

SSROC

Ordinary Meeting Agenda



Date	Thursday, 16 February 2017
Time	6.00 pm for 6.30 pm
Venue	Canterbury-Bankstown Council Chambers
Address	Corner Chapel Road and The Mall BANKSTOWN
	Parking is available: Beneath Canterbury-Bankstown Council Civic Tower 66-72 Rickard Road (Cnr Jacob Street) BANKSTOWN (Entry to parking via Rickard Road – please park on P1 level . If parking under Civic Tower, the Chambers are across the park from that building)

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Section 10	Next Meeting	
	The date for the next Ordinary Meeting will be advised.	

Councillor Sally Betts (Waverley), 2016/17 SSROC President welcomed attendees and declared the Ordinary Meeting of 17 November 2016 open at 6.53 pm.

IN ATTENDANCE

Bayside Council

Mr Greg Wright (Administrator)

Burwood Council

Councillor John Faker (Mayor)

Councillor George Mannah (Deputy Mayor)

Councillor Justin Taunton

City of Canada Bay

Councillor Tony Fasanella (Deputy Mayor)

Councillor Michael Megna

Canterbury-Bankstown City Council

Mr Richard Colley (Administrator)

Mr Brian Robson

City of Sydney

Councillor Jess Miller

Councillor Christine Forster

Georges River Council

Mr John Rayner (Administrator)

Mr Stephen Agius

Inner West Council

Mr Richard Pearson (Administrator)

Ms Rosana Tyler

Randwick City Council

Councillor Greg Moore

Sutherland Shire Council

Councillor Kent Johns

Councillor Jack Boyd

Councillor Daniel Nicholls

Waverley Council

Councillor Sally Betts (Mayor) (Chair)

Councillor Tony Kay (Deputy Mayor)

Woollahra Council

Councillor Toni Zeltzer (Mayor)
Councillor Katherine O'Regan

ALSO IN ATTENDANCE

Burwood Council

Mr Michael McMahon (General Manager)

Canterbury-Bankstown Council

Mr Matthew Stewart (Interim General Manager)

Inner West Council

Mr Rik Hart (Interim General Manager)

SSROC

Ms Namoi Dougall (General Manager)
Ms Helen Sloan (Program Manager)
Dr Vincent Ogu (Manager Strategic Planning)
Ms Natasha Anderson (Office Manager)
Ms Colleen Stretton (Executive Assistant)

1. PRESENTATIONS

There were no presentations at this meeting.

2. APOLOGIES

Burwood Council

Councillor Sally Deans

City of Canada Bay

Councillor Helen McCaffrey (Mayor)
Councillor Pauline Tyrrell

Canterbury-Bankstown Council

Mr Khal Asfour
Mr Toan Nguyen

City of Sydney

Councillor Robert Kok
Councillor Craig Chung

Georges River Council

Mr Philip Sansom

Inner West Council

Ms Lucille McKenna
Mr Alex Lofts

Randwick City

Councillor Noel D'Souza (Mayor)

Councillor Anthony Andrews

Councillor Harry Stavrinou

Sutherland Shire

Councillor Ray Plibersek

Waverley

Councillor Angela Burrill

Councillor Bill Mouroukas

Woollahra Council

Councillor Susan Wynne (Deputy Mayor)

OTHER APOLOGIES

Bayside Council

Ms Meredith Wallace (Interim General Manager)

City of Canada Bay

Mr Gary Sawyer (General Manager)

City of Sydney

Ms Monica Barone (Chief Executive Officer)

Georges River Council

Ms Gail Connolly (Interim General Manager)

Randwick City Council

Mr Ray Brownlee (General Manager)

Sutherland Shire Council

Mr Scott Phillips (General Manager)

Waverley

Mr Peter Brown (General Manager)

Woollahra

Mr Gary James (General Manager)

SSROC resolved to accept the apologies, as submitted.

3. CONFLICT OF INTEREST

No conflicts of interest were noted.

4. CONFIRMATION OF THE MINUTES OF THE PREVIOUS MEETING

Resolved that Delegates:

1. Adopt the minutes of the Ordinary Meeting held on Thursday, 18 August 2016 at City of Canada Bay.
-

5. ADVOCACY AND ISSUES MANAGEMENT

5.1 Recent Submissions

Resolved that Delegates:

1. Receive and note the report.

5.2 Submissions for Consideration

Resolved that Delegates:

1. Receive and note the report.
2. Agree that preparation of submissions proceed on *Draft Medium Density Design Guide* (to Department of Planning and Environment), *Climate Change Fund Draft Strategic Plan 2017 to 2022* (to NSW Government) and *A Draft Plan to Save NSW Energy and Money* (to NSW Government).
3. That the unsolicited submission to the Greater Sydney Commission on *Affordable Housing* be deferred until the next SSROC Ordinary meeting to enable further discussion.

5.3 Greater Sydney Commission and District Planning

Resolved that Delegates:

1. Receive and note the report.

5.4 Affordable Housing Advocacy

Resolved that Delegates:

1. Receive and note the report.

5.5 Liveability Indicators and Mapping

Resolved that Delegates:

1. Receive and note the report.

5.6 SSROC Councils-Community Housing Providers' Affordable Housing Forum

Resolved that Delegates:

1. Receive and note the report and the proposed SSROC Councils-Community Housing Providers' Affordable Housing Forum.
-

6. ADMINISTRATIVE MATTERS

6.1 Letter from Department of Fair Trading regarding SSROC's Incorporated Association status

Resolved that Delegates:

1. Receive and note the report.

6.2 Changes to the Financial Institution for SSROC

Resolved that Delegates:

1. Receive and note the report.
2. Approve the following:
 - i. Opening of new Commonwealth Bank accounts, the transfer of funds from St George Bank to new Commonwealth Bank Accounts.
 - ii. Matthew Stewart (Canterbury-Bankstown General Manager & SSROC Secretary Treasurer), Namoi Dougall (SSROC General Manager), Helen Sloan (SSROC Program Manager), Vincent Ogu (SSROC Strategic Planning Manager) and Jennifer Revell (SSROC Procurement & Contracts Manager) are appointed signatories and online banking approvers on all SSROC accounts with Commonwealth Bank.
 - iii. Namoi Dougall's (SSROC General Manager) credit card limit is increased from \$5,000 to \$7,500. Remaining three (3) SSROC credit cards in the name of Helen Sloan, Colleen Stretton and Natasha Anderson to remain at the same limit of \$2,500 each.
 - iv. Natasha Anderson (SSROC Office Manager) and Colleen Stretton (Executive Assistant), are appointed payment creators, commercial card administrators and verifying officers for CommBiz Online.
 - v. Namoi Dougall (SSROC General Manager), Natasha Anderson (Office Manager) are appointed administrators for CommBiz Online.
 - vi. Natasha Anderson is appointed as an authorised person to obtain information, in relation to SSROC bank accounts.
 - vii. Appoint Namoi Dougall (SSROC General Manager) and Helen Sloan (SSROC Program Manager) as Account Controllers on all SSROC Commonwealth Accounts.

6.3 2017 Proposed Meeting Dates

Councillor Moore (Randwick) queried why the SSROC Committees are only meeting once in the next twelve months. Councillors Betts and Faker advised that the Executive had held discussions with Ms Dougall and it was anticipated that the meeting date set for 16 March 2017 would be used as a working group meeting to discuss the Committees' structures, aims and areas of responsibility, after which it would be a more appropriate time to look at other meeting dates.

Resolved that Delegates:

- 1.Receive and note the report.
- 2.Adopt the meeting dates and locations for Delegates' and Committee meetings for 2017 as shown in the report.

6.4 SSROC News

Resolved that Delegates:

- 1.Receive and note the report.
-

7. JOINT ACTIVITIES WITHIN SSROC

7.1 Shared Services Update

Resolved that Delegates:

- 1.Receive and note the report.

7.2 Projects Update

Resolved that Delegates:

- 1.Receive and note the report.

7.3 Procurement Activity

Resolved that Delegates:

- 1.Receive and note the report.
-

8. EXTERNALLY FUNDED PROJECTS

8.1 Street Lighting Improvement Program

Resolved that Delegates:

- 1.Receive and note the report.

8.2 Regional Waste and Resource Recovery Strategy

Resolved that Delegates:

1. Receive and note the report.

8.3 Connected Corridors for Biodiversity

Resolved that Delegates:

1. Receive and note the report.
2. Endorse the CCB habitat corridor map as a tool for use by Councils as described in the report.
3. Reallocate the remaining \$10,791 BBWQIP funds to the CCB project for that area.

9. GENERAL BUSINESS

There was no general business.

10. NEXT MEETING

The next meeting date will be confirmed.

Councillor Betts thanked Burwood Council for hosting, thanked all in attendance and wished everyone a safe and happy Christmas and holiday.

MEETING CLOSE

The meeting closed at 7.15 pm.

