



Business Plan 2025/26

Version 1.0	Presented to GMAC	8 May 2025
Version 2.0	Approved by Board	10 June 2025

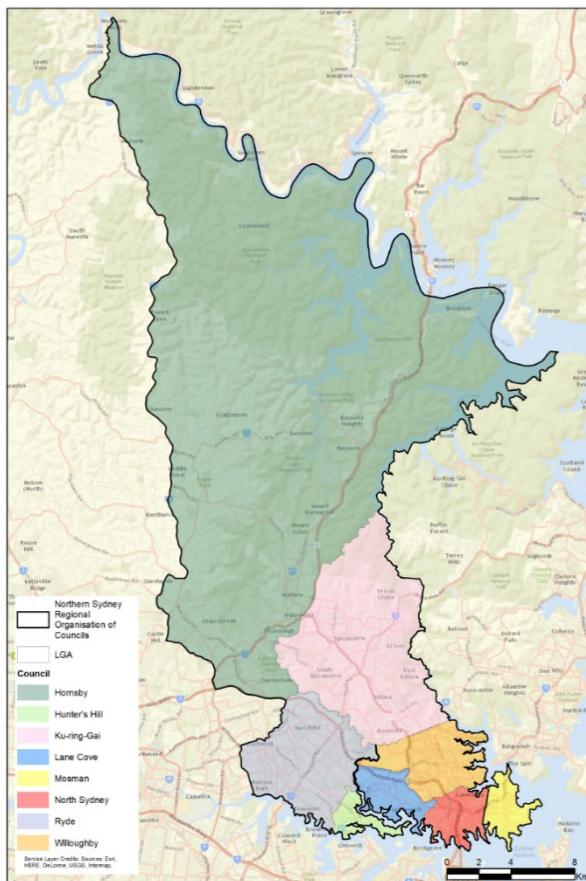
We acknowledge the traditional owners of the land on which we live, and pay our respect to Elders past, present.

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 639km² 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



Board and Executive

NSROC Board

NSROC Board sets the direction and exercises oversight of NSROC. Each member council is represented on the Board by their 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	Cr / Mayor Tanya Taylor Willoughby Council
Vice president	Cr Rochelle Flood Lane Cove Council
Vice President	Cr Nathan Tilbury Hornsby Shire 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	Steven Head General Manager Hornsby Shire Council
Treasurer	Hugh Phemister General Manager Willoughby City 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:

- Arts and Cultural Services
- Communications and Media
- Community Services
- Environmental Sustainability
- Financial Services
- Local Emergency Management
- Sports and Recreation

POGs typically meet every quarter.

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
- Transport Infrastructure (Northern Sydney) Leadership Group.
- Urban Forest/Tree Canopy Working Group

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

ABOUT THE REGION

The NSROC region is located to the north of Sydney, between 3 and 25 kilometres from the Sydney GPO. It has diverse peoples, places and environments.

NSROC has an estimated population of 651,315¹ and around 263,600 dwellings².

Age Group	Years	Pop'n % (2021)
Children	0 – 17	21.2
Tertiary education and young workforce	18 – 34	20.7
Parents and homebuilders	35 – 49	22.5
Older workers and pre-retirees	50 – 59	12.8
Empty nesters, retirees, and the elderly	60+	22.8

In 2021, 42.7% of people in NSROC Region were born overseas, compared with 38.6% in Greater Sydney. Top birthplaces include China, United Kingdom and India.

The NSROC region hosts around 393,000 jobs and member councils directly employed over 2,600 staff in 2022/23. Council staff deliver an array of services and infrastructure for community benefit.

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

BUSINESS PLANNING CONTEXT

This Business Plan describes actions and activities that will be undertaken to achieve NSROC's Mission and deliver on our strategic objectives. It focuses on

the 2025/26 financial year, while recognising some activities will be carried over into future years, just as some have been from previous years.

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 collaborate on key issues and activities to generate benefits – social, environmental and economic – for local communities and the region as a whole.

Our strategic objectives are to:

- Strengthen resilience through advocacy and leadership
- Improve waste and resource management
- Enhance urban density through placemaking
- Strengthen organisational operations and sustainability

Strengthen Resilience Through Advocacy and Leadership

NSROC advocates on issues that strengthen member councils' operations and the local government sector. We provide evidence-based research and advice to inform policies benefiting the Northern Sydney region.

NSROC supports councils enhance liveability of the region and helps ensure their long-term sustainability (financial and operational) in the context of community expectations and continuing technological developments.

The NSROC Board are supported on contemporary local government matters and kept well-informed on issues impacting Northern Sydney communities. The Board are also supported when engaging with State Government to advance regional interests.

