreational settings and compatible land uses while protecting and enhancing the natural environment for recreational purposes</li> </ul>	<p>Actively engage in government reviews to create a flexible funding system that supports councils, communities and developers.</p> <p>Drive advocacy, engagement and collaboration with state government and elected officials to ensure they have a clear understanding of the needs and priorities of council.</p>				

Resilience (Res)	Resource Management (RM)	Financial Sustainability (FS)	BAU
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	Activities include:	Strategic Themes			
		Res	RM	FS	BAU
<p>Strengthen resilience and emergency management to:</p> <ul style="list-style-type: none"> <li>• Ensure communities can access support when required</li> <li>• Maintain the economic prosperity of our region</li> <li>• Enable councils to be agile and flexible enough to respond to financial/environmental/social shocks.</li> </ul>	<p>Partner with government and LGNSW to ensure effective management of operational and strategic issues</p> <p>Maintain environmental scan for financial support and economic stimulus opportunities</p> <p>Drive engagement with government to remove gaps in emergency response procedures</p> <p>Collaborate with Resilient Sydney on matters of priority for NSROC councils</p>				
<p>Provide information and advocacy to the Board and GMAC on issues that impact member councils</p>	<p>Drive engagement with stakeholders to advocate on key priority areas, promote NSROC policy positions and proactively work with other levels of Government.</p> <p>Lead and develop shared positioning to strengthen advocacy on matters as they arise, for agreement by GMAC and/or the Board</p> <p>Maintain effective environmental scanning to identify changes in the operating environment, impact of technology and shifts in community expectation</p>				
<p>Support a metropolitan approach to advocacy on issues where appropriate</p>	<p>Liaise and partner with LGNSW and other ROCs in metropolitan Sydney to develop and advocate common positions</p>				

Resilience (Res)	Resource Management (RM)	Financial Sustainability (FS)	BAU
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	Activities include:	Strategic Themes			
		Res	RM	FS	BAU
<b>Strategic Objective – Improved Urban Planning and Infrastructure</b>					
Implement Northern Sydney Transport Strategy recommendations to: <ul style="list-style-type: none"> <li>• Provide infrastructure that meets the needs of the community</li> <li>• Support the delivery of a transport network that supports the regions productivity, quality of life and sustainability</li> <li>• Connect people and places</li> <li>• Provide sustainable funding solutions that support partnerships, development and operations</li> </ul>	Work in partnership with Transport for NSW, DPIE, and GSC to maximise benefits for communities  Deliver against the Strategy implementation plan  Collaborate and share information through the Transport Leadership Group				
Implement Social and Community Infrastructure Strategy <ul style="list-style-type: none"> <li>• Provide social and community infrastructure that meets the needs of the community at the time needed</li> <li>• Increase opportunities for individuals to participate, reduce social isolation and engage with their communities</li> <li>• Provide sustainable funding solutions that support partnerships, development and operations.</li> </ul>	Deliver against the Strategy implementation plan  Lead and collaborate through the POG and with other ROCs  Partner with GSC and Create NSW to identify opportunities				
Implement Sports field Strategy to: <ul style="list-style-type: none"> <li>• Provide sports infrastructure that meets the needs of the community at the time needed</li> <li>• Increase opportunities for individuals to participate, reduce social isolation and engage with their communities</li> <li>• Provide sustainable funding solutions that support partnerships, development and operations</li> </ul>	Advocate with DPIE and NSW Education to ensure community demand and perspectives are understood  Coordinate research and information from member councils regarding synthetic fields				