SECTION 5. ADVOCACY AND ISSUES MANAGEMENT

ITEM 5.1 Recent Submissions

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report

Purpose of the report:	To inform SSROC Delegates of recent submissions by SSROC.
Background:	<p>Since the last meeting the following submissions have been made:</p> <ul style="list-style-type: none">• 12 December 2016 – submission to NSW Department of Planning and Environment on <i>Draft Medium Density Design Guide</i>.• 16 December 2016 – on-line submission to the NSW Government on the <i>Climate Change Fund Draft Strategic Plan 2017 to 2022</i> and <i>A Draft Plan to Save NSW Energy and Money</i>.• 23 December 2016 – on-line submission to the NSW Environment Protection Agency in support of the submission by LG NSW.• 20 January 2017 – submission to NSW Environment Protection Agency on the report of the <i>Clean Air for NSW consultation paper</i>.• 20 January 2017 – online submission to Director, Environment and Building Policy, NSW Department of Planning and Environment on <i>Draft Coastal Management State Environmental Planning Policy (SEPP)</i>.• 20 January 2017 – submission to NSW Office of Local Government on <i>Model Code of Meeting Practice Development</i>.• 1 February 2017 – the draft submission (attached) on Affordable Housing was provided to the Hon Gladys Berejiklian, Premier of NSW, at the request of her office. (Submission to Greater Sydney Commission referred to in paragraph 3 of the letter to the Premier can be found at item 5.4 – Affordable Housing Advocacy).
Current Status:	These submissions have already been made. To download these submissions go to: http://www.ssroc.nsw.gov.au/submissions

31 January 2017

The Hon. Gladys Berejiklian, Premier of NSW

Attn: Steve Orr, Executive Director - Local Government Reform
Department of Premier and Cabinet

By email: steve.orr@dpc.nsw.gov.au

Dear Premier,

Re: Affordable Housing

The Southern Sydney Regional Organisation of Councils (SSROC) is an association of 11 Councils in the area south of Sydney harbour. SSROC advocates in the interests of the region, provides a forum for the exchange of ideas between our member Councils, and an interface between governments, other Councils and key bodies on issues of common interest. Together, our member Councils cover, a population of 1.7 million, or one third of the population of Sydney.

I write to you now as President of SSROC and as Mayor of Waverley, to express my concern with the issue of affordable housing in the area: a concern that I know is also a priority for you. The issue affects all the Councils in SSROC, and we have several initiatives under way focused on affordable housing and related matters such as the liveability of the area in the face of urban intensification.

One key initiative is the development of our regional policy position on affordable housing. A group of council officers from across the region has worked with SSROC's Secretariat to draft a paper for submission to the Greater Sydney Commission on the issue. I was very pleased to see housing affordability identified as one of your top priorities as Premier when you were elected last week. It is with this in mind that I am pleased to attach our current draft position. The supporting papers, documenting the background research, can be downloaded by copying and pasting this address: <https://www.dropbox.com/sh/bo4ubcgz8e4br5s/AABYWEXZK5OIGdC77K3SIPQZa?dl=0>.

Although it is a draft, it has been debated once by the Council Delegates to SSROC, and I hope that it will be a useful contribution to your plans to address the issue of housing affordability.

May I also take this opportunity to congratulate you on your election to the position of Premier of NSW, and to wish you every success in the role.

Should you or your Department wish to discuss any of the content of the attached document, please feel free to contact me or SSROC General Manager, Ms Namoi Dougall, on 02 8396 3800 or namoi.dougall@ssroc.nsw.gov.au.

Yours sincerely,



Cr Sally Betts, Waverley Mayor,
President, Southern Sydney Regional Organisation of Councils

SECTION 5. ADVOCACY AND ISSUES MANAGEMENT

ITEM 5.2 Submissions for Consideration

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.
2. Offer any comments in relation to the consultation.
1. Approve and endorse the affordable housing submission (refer to item 5.4 – Affordable Housing Advocacy):
 - a) To the Greater Sydney Commission.
 - b) For use as the basis for further affordable housing advocacy.

Purpose of the report:	To identify submissions currently being developed, and provide an opportunity for SSROC Delegates to offer comments.
Background	SSROC Secretariat develops submissions in relation to priority issues as resources permit, usually to a deadline imposed externally. Whenever the deadline allows, Delegates' views on the submissions are sought.
Current Status:	<p>The following submission(s) are currently being developed and expected to be submitted prior to the submission deadlines, where applicable:</p> <ul style="list-style-type: none">• Submission to National Electricity Market on Preliminary Report of the Independent Review into the Future Security of National Electricity Market – due 21 February 2017;• Submissions to the Greater Sydney Commission due by 31 March 2017 on:<ul style="list-style-type: none">○ Amendment to the Plan for Growing Sydney○ Central District Plan○ South District Plan

21 February 2017

NEM Security Review Expert Panel

By email: NEMSecurityReview@environment.gov.au

Dear Panel Members,

Re: Preliminary Report of the Independent Review into the Future Security of National Electricity Market

The Southern Sydney Regional Organisation of Councils (SSROC) is an association of 11 Councils in the area south of Sydney harbour. SSROC provides a forum for the exchange of ideas between our member Councils, and an interface between governments, other Councils and key bodies on issues of common interest. We facilitate collaboration between councils on joint ventures, procurement, and projects including advocacy. Together, our member Councils cover a population of almost 1.7 million, or one third of the population of Sydney.

SSROC has advocated for some years for the reform of the National Electricity Market (NEM). SSROC strongly supports a reform that not only permits but encourages energy efficiency and decentralised energy production from renewable sources.

How do we ensure the NEM can take advantage of new technologies and business models?

SSROC supports actions to attract investment in advanced energy demonstration projects, however also points out that a number of existing feasible technologies exist for a transition to 100% renewable energy and that exploration of emerging technologies and demonstration projects should not be cause to delay action towards transitioning to 100% clean energy.

How do we ensure the NEM meets the needs of all consumers, including residential, large-scale industrial and vulnerable consumers?

What role should the electricity sector play in meeting Australia's emissions reduction targets?

With electricity the largest source of Australia's annual emissions by a large margin, the sector should play a major role in meeting the emissions reduction targets. Further, many solutions exist already to enable this to happen: many of which would be greatly facilitated for reform of the NEM.

What are the barriers to investment in the electricity sector?

SSROC strongly supports building the capacity of local communities to deliver and own renewable energy projects consistent with the objectives of the SSROC Renewable Energy Master Plan. Finance can be a significant barrier to community energy projects, which may need seed funding, grants or finance that can be repaid from energy cost-savings.

What immediate actions can we take to reduce risks to grid security and reliability?

SSROC requests that opportunities for advanced energy support rule changes for electricity networks and retailers to implement Virtual Net Metering (VNM). VNM is widely used in the USA and currently being trialled in Australia. Byron Shire (solar PV) and Willoughby Councils (co-generation unit) are the first Councils to participate in a VNM trial and Essential Energy, Ausgrid, Origin Energy and Energy Australia are all participating in the trial as well. Enabling VNM would significantly improve the business case for Council for rooftop solar PV.

The preliminary VNM trial results showed that VNM significantly improves the business case associated with renewable/distributed energy generation, relative to a base case that assumes current market conditions and the current structure of network charges. At the same time, it shows that VNM has a negative impact on network business revenues. For this reason a change in market rules is required to induce this service to be offered. By enabling VNM council would be able to maximise the benefits from on-site renewable energy technologies by installing them on more viable sites and net off their outputs against the total electricity consumption.

Is there a role for technologies at consumers' premises in improving energy security and reliability?

What role is there for new planning and technical frameworks to complement current market operations?

How can markets help support additional system security services?

How can we improve the supply of gas for electricity generation to contribute to reliability and security?

How can we ensure that competitive retail markets are effective and consumers are paying no more than necessary for electricity?

What are the optimal governance structures to support system security, the integration of energy and emissions reduction policy, and affordable electricity?

For any enquiries regarding this submission, please contact Helen Sloan, Program Manager SSROC on 02 8396 3800

Yours sincerely,

Name

Position

Southern Sydney Regional Organisation of Councils

SECTION 5. ADVOCACY AND ISSUES MANAGEMENT

ITEM 5.3 District Planning Update

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.

Purpose of the report:	To provide update to SSROC Delegates on the Greater Sydney Commission's draft District Plans released on 21 November 2016.
Background:	The Greater Sydney Commission has released the draft district plans for the Central District and the South District. A draft metro plan, <i>Towards our Greater Sydney 2056</i> is also on public exhibition. The documents are on public exhibition and open for comments till the end of March 2017.
Current Status:	<p>District Plans and Strategic Planning for Sydney</p> <ul style="list-style-type: none">▪ The Greater Sydney Commission held an Inaugural Briefing on Monday, 21 November 2016 on draft Districts Plans. This was followed by briefing for Central District elected representatives and council officials and officers on 22 November. Similar briefing was held in the South District on 28 November.▪ The Greater Sydney is to create additional 817,000 jobs and become home to 1.74 million additional people living in more than 725,000 new homes by 2056.▪ The vision of Sydney to 2056 includes three hierarchical centres: strategic centres, district centres and local centres.▪ The Commission also released <i>Towards our Greater Sydney 2056</i>, a draft amendment to the Greater Sydney metropolitan plan, <i>A Plan for Growing Sydney</i>. It is also on public exhibition.▪ The review of <i>A Plan for Growing Sydney</i> is taking place in parallel with the review of the NSW Transport Master Plan and NSW Infrastructure Strategy. The reviews are expected to align land use, transport and infrastructure plans in Greater Sydney.▪ The draft District Plans set out opportunities, priorities and actions for each district. Council and stakeholder comments on the draft plans are vital to the finalising of the documents.▪ District Plans will be finalised concurrently with the Greater Sydney regional plan, <i>Towards our Greater Sydney 2056</i>. <p>District Plans and Housing</p> <ul style="list-style-type: none">• The Greater Sydney Commission has established 5-year and 20-year housing targets. A total of 46,550 new dwellings are expected in the Central District during the 2016-2021 period. During the same period 23,250 houses are expected in the South District.• Breakdown of housing targets by Local Government Area was also provided, ranging from 18,300 in the City of Sydney, 10,150 in Bayside to only 300 in Woollahra in the Central District and from 13,250 in Canterbury-Bankstown to Sutherland's 5,200 in the South District.• The Commission will work collaboratively with councils to identify the locations for new houses.• The Commission proposes that 5-10% of the value uplift of rezoned land, subject to viability, be used in developing affordable housing. The affordable housing developed will be targeted to low and very low income households.