¹ 2023 Australian Bureau of Statistics

² Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021

Improve Waste and Resource Management

NSROC recognises that managing waste and improving resource recovery are critical issues for our communities and councils.

NSROC contributes to the development of evidence based policy and regulation for waste and resource recovery. NSROC delivers regional waste projects and works to ensure state and federal governments meaningfully engage with local government and communities, to effectively manage household waste.

The Australian Government has developed the National Waste Policy and Action Plan and the State Government has the Waste and Sustainable Material Strategy 2041. These documents set priorities and targets for waste avoidance and resource recovery that inform NSROC's work.

NSROC has developed the Regional Waste Strategy 2022-2027 that focuses on local priorities and contributes to the achievement of local, state and federal targets.

NSROC works closely with other metropolitan ROCs to develop consistent priorities and deliver projects across the Greater Sydney region.

Enhance Urban Density Through Place Making

NSROC collaborates with the State Government to ensure plans for our region are developed and implemented in a manner that ensures local priorities are understood and positive outcomes are achieved.

Policies and major projects should ensure our communities gain the maximum benefit, through minimal disruption and with integrated, timely completion of local infrastructure and services.

NSROC works to enhance the liveability, productivity and sustainability of the Northern Sydney region with the timely delivery of social, cultural, economic, resource recovery and transport infrastructure. This requires resource allocation in partnership with the State Government, to address the needs of the growing population.

Strengthen Organisational Operations and Sustainability

NSROC delivers cost efficiencies for councils while maintaining or improving the quality of services delivered to communities. We also investigate new opportunities as they are identified.

NSROC supports information exchange and the delivery of coordinated regional projects through Professional Officers Groups and other collaborative forums.

NSROC provides accurate, timely, professional support to the Board and GMAC, and meets all Incorporated Association regulatory requirements.

Key Documents / Directions

NSROC's Business Plan recognises that there are internal and external policies/strategies directly impacting our activities.

Internal Documents

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

- NSROC Infrastructure Priority Statement 2025-2028
- Regional Waste Strategy 2022 – 2027
- Food and garden organics management studies to inform decision making
- Review of Supply and Demand for Sports Facilities in the NSROC Region 2023

External Documents

There are also policies and strategies developed by the State and Federal Government that influence NSROC initiatives including:

- NSW Future Transport 2056
- NSW Waste and Sustainable Materials 2041
- National Waste Policy and Action Plan
- National Plastics Plan
- NSW State Infrastructure Strategy.
- Risk Management and Internal Audit Guidelines for NSW Local Government

Business Plan 2025 – 2026

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

Objectives

Strengthen resilience through advocacy and leadership

Improve waste and resource management

Enhance urban density through place making

Strengthen organisational operations and sustainability

Actions and Activities

Engage with State and Federal governments to help them recognise council and community consequences of proposed reforms.

Advocate for a sustainable approach to rates and charges that recognises the needs and capacities of individual councils and communities.

Collaborate across government and Resilient Sydney to build community resilience to lessen the impacts of shocks and stresses on people and the environment.

Drive engagement with stakeholders to ensure a clear understanding of the needs, priorities and position of councils.

Strengthen relationships and pursue shared positioning through NSROC POGs, metro ROCs, LGNSW and government to maximise the impact of advocacy.

Improve waste and resource management policy and outcomes through regional research, strategic positioning and advocacy.

Implement the Regional Waste Strategy to support the achievement of Council priorities and delivery of the NSW Waste and Sustainable Materials Strategy 2041.

Undertake EPA and Council funded projects, subject to available resources.

Manage and promote the Community Recycling Centre

Promote a regional approach to waste infrastructure.

Capture and share quality waste data to support evidence-based policy decisions.

Drive engagement with the EPA and ROCs through the Greater Sydney Waste Leadership Forum.

Advocate for a planning framework that promotes affordable, sustainable practices and approaches including protecting and growing the tree canopy.

Advocate for funding and delivery of NSROC Infrastructure Priority Statement 2025-28 including:

- Recreation facilities and open spaces
- Multipurpose community centres and libraries
- Active Transport
- Waste Infrastructure.

Advocate for regional and local transport interventions to ensure connectivity, capacity and address access challenges across the network.

Share research and information regarding planning, infrastructure and recreation needs.

Pursue government funding for regional projects.

Continue to support shared services:

- Internal Audit
- Regional asphalt contract
- Other shared/joint procurement initiatives.

Hold promotional and information events.

Ensure NSROC meets regulatory requirements.

Provide accurate and timely information to GMAC and the Board.

Support Professional Officers Groups, the Waste Advisory Group, Transport Leadership Group and other regional forums.



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