Resilience (Res)	Resource Management (RM)	Financial Sustainability (FS)	BAU
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	Activities include:	Strategic Themes			
		Res	RM	FS	BAU
<p>Continue to explore the development of a pilot onsite, large volume green waste facility to:</p> <ul style="list-style-type: none"> <li>Aggregate material to create a high quality green waste product</li> <li>Provide a conveniently located green waste drop off for councils in the region</li> <li>Retain flexibility in diverting organic waste</li> </ul>	<p>Work with industry and councils to identify requirements and possible sites. This will build on work undertaken at the state level by DPIE/EPA to inform the 20 year waste strategy.</p> <p>Complete the project plan and understand the feasibility of a facility for the region</p>				
<p>Work with other ROCs and government to:</p> <ul style="list-style-type: none"> <li>Provide access to up to date and accurate waste data</li> <li>Make informed choices about waste infrastructure needs and locations</li> <li>Identify opportunities that meet the needs of the community, industry and councils operations</li> </ul>	<p>Capture and share quality data through the state government’s Waste Data Infrastructure Analysis Steering Committee.</p> <p>Coordinate a regional response to the proposed NSW 20 Year Waste Strategy</p>				
<b>Strategic Objective – Improved Service Delivery</b>					
<p>Progress towards establishment of a Food Organics collection process for MUDs to:</p> <ul style="list-style-type: none"> <li>Reduce food organics sent to landfill</li> <li>Obtain a food waste stream with acceptable levels of contamination</li> <li>Assist our councils to meet likely diversion targets</li> </ul>	<p>Continue to drive implementation of pilot project</p> <p>Undertake research on best practice and engage with proponents of other pilot projects</p> <p>Engage with selected MUDs</p>				

Resilience (Res)

Resource Management (RM)

Financial Sustainability (FS)

BAU

	Activities include:	Strategic Themes			
		Res	RM	FS	BAU
Support two small scale pilot circular economy projects to: <ul style="list-style-type: none"> <li>• Demonstrate the value of the circular economy in the waste industry</li> <li>• Support the development of a product that would benefit councils and / or their communities in the longer term</li> <li>• Demonstrate leadership and support innovation.</li> </ul>	Ensure delivery of pilot projects and share outcomes with stakeholders Work with ROCs and the Circular Economy Network to learn from other circular economy pilots.				
Identify a pathway to shared waste services to: <ul style="list-style-type: none"> <li>• Create more competition in service delivery</li> <li>• Greater capacity to influence the quality of services received</li> <li>• Greater community acceptance of necessary behaviour change with standardised services</li> <li>• Increase the level of influence on the waste industry</li> <li>• Deliver improved value for money for ratepayers</li> </ul>	Adopt and progressively implement the project plan Consult with Industry Aggregate waste volumes and set service delivery requirements to increase the level of influence on the waste industry				
Consider workforce planning to ensure ongoing effective service delivery in the NSROC region	Identify best practice workforce planning in local government context and investigate opportunities for regional approach.				
Develop a regional approach to support the implementation of the NSW 20 Year Waste Strategy and NSW Plastics Plan	Work with councils to develop a new Regional Waste Strategy and Plastics Waste Management Strategy				
Implement EPA funded projects to change behaviour, promote the CRC, and support research	Deliver education and promotional activities Research and data analysis Assist waste avoidance through support for collection and rehoming service Implement BWRP projects				

Resilience (Res)	Resource Management (RM)	Financial Sustainability (FS)	BAU
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	Activities include:	Strategic Themes			
		Res	RM	FS	BAU
<b>Strategic Objective – Strengthen Organisational Sustainability</b>					
Maintain effective engagement with government and stakeholders to implement the Greater Sydney Region Plan and North District Plan to realise benefits for community	Consultation and collaboration with DPIE, GSC, EPA, ROCs and other stakeholders through meetings, workshops and other mechanisms.				
Investigate and assess potential for securing government funding/support for regional projects.	Effective scanning to identify opportunities as they arise				
Continue to support existing shared services: <ul style="list-style-type: none"> <li>• Internal Audit Shared Service arrangement</li> <li>• Code of Conduct Review Panel</li> <li>• Shared Design Review Panel</li> <li>• Regional asphalt services contract</li> <li>• Community Recycling Centre</li> </ul>	Ongoing management of Shared Service and Panel arrangements Review of Asphalt tender Maintain viability of Community Recycling Centre				
Hold promotional and information events	Provide opportunities for learning, collaboration and networking				
Ensure NSROC meets its regulatory requirements as an Incorporated Association and other best practice activities	Deliver organisational functions, services and reporting that meets the requirements of government and the Board.				



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