- Councils have the opportunity till 31 March 2017 to review and make submission to the Greater Sydney Commission on the draft District Plans.
- District Plans will guide councils' strategic land use, transport and infrastructure planning.

What next?

- The draft District Plans will be on public exhibition till 31 March 2017.
- The SSROC Secretariat is preparing a submission to the Greater Sydney Commission on the draft Central and South District Plans and the draft metro plan, *Towards our Greater Sydney 2056*, in collaboration with member councils
- SSROC Delegates will have an opportunity to provide input to the draft submission at SSROC Committee workshop on 16 March.
- SSROC member councils are encouraged to provide comments on the draft District Plans.

SSROC's work on liveability mapping will in part, inform SSROC's submission.

SECTION 5. ADVOCACY AND ISSUES MANAGEMENT

ITEM 5.4 Affordable Housing Advocacy

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.

Purpose of the report:	To update the SSROC Delegates on affordable housing advocacy with the NSW Government and to seek approval of the Affordable Housing Submission to the Greater Sydney Commission.
Background:	<p>At the last SSROC Ordinary Meeting in November 2016, the SSROC Secretariat was asked to revise the Affordable Housing Submission to the Greater Sydney Commission and take into consideration issues raised by some Delegates. Deliberations focused particularly on targets for new developments in the Central and South Districts. The SSROC Secretariat has completed the review of the submission in collaboration with the SSROC General Managers' Group.</p> <p>The SSROC Affordable Housing Working Group (AHWG) was established by General Managers at their June 2016 meeting in response to the identified need for affordable housing in the Central and South Districts. An affordable housing submission was identified as a priority action for advocacy with the Greater Sydney Commission, timed to align with their preparation of the District Plans. The AHWG worked with Judith Stubbs & Associates who drafted the first version of the submission. The revised submission has three background reports:</p> <ul style="list-style-type: none"> • <i>Background Report Part 1: Demographic and Housing Market Analysis,</i> • <i>Background Report Part 2: Planning and Economics in Priority Precincts,</i> • <i>Background Report Part 3: Planning and Economics in Selected Precincts of the Sydneyham to Bankstown Corridor.</i> <p>See the link below for the background papers: http://ssroc.nsw.gov.au/planning-and-advocacy/affordable-housing-advocacy/</p>
Current Status:	<p>Revised Affordable Housing Submission</p> <ul style="list-style-type: none"> • The SSROC Secretariat considered the deliberations on affordable housing targets at the last SSROC Ordinary Meeting, liaised with General Managers and some members of the Affordable Housing Working Group on new target threshold. • A target range of 5-15% affordable housing in new developments in the Central and South Districts has been proposed. • The exact percentage should be adjusted between councils, Districts and Priority Precincts, based on factors such as the nature of the development, the level of housing stress in a locality, government ownership of the land, and the affordable housing targets of neighbouring areas. • The Greater Sydney Commission has proposed 5% to 10% of uplift in value of a rezoned area, subject to viability, be set aside for developing affordable housing. • Based on a request from the NSW Premier's Office, a draft of the SSROC Affordable Housing submission was sent to the NSW Government. A final version will be sent to the Premier's Office after endorsement by SSROC Delegates. • A revised submission will be made to the Greater Sydney Commission once it is endorsed by the SSROC Delegates. This will be timely as the Commission has put District Plans on public exhibition till 31 March.

What Next?

1. The affordable housing submission will make the best possible impact as the Commission's public exhibition of Draft District Plans will close on 31 March.
2. SSROC Secretariat and the AHWG will follow up the submissions including attending meetings with the Commission and the Department of Planning and Environment as necessary.
3. The AHWG could incorporate parts of the recommendations in the submission to SSROC Affordable Housing Position Paper that the group will develop this year.
4. Following the preparation and adoption of the position paper, AHWG will work towards Mayors Declaration on affordable housing in the Central and South Districts of Sydney.



Affordable Housing Submission to the Greater Sydney Commission

30 January 2017

Southern Sydney Regional Organisation of Councils Incorporated
(SSROC)

ABN 54 485 603 535

DRAFT
For discussion

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1 Introduction

1.1 Purpose of Submission

This Submission has been prepared by the Southern Sydney Regional Organisation of Councils (SSROC) to assist the Greater Sydney Commission with the finalisation of District Plans for the Central and South Districts. We note the recent announcement that, in the forthcoming District Plans, affordable housing will be mandated in new housing developments on rezoned land across Sydney. SSROC strongly supports this initiative, and we look forward to further detail when the District Plans are made available for review.

This submission is made as a positive contribution to that planning process. In particular, the Submission focuses on the vital role played by affordable housing for very low, low and moderate income households in supporting a sustainable economy and diverse, vibrant and inclusive Sydney. It highlights the particular affordable housing situation in the Central and South Districts, and recommends feasible and practical mechanisms and strategies to create affordable housing in specific housing market contexts.

This submission also raises and makes recommendations in relation to several issues that are particular to the Southern Sydney region.

1.2 Evidence Base

Our Submission is informed by the best available evidence. A series of reports have been prepared by Judith Stubbs and Associates to support the preparation of the *SSROC Affordable Housing Submission to the Greater Sydney Commission*.

A supporting *Background Report* is provided in three parts:

- *Background Report Part 1: Demographic and Housing Market Trend* sets out the demographic and housing market context of the Central and South Districts in order to understand the current and future need for affordable housing, and the most effective responses to this need.
- *Background Report Part 2: Planning and Economics in Priority Precincts*, provides an analysis of the economics of redevelopment, and an overview of the types of planning and mechanisms and strategies most likely to be most effective, feasible and equitable in the context of the housing market and affordable housing need in the Central and South Districts. The Report draws on work undertaken by the authors for the NSW Federation of Housing Associations and Inner West Council, with their permission.
- *Background Report Part 3: Planning and Economics in Selected Precincts of the Sydenham-Bankstown Corridor*, which narrows the focus to particular priorities of the southern Sydney region.

A *Summary Report* provides an overview of key findings of the Background Report Parts 1 and 2 for ease of reference and reading. Together, these reports provide the evidence base for SSROC's position in this *Affordable Housing Submission to the Greater Sydney Commission*.

2 Summary and Recommendations

2.1 Recommendation 1: Affordable Housing Definition and Benchmarks

Rationale

A clear, consistent definition of 'affordable housing' is required for the purpose of planning and assessment to ensure that housing created is genuinely 'affordable', and that individuals and groups who most need affordable housing are the focus of government policy and strategy.

2.1.1 Recommendation 1.1: Affordable Housing Definition

1. SSROC recommends that a definition consistent with relevant NSW legislation and policy be adopted in Central and South District Plans, specifically that:

Housing is 'affordable' when very low, low and moderate income households¹ pay no more than 30% of gross household income on rent or mortgage costs under NSW statutory definitions.

2.1.2 Recommendation 1.2: Affordable Housing Diversity Benchmarks

2. SSROC recommends that, in accordance with the above definition, the following benchmarks for affordable housing be adopted in District Plans. Housing diversity will be an essential characteristic of the affordable housing supply in order to achieve these benchmarks. Note that these need to be updated quarterly to reflect increases in CPI.

Table 2-1: Relevant Affordable Housing Income and Cost Benchmarks

	Very low-income household	Low-income household	Moderate-income household
Income Benchmark	<50% of Gross Median H/H Income for Greater Sydney	50-80% of Gross Median H/H Income for Greater Sydney	80%-120% of Gross Median H/H Income for Greater Sydney
Income Range (2)	<\$788 per week	\$789-\$1,260 per week	\$1,261-\$1,891 per week
Affordable Rental Benchmarks (3)	<\$236 per week	\$237-\$378 per week	\$379-\$567 per week
Affordable Purchase Benchmarks (4)	<\$224,000	\$224,001-\$358,000	\$358,001-\$538,000

Source: JSA 2015, based on data from ABS (2011) Census indexed to September Quarter 2015 dollars

¹ A 'Very Low Income Household' is one earning <50% of Gross Median Household Income for Greater Sydney; a 'Low Income Household' is one earning 50-80% of Gross Median Household Income for Greater Sydney; and a 'Moderate Income Household' is one earning 80%-120% of Gross Median Household Income for Greater Sydney, adjusted quarterly for CPI.

DRAFT

2.2 Recommendation 2: Affordable Housing Targets

Rationale

The supply of sufficient, well located and affordable housing is crucial to a sustainable, growing economy and a diverse, vibrant and inclusive Sydney. Like health, education, open space and community facilities, affordable housing is essential social infrastructure for a growing, thriving city. Affordable housing, and housing diversity, is a key part of Sydney's economic productivity and competitive advantage, as the Central and South Districts increasingly compete with regional, inter-state and international centres for talented workers and skilled labour.

One of the most critical issues facing the Central and South Districts is the lack of affordable rental accommodation for very low and low income households, many of whom are key workers in retail, community and emergency services, and construction. Many are commuting long distances. Like asset-poor older and younger people, they are increasingly displaced from areas where they have historically lived, or living in severe housing stress in rapidly gentrifying areas.

SSROC appreciates and welcomes initiatives by State and Commonwealth Governments that aim to address affordability issues by increasing supply to the private market of housing that is affordable to low income earners. The target would be intended to acknowledge up-front that in some areas the market is very unlikely to deliver affordable housing to target income groups, and thus would highlight the need for alternative solutions for these groups, including affordable rental housing.

Affordable Housing targets could be set, within the target range, by LGA and District, and within Priority Precincts of the Bays Precinct, Arncliffe-Banksia Urban Renewal Corridor, Parramatta Rd Urban Transformation Area, Central to Eveleigh Urban Transformation Area and the Sydenham-Bankstown Urban Renewal Corridor. This would facilitate monitoring the supply of affordable housing, and the adjustment of the enabling mechanisms in response to actual supply over time.

SSROC would urge the Commission to consider an affordable housing target of between 5% and 15% of new properties, which could be adjusted between LGAs, Districts and Priority Precincts, based on a range of factors. These factors could include for example: the nature of the development, the level of housing stress in that particular area, government ownership of the land, and the targets of neighbouring areas – as long as the overall target is met in a way that enables the target groups to make a meaningful contribution to the economy and productivity of the area, as well as alleviating their housing stress.

Based on demonstrated need, noting that 60% of all households in Greater Sydney are on very low, low and moderate incomes², and that 33% of such households are in housing stress in Greater Sydney³, an Affordable Housing Target of 30% for all new housing would be indicated. However, such a target is considered to be too high to be viable, particularly given that other infrastructure is also needed that would be funded through the same mechanisms, such as streets, parks and open space.

² A 'moderate income household' earns up to 120% of median gross h/hold income for Greater Sydney.

³ Derived from ABS (2011) Census - Tablebuilder.

The target should include market and non-market (subsidised) housing, diverse housing types, and both purchase and rental, recognising the efforts of all levels of Government using a range of different policy levers to achieve it. That could include funded social housing, mandatory affordable housing levies, well-designed boarding houses, secondary dwellings, studios and one-bedroom apartments (in *some* areas and for *some* groups), time-limited rental (through *SEPP (Affordable Rental Housing) 2009*), shared equity purchase arrangements, and opportunities for innovation by industry and the community housing sector. However, as noted later, the market is unlikely to provide very much of the required affordable housing in many areas without significant innovation.

Specifying the breakdown of targets by price point and household type or dwelling size is also important if housing diversity is to be achieved. An adjusted housing stress forecast is preferred based on need, with the Greater Sydney averages preferred due to local market skewing.⁴

2.2.1 Recommendation 2.1: Affordable Housing Targets

SSROC recommends that:

1. an Affordable Housing Target of 5% to 15% of all new dwellings created – whether private or non-profit, purchase or rental, and including a diversity of housing types – be adopted in District Plans for Central and South Districts, constituent LGAs, and Priority Urban Renewal Precincts, in accordance with benchmarks set out in Table 2.1 above.
2. the affordable rental accommodation created in accordance with the above targets be dedicated or otherwise secured as affordable rental housing in perpetuity, and managed by a Community Housing Provider.
3. in setting the target, the stakeholders should work together to set the level within a District, taking as the starting point the level of housing stress for each of the target groups.
4. the Commission consider further targeting housing diversity (e.g. split between single-person and family housing).⁵
5. subject to enabling mechanisms being in place (see recommendation 3 below), all Councils be required to adopt, monitor and report against the Affordable Housing Target as part of their annual reporting requirements, and to develop needs based strategies to achieve this.

⁴ Noting that some groups are relatively low in some local areas due, for example, to ongoing displacement and the nature of stock being created.

⁵ The current breakdown of those in housing stress in Greater Sydney is roughly 50% smaller households, and 50% family households with children. However, ageing of the population, and changes in household formation patterns indicates the need for a higher target for smaller households.

2.3 Recommendation 3: Planning Mechanisms & Strategies

Rationale

The reality is that the market is not creating affordable housing for most very low, low and moderate income households in the Central and South District. Virtually all purchase products, and most rental housing, is unaffordable to all very low and low income households, and most moderate income families with children.

The evidence supporting this Submission shows that affordability will worsen in the future as redevelopment puts upward pressure on prices, and older, lower amenity stock is lost. Strata dwellings are likely to remain unaffordable to most very low and low income purchasers and renters.

The ongoing loss of social housing across the two Districts is also a serious issue in this context, given that the most serious affordability challenges are faced by people in receipt of Centrelink payments. Even the cheapest studio or one-bedroom apartment (\$270 per week in Auburn) would cost an aged pensioner double what they could affordably pay in rent. Most of the income of an unemployed person would go toward their rent.

A wide range of mechanisms and strategies are available to State and local governments in order to create affordable housing. SSROC modelling shows that strong intervention through the planning system and the direct creation of affordable housing will be needed if virtually any affordable housing is to be created in the Central and South Districts in the future.

2.3.1 Recommendation 3.1: Need for Strong Action

SSROC recommends that the Greater Sydney Commission focus principally on four main mechanisms for creating genuinely affordable housing in the Central and South District Plans:

1. **Setting Affordable Housing Targets** for all new housing created in Priority Urban Renewal Precincts, large redevelopment sites and government land. The target to include affordable (subsidised) and market-provided dwellings.
2. **Mandatory Affordable Housing Contributions** – facilitate local government including a mandatory requirement for affordable housing in their LEPs where there is land value uplift and sufficient justification to support its application in Priority Urban Renewal Precincts, large redevelopment sites and government land. Rates should be set at reasonable, feasible and equitable rates in response to the characteristics of the particular area.
3. **Use of government land to create affordable housing** as part of mixed use and/or mixed tenure developments, in development and management partnerships with Registered Community Housing Providers.
4. **Strengthening the capacity of local government** by streamlining the planning agreement process:

- Provide guidance on how to value that planning gain that results from a change in planning contracts i.e. a planning gain calculator.
 - provide clearer guidance on the use of planning agreement for affordable housing, including a template planning agreement.
5. **Supporting the transparency of development incentive schemes** – supporting development of FSR schemes for use in LEPs where increased development potential is achieved through the planning framework.

2.3.2 Recommendation 3.2: Affordable Housing Targets in Relevant Precincts/Sites

Rationale

Ensuring that Affordable Housing Targets can be met in relevant renewal precincts and sites will require a mechanism to enable very low, low and moderate income households to be accommodated in the Central and South Districts in the future. Given the desirable location and opportunities associated with Priority Precincts, large brown field redevelopment sites and government land, these should be a priority focus for Affordable Housing Targets. The mechanism/s used to implement the Target will require benchmarks, targets and other specifications to be clearly set out.

However, the vast majority of affordable housing, particularly for very low and low income households, and moderate income families will not be met through the market. Affordable purchase to all low income households, and to most moderate income households across the Central and South Districts, will need to be through a special product, such as shared equity. To date, such schemes are not well developed in NSW. Industry innovation (private and community sector) to meet the challenge of affordable housing is also likely to be required.

SSROC recommends that:

1. at least half of all new affordable housing created be affordable rental housing in perpetuity for very low and low income households.
2. the State Government further investigate and develop appropriate mechanisms to ensure that an Affordable Housing Target is achieved across all Priority Urban Renewal Precincts, large redevelopment sites and government land.
3. a shared equity program be developed in conjunction with the NSW Federation of Housing Associations, and supported by State Government, to provide genuinely affordable purchase housing accessible to low income households, and moderate income families with children.
4. State (and Federal) Government recognise the increasing importance of social housing for those on very low incomes, and the loss of such housing, through increased funding for the sector.

2.3.3 Recommendation 3.3: Mandatory Contributions for Affordable Rental Housing

Rationale

SSROC research indicates that there will be significant land value uplift associated with rezoning across most LGAs, and in relation to all Priority Precincts. Capturing a share of this land value uplift *before* rezoning occurs is reasonable and feasible. This is a legal mechanism for capturing a reasonable share of the *unearned increment* in land value uplift created through the planning actions of government. The research strongly demonstrates affordable housing need, and projects a worsening situation in the future, across all LGAs in the Central and South Districts: this mechanism is a necessary and a fair way to address this situation.

The *Background Report Part 3: Planning and Economics in Selected Precincts in the Sydenham-Bankstown Corridor* reviews the affordable housing context in the Canterbury, Campsie and Bankstown precincts, using the suburbs as a proxy. It finds that affordability is a critical issue across the three suburbs, and will become much worse in the future without strong intervention through the planning system. For example, in Canterbury, Campsie and Bankstown, no strata products are affordable for market purchase by very low and low income households, and the vast majority are also excluded from rental through the market.

Furthermore, affordability will worsen in the future as redevelopment puts upward pressure on prices, and older, lower amenity stock is lost. Unaffordability is unlikely to change without strong intervention, such as Mandatory Affordable Housing Contributions.

The economic analysis indicates that sharing a reasonable proportion of uplift through affordable housing levies is financially viable, reasonable and equitable in Canterbury and Campsie, although less viable in Bankstown Precinct under current zoning controls and with the high level of development.

Preliminary calculations and modelling indicate that mandatory affordable housing contributions of between 10% and 30% would be reasonable and economically feasible, noting that these rates are much higher than current contributions schemes in NSW (typically between 1% and 4%), but comparable with other developed cities, and even low compared with some. An overall rate by Precinct or site would be desirable, with differential rates between different Precincts reflecting differences in uplift. This modelling is preliminary using best-available data. Preliminary architectural drawings and a site-by-site assessment of any major constraints would be needed to determine precise contribution rates.

Whilst it is recognised that there will be other priorities for expenditure, including open space and other infrastructure, the creation of affordable housing as essential infrastructure is lagging, is at crisis point, and is negatively affecting the economy and productivity of our area. Current contributions schemes in NSW (typically between 1% and 4%) are clearly not sufficient: something in the order of 10-15% would be justified in Canterbury and Campsie precincts. There is also evidence for significant value uplift associated with Voluntary Planning Agreements resulting in additional floor area, with mandatory contribution rates of between 15% and 20% of saleable area feasible and reasonable.

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Two planning mechanisms could be used to enable State and/or local governments to legally levy affordable housing contributions:

- an **extension of State Environmental Planning Policy No 70 (Affordable Housing)** to all councils in the Central and South Districts. This would involve amendments to LEPs to include a mandatory requirement for affordable housing where there is demonstrated need and quantified uplift.
- the creation of **special legislation** to enable contribution plans, for example, across Priority Precincts (for example, s30 of the (former) *Redfern Waterloo Authority Act 2004*).

Either mechanism, or both working together, would be supported by SSROC.

SSROC recommends that:

1. District Plans support Mandatory Affordable Housing Contributions within Priority Urban Renewal Precincts, large redevelopment sites and government land (State and local) to create affordable rental housing in perpetuity.
2. Mandatory Affordable Housing Contributions should be set at rates that are reasonable and feasible, in accordance with a transparent and consistent methodology based on best practice (for example, residual land value calculations).
3. Contribution rates be consistent across a single Precinct or site, but allow for differences in average land value uplift between Precincts through the setting of differential rates as required.
4. NSW State Government include all councils within the Central and South Districts under State Environmental Planning Policy No 70 (Affordable Housing), and allow the inclusion of a mandatory requirement for affordable housing in their LEPs, in consideration of need and uplift assessments contained in Background Reports Part 1 and 2 that accompany this Submission.
5. NSW State Government consider the development of special legislation to provide a legal framework for the collection of Mandatory Affordable Housing Contributions across Priority Precincts, including the way in which local and State Government mechanisms will work together to maximise public benefit.
6. Greater Sydney Commission note the findings of the preliminary economic analysis reported in the Background Report Part 2: Planning and Economics in Priority Precincts, in particular the preliminary findings on mandatory affordable housing contribution rates for specific precincts.

2.3.4 Recommendation 3.4: Use of Government Land for Affordable Housing

Rationale

The research strongly indicates that the use of local and State Government land for affordable housing development and management partnerships is the other main strategy that will have any meaningful impact on affordable housing within the

Central and South Districts in the future. It is one of the best opportunities to create affordable rental housing in perpetuity. It also likely provides an opportunity for the inclusion of a higher proportion of social (public and community) housing than privately owned land.

There are many good examples of such developments in Australia and overseas. Such developments can be structured so that they are cost neutral, or provide a return on investment to government. Increased efficiencies are generally provided through development partnerships with registered Community Housing Providers (CHPs) with demonstrated capacity in this area. Such providers generally have access to their own capital resources, government funding and can maximise Commonwealth rental subsidies. Such CHPs have expertise in the management of affordable rental stock on completion, and can use this stock to leverage further development where they hold or share title.

SSROC recommends that:

1. the Central and South District Plans support the use of a significant quantum of government land for affordable housing partnerships.
2. government land includes a higher proportion of social housing as part of the mix of Affordable Housing;
3. the Commission supports the following actions by State and local government as part of practical implementation:
 - a. An audit of government land holdings, and the identification of sufficient suitable sites to include affordable rental housing for diverse income and occupational groups to support local and District targets;
 - b. Decisions regarding desired future land uses on the site, including affordable housing component, with preferred uses being mixed tenure (social, key worker and market housing), and/or mixed use (on sites where these are appropriately zoned);
 - c. Conducting modelling on potential affordable housing yield, taking into account desired rates of return, contributions that could be made by a CHP or other partner;
 - d. Select preferred partnership arrangement and development and management partner/s, noting that the preferred option would be an expression of interest process, or formal long-term relationship, with a registered CHP with demonstrated capacity in the development and management of multi-tenure developments.

2.3.5 Recommendation 3.5: Strengthening Local Government's Capacity

Rationale: Voluntary Planning Agreements

Voluntary Planning Agreements are a key mechanism being used to create affordable housing by some councils in the Central and South Districts. These are being used to capture a reasonable proportion of land value uplift associated with

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proposed rezoning or variation to controls under planning proposals and applications for clause 4.6 variations.

However, the quantum of reasonable voluntary contributions can be difficult to determine and agree upon. Stronger support by State Government, including guidance on a transparent method of calculation, would enhance local government's capacity and confidence in relation to such agreements, and result in more equitable affordable housing outcomes as a matter in the public interest.

The same residual land value method used in relation to Priority Precincts could reasonably be applied in relation to large sites across LGAs in the districts. This would probably provide for reasonable contributions in such sites, although this would need to be calculated on a case-by-case basis.

In relation to Voluntary Planning Agreements SSROC recommends that

1. State Government support the development of a consistent and transparent method of calculating a reasonable share of land value uplift by local government for the development of consistent, equitable and transparent agreements (for example, a planning gain calculator), and develop this in consultation with SSROC.
2. State Government provide clearer guidance on the use of planning agreements such as methods of calculation in a strengthened planning agreement template, and develop this in consultation with SSROC.

Rationale: Incentive-Based Mechanisms

Some incentive-based mechanisms (such as density bonuses) can also be effective, and are already used effectively by a number of councils. However, dwelling yield is likely to be much lower than other mechanisms outlined above as uptake is voluntary, and redevelopment likely to be slower and more piecemeal compared, for example, with major rezoning of brownfield sites in Priority Precincts.

Nonetheless, SSROC supports the use of this mechanism, which would need to be enabled by State Government to amend LEPs to provide consistent and transparent implementation (e.g. through FRS and/or Height variation maps under *clause 4.3 Height of Buildings* and/or *Clause 4.4 FSR*). It is noted that financial assessments on a range of sites generally support a contribution of 20-25% of additional floor space created for affordable rental housing in perpetuity.

In relation to Incentive-Based Mechanisms SSROC recommends that:

1. the State Government enable transparent and consistent implementation of incentive-based schemes such as density bonuses, by allowing councils in the Central and South District to show variations in maps under *clause 4.3 Height of Buildings* and/or *Clause 4.4 FSR*.

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Attachments:

- *Background Report Part 1: Demographic and Housing Market Trend*
- *Background Report Part 2: Planning and Economics in Priority Precincts*
- *Background Report Part 3: Planning and Economics in Selected Precincts of the Sydenham-Bankstown Corridor*

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List of Recommendations

1. SSROC recommends that a definition consistent with relevant NSW legislation and policy be adopted in Central and South District Plans, specifically that:

Housing is 'affordable' when very low, low and moderate income households⁶ pay no more than 30% of gross household income on rent or mortgage costs under NSW statutory definitions.

2. SSROC recommends that, in accordance with the above definition, the following benchmarks for affordable housing be adopted in District Plans. Housing diversity will be an essential characteristic of the affordable housing supply in order to achieve these benchmarks. Note that these need to be updated quarterly to reflect increases in CPI.

Table 2.1: Relevant Affordable Housing Income and Cost Benchmarks

	Very low-income household	Low-income household	Moderate-income household
Income Benchmark	<50% of Gross Median H/H Income for Greater Sydney	50-80% of Gross Median H/H Income for Greater Sydney	80%-120% of Gross Median H/H Income for Greater Sydney
Income Range (2)	<\$788 per week	\$789-\$1,260 per week	\$1,261-\$1,891 per week
Affordable Rental Benchmarks (3)	<\$236 per week	\$237-\$378 per week	\$379-\$567 per week
Affordable Purchase Benchmarks (4)	<\$224,000	\$224,001-\$358,000	\$358,001-\$538,000

3. an Affordable Housing Target of 5% to 15% of all new dwellings created – whether private or non-profit, purchase or rental, and including a diversity of housing types – be adopted in District Plans for Central and South Districts, constituent LGAs, and Priority Urban Renewal Precincts, in accordance with benchmarks set out in Table 2.1 above.

⁶ A 'Very Low Income Household' is one earning <50% of Gross Median Household Income for Greater Sydney; a 'Low Income Household' is one earning 50-80% of Gross Median Household Income for Greater Sydney; and a 'Moderate Income Household' is one earning 80%-120% of Gross Median Household Income for Greater Sydney, adjusted quarterly for CPI.

4. the affordable rental accommodation created in accordance with the above targets be dedicated or otherwise secured as affordable rental housing in perpetuity, and managed by a Community Housing Provider.
5. in setting the target, the stakeholders should work together to set the level within a District, taking as the starting point the level of housing stress for each of the target groups.
6. the Commission consider further targeting housing diversity (e.g. split between single-person and family housing).⁷
7. subject to enabling mechanisms being in place (see recommendation 3 below), all Councils be required to adopt, monitor and report against the Affordable Housing Target as part of their annual reporting requirements, and to develop needs based strategies to achieve this.
8. **Setting Affordable Housing Targets** for all new housing created in Priority Urban Renewal Precincts, large redevelopment sites and government land. The target to include affordable (subsidised) and market-provided dwellings.
9. **Mandatory Affordable Housing Contributions** – facilitate local government including a mandatory requirement for affordable housing in their LEPs where there is land value uplift and sufficient justification to support its application in Priority Urban Renewal Precincts, large redevelopment sites and government land. Rates should be set at reasonable, feasible and equitable rates in response to the characteristics of the particular area.
10. **Use of government land to create affordable housing** as part of mixed use and/or mixed tenure developments, in development and management partnerships with Registered Community Housing Providers.
11. **Strengthening the capacity of local government** by streamlining the planning agreement process:
 - Provide guidance on how to value that planning gain that results from a change in planning contracts i.e. a planning gain calculator.
 - provide clearer guidance on the use of planning agreement for affordable housing, including a template planning agreement.
12. **Supporting the transparency of development incentive schemes** – supporting development of FSR schemes for use in LEPs where increased development potential is achieved through the planning framework.

⁷ The current breakdown of those in housing stress in Greater Sydney is roughly 50% smaller households, and 50% family households with children. However, ageing of the population, and changes in household formation patterns indicates the need for a higher target for smaller households.

13. at least half of all new affordable housing created be affordable rental housing in perpetuity for very low and low income households.
14. the State Government further investigate and develop appropriate mechanisms to ensure that an Affordable Housing Target is achieved across all Priority Urban Renewal Precincts, large redevelopment sites and government land.
15. a shared equity program be developed in conjunction with the NSW Federation of Housing Associations, and supported by State Government, to provide genuinely affordable purchase housing accessible to low income households, and moderate income families with children.
16. State (and Federal) Government recognise the increasing importance of social housing for those on very low incomes, and the loss of such housing, through increased funding for the sector.
17. District Plans support Mandatory Affordable Housing Contributions within Priority Urban Renewal Precincts, large redevelopment sites and government land (State and local) to create affordable rental housing in perpetuity.
18. Mandatory Affordable Housing Contributions should be set at rates that are reasonable and feasible, in accordance with a transparent and consistent methodology based on best practice (for example, residual land value calculations).
19. Contribution rates be consistent across a single Precinct or site, but allow for differences in average land value uplift between Precincts through the setting of differential rates as required.
20. NSW State Government include all councils within the Central and South Districts under State Environmental Planning Policy No 70 (Affordable Housing), and allow the inclusion of a mandatory requirement for affordable housing in their LEPS, in consideration of need and uplift assessments contained in Background Reports Part 1 and 2 that accompany this Submission.
21. NSW State Government consider the development of special legislation to provide a legal framework for the collection of Mandatory Affordable Housing Contributions across Priority Precincts, including the way in which local and State Government mechanisms will work together to maximise public benefit.
22. Greater Sydney Commission note the findings of the preliminary economic analysis reported in the Background Report Part 2: Planning and Economics in Priority Precincts, in particular the preliminary findings on mandatory affordable housing contribution rates for specific precincts.

23. the Central and South District Plans support the use of a significant quantum of government land for affordable housing partnerships.
24. government land includes a higher proportion of social housing as part of the mix of Affordable Housing;
25. the Commission supports the following actions by State and local government as part of practical implementation:
 - e. An audit of government land holdings, and the identification of sufficient suitable sites to include affordable rental housing for diverse income and occupational groups to support local and District targets;
 - f. Decisions regarding desired future land uses on the site, including affordable housing component, with preferred uses being mixed tenure (social, key worker and market housing), and/or mixed use (on sites where these are appropriately zoned);
 - g. Conducting modelling on potential affordable housing yield, taking into account desired rates of return, contributions that could be made by a CHP or other partner;
 - h. Select preferred partnership arrangement and development and management partner/s, noting that the preferred option would be an expression of interest process, or formal long-term relationship, with a registered CHP with demonstrated capacity in the development and management of multi-tenure developments.
26. State Government support the development of a consistent and transparent method of calculating a reasonable share of land value uplift by local government for the development of consistent, equitable and transparent agreements (for example, a planning gain calculator), and develop this in consultation with SSROC.
27. State Government provide clearer guidance on the use of planning agreements such as methods of calculation in a strengthened planning agreement template, and develop this in consultation with SSROC.
28. the State Government enable transparent and consistent implementation of incentive-based schemes such as density bonuses, by allowing councils in the Central and South District to show variations in maps under clause 4.3 Height of Buildings and/or Clause 4.4 FSR.

SECTION 5. ADVOCACY AND ISSUES MANAGEMENT

ITEM 5.5 Liveability Indicators and Mapping

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.

Purpose of the report:	To update SSROC Delegates on the Liveability Indicators and Mapping project.
Background:	<p>The Greater Sydney Commission released the draft Central District Plan and the South District Plan on 21 November 2016. The plans are now on public exhibition. The Liveability Indicators and Mapping project is intended to provide evidence base and build on SSROC's work on <i>Liveability benchmarks for central and southern Sydney</i> report. The report identified liveability dimensions such as district open space and recreation, housing affordability, school facilities, local employment and economic development, precinct and environmental sustainability and active transport. Mapping of the liveability dimensions and indicators will sharpen SSROC advocacy on liveability and seek to influence the Draft District Plan and Infrastructure Priority List.</p>
Current Status:	<p>Update on project</p> <ul style="list-style-type: none">• Council Officers completed a template of data and information request on availability, capacity, location and use of specified social infrastructure and council facilities and services.• SGS Economics and Planning developed a Geographical Information System (GIS) platform that was trialled with data collected from councils and other sources.• The Liveability Advisory Group reviewed and commented on GIS liveability model outputs that were taken into consideration in improving the quality and reliability of the liveability mapping.• A GIS liveability mapping platform and a draft report that presents and discusses the findings and implications for Districts Plans and strategic planning in the Central and South Districts have been developed by SGS Economics and Planning consultants.• Presentation on the GIS platform was made to SSROC General Managers' Group in December 2016.• Council representatives in the Liveability Advisory Group have completed review of the GIS platform and the draft Liveability Indicators and Mapping report.• A final report on the liveability mapping project is expected to be completed in time for SSROC submission on Draft District Plans before the end of March. <p>Nomination for Greater Sydney Commission's Chief Commissioner's Award for Research and Innovation 2017</p> <p>SSROC Secretariat made a submission to nominate the SSROC's Liveability Benchmarks and Mapping in Central and Southern Sydney project for the <i>Greater Sydney Commission's Chief Commissioner's Award for Research and Innovation</i>. The Secretariat sees the nomination as an opportunity to extend advocacy on liveability and possibly boost the reach and influence of the liveability work for the benefit of councils the community.</p>

What next?

- SSROC Secretariat will send a follow up submission to the Greater Sydney Commission when the Liveability Indicators and Mapping project is completed.
- The liveability project and report will be used to strengthen SSROC's submission on the draft plans for the Central and the South Districts.
- SSROC Secretariat intends to undertake a demonstration and presentation on the findings of the Liveability Indicators and Mapping project to the Commissioners of the Greater Sydney Commission and to SSROC Delegates.

SECTION 6. ADMINISTRATIVE MATTERS

ITEM 6.1 SSROC Workspace Hub Update

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.

Purpose of the report:	To provide information on the new extranet that will take SSROC's ICT into the new era of cloud based mobile document management and communication solutions.
Background:	A Proposal was approved by SSROC General Managers back on 7 April 2016 for a cloud based system, it will be quick to implement and easy to use both by the secretariat and member councils. This system will replace the current unsupported SSROC Workspace Hub.
Current Status:	<p>SSROC Staff have been working with Digizoo on the project planning and design of the new Workspace Hub and are currently at the trial testing stage.</p> <p>Once the testing is complete training for council staff and SSROC staff will commence, we are hoping for this to happen in April 2017.</p>

SECTION 6. ADMINISTRATIVE MATTERS

ITEM 6.2 Update on Changes to the Financial Institution for SSROC

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.

Purpose of the report:	To inform SSROC Delegates on the status of SSROC's changes its current financial institution.
Background:	<p>SSROC currently banks with St George. Over the years we have had numerous issues when attempting to:</p> <ul style="list-style-type: none">• add or remove users• add new bank accounts• update any details in relation to our accounts <p>SSROC is an association and requires a number of signatures and other documentation before any changes can be made. St George does not offer a relationship manager to look after our banking needs and because SSROC staff see a different person each time this causes a number of issues as they are not familiar with our procedures.</p> <p>Based on the above, it was decided to test the market in relation to fees, interest and relationship management. Requests for a transaction-banking proposal were sent to Westpac Private Bank and Commonwealth Bank of Australia (current contracted banker to SSROC councils since 2010).</p> <p>A banking comparison based on interest rates, bank fees, business banking capabilities and support was done, comparing St George Bank, Westpac Private Bank and Commonwealth Bank of Australia.</p> <p>SSROC chose Commonwealth Bank of Australia based on the comparison above and due to the procurement contract already in place.</p>
Current Status:	SSROC staff have been working with Commonwealth Bank specialists, establishing all bank accounts and CommBiz online banking. SSROC plans to go live with all accounts on 27 February 2017.

SECTION 6. ADMINISTRATIVE MATTERS

ITEM 6.3 SSROC Payroll Tax Exemption – Amendment to the SSROC Constitution

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.

Purpose of the report:	To advise SSROC Delegates of the progress on SSROC's Payroll Tax Exemption application.
Background:	<p>Subject to section 59 of the Payroll Tax Act 2007 (NSW) (as set out below) the SSROC is entitled to be exempt from paying payroll tax in respect of the wages of staff employed by the SSROC, if certain criteria are satisfied.</p> <p>Payroll Tax Act 2007 (NSW) - section 59</p> <p><i>Local government business entities</i></p> <p><i>(1) Subject to section 60, wages are exempt wages if they are paid or payable:</i></p> <p><i>(a) by a wholly-owned subsidiary of a council or of 2 or more councils; and</i></p> <p><i>(b) to a person for or in connection with an activity that is conducted for the council or council under a written arrangement between the subsidiary and the council or councils.</i></p> <p><i>(2) The written arrangement referred to in subsection (1) (b) must include a provision for the payment by the subsidiary to the council or councils of an amount approximately equivalent to the amount of tax that would be payable by the subsidiary under this Act but for the exemption.</i></p> <p><i>(3) In this section:</i></p> <p><i>"council" has the same meaning as in the Local Government Act 1993 .</i></p> <p><i>"wholly-owned subsidiary" has the same meaning as in the Corporations Act 2001 of the Commonwealth</i></p> <p>NSW Office of State Revenue correspondence</p> <p>The NSW Office of State Revenue(OSR) has advised that:</p> <p>(a) the SSROC currently satisfies the first limb of section 59 of the Payroll Tax Act 2007 (NSW) (i.e. SSROC is treated as a "wholly owned subsidiary of a Council" for the purposes of that Act); and</p> <p>(b) amendments are required to the SSROC Constitution to satisfy the second limb of section 59 of the Payroll Tax Act 2007 (NSW).</p>
Current Status:	SSROC is currently waiting on the appropriate wording for an amendment to SSROC's Constitution from our lawyers and auditors who are liaising with OSR. It is proposed that

the amendments will be put to Delegates at the next SSROC Ordinary Meeting on 18 May 2017.

SECTION 6. ADMINISTRATIVE MATTERS

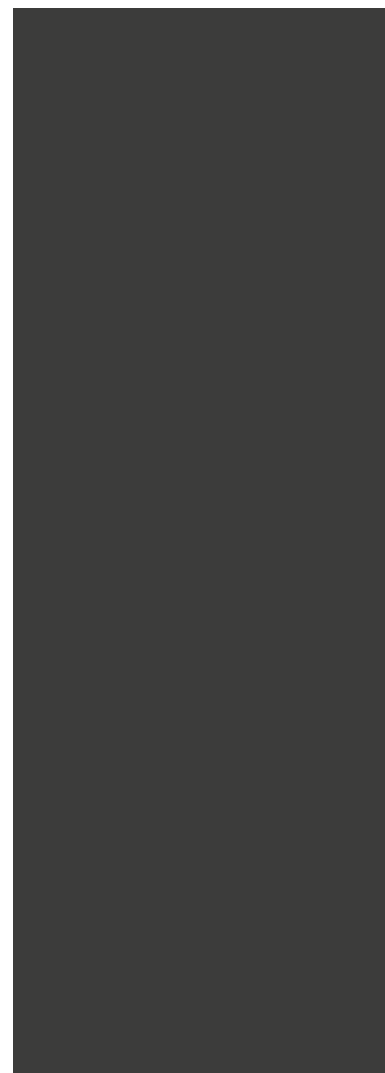
ITEM 6.1 SSROC News

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.

Purpose of the report:	To advise SSROC Delegates of the latest update that is being provided to councils and other stakeholders.
Background:	SSROC issues a periodic update of its activities to councils and other stakeholders for information. It is included here so that Delegates are aware of what is communicated about our work to a broader stakeholder group.
Current Status:	The current update is attached.



SSROC NEWS

February 2017

This newsletter is an update of SSROC's current work

Planning

District Plans on Exhibition

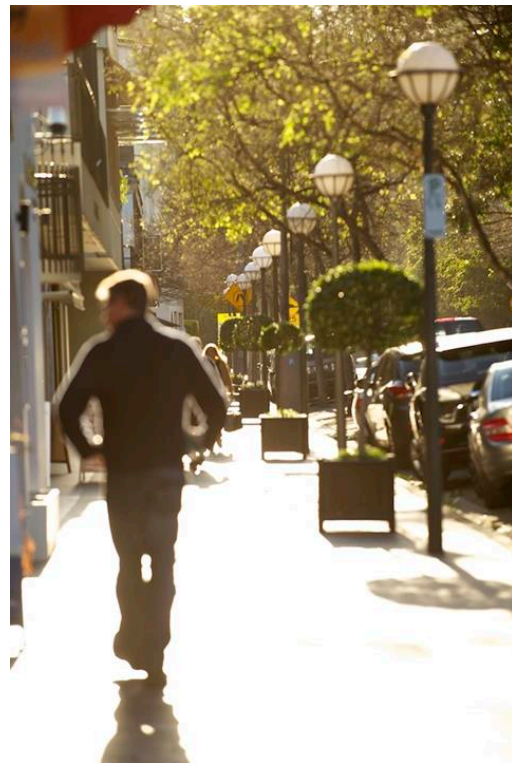
The Greater Sydney Commission has released the draft district plans for the six Districts in metropolitan Sydney. A draft metropolitan strategy, *Towards our Greater Sydney 2056*, an update of *A Plan for Growing Sydney* is also on public exhibition. Councils and the public have up to 31 March 2017 to provide comments. The plan documents envisage that by 2036, Greater Sydney is to create additional 817,000 jobs and become home to 1.74 million additional people living in more than 725,000 new homes. The vision of Sydney to 2056 includes three hierarchical centres: strategic centres, district centres and local centres.

The Commission held an Inaugural Briefing on Monday, 21 November 2016 on draft Districts Plans. This was followed by briefing for Central District elected representatives and council officials and officers on 22 November. Similar briefing was held in the South District on 28 November. The draft District Plans set out opportunities, priorities and actions for each district. Council and stakeholder comments on the draft plans are vital to the finalising of the documents.

The District Plans established 5-year and 20-year housing targets. A total of 46,550 new dwellings are expected in the Central District during the 2016-2021 period. During the same period, 23,250 houses are expected in the South District. The Commission will work collaboratively with councils to identify the locations for new houses. Affordable Rental Housing target of 5% to 10% has been proposed by the

Commission, subject to viability. The metro strategy and districts plans guide and inform strategic land use, transport and infrastructure planning across councils in the districts.

The SSROC Secretariat is preparing submission to the Greater Sydney Commission on the Central and South District Plans and the *Towards our Greater Sydney 2056*. The Secretariat will work with SSROC member councils on the submission. The SSROC's work on liveability mapping will in part, inform SSROC's submission.



Waste Avoidance and Resource Recovery

Procurement

The new year sees SSROC preparing procurement for Councils directed to increasing reuse and resource recovery.

Clean Up contract

Councils are starting to work together on a scope for a joint clean up contract with the objective of achieving greater reuse and resource recovery and improved services whilst encouraging 'responsible citizenship' (which is one of the themes of the regional waste avoidance and resource recovery strategy). Informed by the SSROC cleanup audit and social research along with leading practice from New Zealand the working group will start in mid-February.

Waste and Resource Recovery Strategy review

During the first half of 2017 the regional strategic Waste Avoidance and Resource Recovery Strategy will be revised and updated. SSROC and the strategy working group are preparing for tendering for these services. All Councils will be involved in the review and update of this umbrella strategy.

Improving Recycling & Reducing Contamination in Multi Unit Dwellings (MUDs)

After extensive planning and input by the participating Councils, SSROC and the commissioned consultants, we are pleased to announce that the on-ground pilot study works to investigate methods of recovering recyclables from the residual waste

stream and reduce contamination of the recyclables stream will begin on the morning of 13th February.

The Participating Councils including Bayside, Burwood, Georges River, Inner West and Woollahra will have a selection of MUDs firstly assessed for the effectiveness of their waste infrastructure, then have their residual and recyclables waste streams audited for key problem materials. MUDs will then undergo either upgrades to waste infrastructure including bins and signage, or a set of resident education and engagement steps. Final waste audits and resident surveys will be conducted at all project addresses. Project data obtained during the study will be formally evaluated throughout the project to provide information back to Councils on the effectiveness of these waste management methodologies.

The project is expected to run to June 2017.

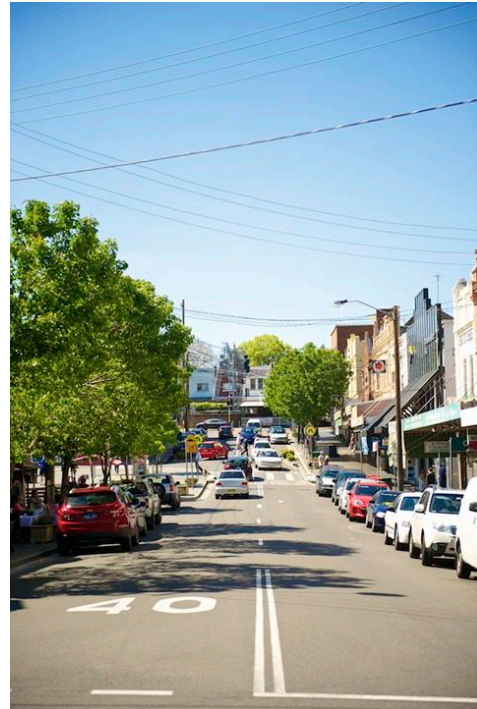


Growing the Community Reuse & Recycling Sector in Greater Sydney

SSROC is taking a leading role to link ROCs, Joint Organisations and NSW EPA to support the Community Recycling (and Reuse) Network of Australia (CRNA) to conduct focused and sustained operations on behalf of its enterprises, from Hunter to Illawarra and west to the Blue Mountains, in the greater Sydney local government area. The CRN-Sydney network will establish itself as the principal advocate, technical advisor, event coordinator and stakeholder manager for its membership, while partnering with SSROC to assist councils to increase resource recovery and diversion from landfill. SSROC will co-locate with CRN-Sydney while it establishes its business and strategic plan, and oversee its critical path through the first year of operation.

Veolia Advanced Waste Treatment Services

This major project to install a multi-million dollar waste processing facility has passed another milestone. The new facility, located near Goulburn and accessed by train from Banksmeadow and Clyde, has begun the commissioning process. Ms Meredith Wallace, General Manager of Bayside Council and chair of the project Steering Committee, visited the site in December to see the new buildings and machinery. The facility is on schedule to begin processing waste on 1 July 2017.



Procurement

There has been a lot of activity since our last update. SSROC have commenced the Supply of Ready Mixed Concrete Contract, appointing Concrete and Minicrete.

SSROC are currently working on the Council Owned Lighting Tender (COLT). The tender was released on 5 December and closed on 30 January (due to the Xmas break). Our team are currently evaluating the submissions. Preparations for the Linemarking tender, Hardware tender, Temporary Staff tender, Plants and Trees tender, HVAC tender and Mattress Collection are underway, with the tenders due to be released later this year.

Our preparations for the Temporary Staff, Plants and Trees, Linemarking and HVAC tenders, which will be released in the next few months, ensure it will be a very busy 2017.



Business Services

SSROC continues to provide internal audit services and strategic procurement advisory services to member councils.

Working Groups

SSROC's 12 working groups assist in developing the skills and capabilities of the officers who participate and are often the source of ideas for regional procurement and for the delivery of projects.

Councils' elected Delegates and Committee Members provide ideas for collaboration and future projects, as well as developing the range of position statements that form the basis of our advocacy work, strengthening councils' influence at a State Government level.

About SSROC

The Southern Sydney Regional Organisation of Councils (SSROC) is an initiative of its 11 member councils, which together represent a resident population of more than 1.6 million, and a rich variety of communities, cultures and heritage over a geographical area of almost 680 square kilometres.

SSROC provides a forum for councils to work together on issues of regional significance while maintaining their local focus, as well as to exploit opportunities for collaboration in projects, contracts and procurement.

As the level of government that is closest to the community, Councils aim to keep the "local" and local government, while exploiting the benefits of regional cooperation through SSROC.

Our President is Waverley Council Mayor, Cr Sally Betts; Canterbury-Bankstown Council Delegate, Khal Asfour is Senior Vice President and our Junior Vice President is Sutherland Shire Council Delegate, Cr Kent Johns. All member councils have elected representatives on the Board.

SSROC member councils are: Bayside, Burwood, Canada Bay, Canterbury-Bankstown, Georges River, Inner West, Randwick, Sutherland, Sydney, Waverley and Woollahra.

Southern Sydney Regional Organisation of Councils
Level 7, 1 Lawson Square Redfern, 2016

All photographs used are property of Southern Sydney Organisation of Councils

SECTION 7. JOINT ACTIVITIES WITHIN SSROC

ITEM 7.1 Shared Services Update

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.

Purpose of the report:

To advise SSROC Delegates of the current position in relation to SSROC Shared Services.

Current Status:

SSROC is working with General Managers to decide the extent to which these services will be required in the future, and if so then how these SSROC employees' positions can be funded in the short-term.

Both services are currently provided because these positions are specialised: the right skill sets are scarce and valuable, and councils have sought to share the costs of recruitment and employment to achieve the best value. SSROC will seek to retain the employees if councils will need their skills again in the future.

Senior Audit Services

Internal Auditor Services remain in demand, with currently 2.6 full-time equivalent (FTEs) staff providing services to member councils. However, with Council mergers now in progress, internal audit programs are being affected, and one part-time (0.6 FTE) auditor will shortly not be utilised by councils, and another is slightly under-utilised, with 1 day/week available for other councils.

Strategic Procurement Services

SSROC currently provides 1 FTE under the strategic procurement services offer. This employee is currently based at participating member councils' offices. This service is in addition to our ongoing procurement and contract management services.

SECTION 7. JOINT ACTIVITIES WITHIN SSROC

ITEM 7.2 Projects Update

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.

Purpose of the report:	To advise SSROC Delegates of progress on major SSROC projects.
Background:	SSROC plans, manages and delivers a range of projects in response to the needs of member councils. These may be initiated by the ROC Committees, General Managers, officers in working groups, or in response to opportunities that arise. Please see Council Projects Participation matrix (see attachment).
Current status:	<p>Our Energy Future</p> <ul style="list-style-type: none">• The project to establish an Energy Services Organisation is progressing, with a Request for Tender (RFT) shortly to be published. The organisation will provide advice, energy audits, a website to promote renewable energy and energy efficiency products, and will run promotional campaigns. Initially the service will be piloted for one year with options to extend by two one-year periods.• The project team is planning to approach the market to add energy storage and maintenance services to the offers on the website www.oursolarfuture.nsw.gov.au.• The City of Parramatta has joined Our Energy Future project, with a launch of the initiative at the City's Australia Day celebrations.• The evaluation of Council Solar Power Purchase Agreement (PPA) is complete (Inner West, Canada Bay and Canterbury-Bankstown). The marginal cost of electricity under the preferred supplier's 15-year PPA (i.e. the net cost after deducting benefits) ranges from \$190 to \$3,467 p.a. depending on the size of the solar installation, assuming electricity prices rise at 2.5% p.a. <p>Veolia AWT Services Contract</p> <ul style="list-style-type: none">• Waverley, Woollahra and Georges River Councils are now using the Banksmeadow Transfer Station under the new contract interim arrangements.• Deeds of Amendment have been prepared for Burwood, Inner West (former Ashfield, Leichhardt LGAs) and Bayside (former Rockdale). This will remove all references to the Carbon Pricing Mechanism from the contracts.• The Woodlawn facility is on track for a 1 July 2017 opening. Steering Committee members visited the site on 16 December 2016.• Most of the required plans, insurances, licences etc have now been provided, with only the Quality Plan and the Public Relations and Community Education Plan for Woodlawn remaining. Both have been started. <p>Sydney Pest Animal Network</p> <ul style="list-style-type: none">• The first meeting of the network is planned for March 2017.

SSROC Programs and Projects

Program/Project		Bayside	Burwood	Canterbury-Bankstown	Canada Bay	Georges River	Inner West	Randwick	Sydney	Sutherland	Waverley	Woolahra	
Our Energy Future													
	Our Solar Future website	Yes		Yes	Yes	Yes (KCC)	Yes						Also Parramatta
	Council Solar PPA			Yes	Yes		Yes						
	Community Energy Services	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Also Parramatta
Planning													
	Affordable Housing Work Group			Yes	Yes		Yes	Yes	Yes		Yes		
	Liveability Mapping	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Environment													
	Connected Corridors for Biodiversity	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Also SCCG Councils
	Pest Animal Network	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Regional Waste Strategy													
	MUDs Recycling Improvement Pilots	Yes	Yes			Yes	Yes					Yes	
	Community Waste Education Service	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
	Reuse Service Development	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
	Compost Revolution roll-out	Yes	Yes	Yes	Yes	Yes	Yes (AMC, LM)	Yes			Yes	Yes	
	STOP Bus Stop Litter			Yes	Yes						Yes		
	Litter Awareness Project			Yes	Yes		Yes						
	Procurement model clauses												
Other Waste Projects													
	Veolia AWT Services	Yes	Yes			Yes (KCC)	Yes (AMC, LMC)				Yes	Yes	

SECTION 7. JOINT ACTIVITIES WITHIN SSROC

ITEM 7.3 Procurement Activity

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.

Purpose of the report:

To advise SSROC Delegates of progress to major SSROC procurement activity.

Background:

SSROC maintains approximately thirty (30) regional contracts on behalf of member Councils and aims to continuously improve its offer through better value, business alignment and service improvement.

Current status:

SSROC Contracts

The attached table lists current regional contracts available to member councils:

Current Sourcing Activity

The following procurement has been released to selective market:

The Council Owned Lighting Tender (Public Lighting) was released to the open market on 6 December 2016. The tender closed on 30 January 2017 (due to the Christmas Break). A non-mandatory supplier briefing was held for potential tenderers on 13 December 2016. Sixteen (16) Councils from SSROC and outside the area are participating in the tender.

The following procurements are currently being evaluated:

Solar Power for Council Buildings – following an EOI process conducted in early 2016, SSROC is currently working with suppliers to evaluate the most suitable process from submissions received. Five (5) member councils are participating.

EOI for Community Energy Services – SSROC has received a large number of submissions to an EOI seeking energy efficient goods and services as well as consultancy and advice to residents/local businesses. These submissions are currently being assessed by SSROC.

The following procurements are work in progress and have not yet been released to market:

Abandoned Vehicles – SSROC is currently awaiting information from councils relating to the scope and demand services required for the Disposal of Abandoned Vehicles and Affiliated Towing Services. Ten (10) member councils have expressed interest in these services.

Table 1. below lists the member council participation in the current sourcing activity above-mentioned.

New Contracts

Ready Mixed Concrete – SSROC closed this tender on 12 October. Following

clarification meetings with the suppliers to discuss the non-compliance issues, both suppliers have subsequently been selected to be on a panel to supply the Ready Mixed Concrete. Both the suppliers have completed contract negotiations and the contracts will be signed shortly. Eight (8) member councils are participating (following amalgamations).

Recent Extensions to Current Contracts

SSROC has exercised the option to extend multiple contracts beyond their original contract term:

Copy Paper – This is the final optional extension and accordingly, the region's agreement has been to extend. (30/1/17 -30/1/18)

Proposed Extensions to Contracts

SSROC will be extending the following contracts shortly as they approach their original expiry date:

Asphalt Road Marking and Associated Services – This contract has a further one year extension available and, subject to the region's agreement, will be extended in February. (29/2/17 – 28/2/18)

Phone and Communications Systems - This contract has a further year available for extension and, subject to the region's agreement, will be extended in January prior to re-tendering the following year. (20/2/17 – 20/2/18)

Contracts for Re-tender in 2017

During 2017 the following contracts will be up for re-tender:

- Linemarking (June)
- HVAC Heat, Ventilation and Airconditioning (August)
- Plants & Trees (August)
- Temporary Staff (August)
- Mattress Collection and Processing Service (September)

Potential Opportunities

The following are categories which have been raised by council and are currently being assessed for viability:

- Parking Hand Held Devices
- Claims Management
- Flags and Banners
- Mechanical and Smash Repairs

I will be raising the issue of the above with the Procurement professionals from each council at the next Supply Management Meeting on 15 February to assess the interest of each council in participating in these potential opportunities.

SSROC Preferred Supplier Agreements August 2016				
Item	Preferred Supplier Agreement	Start	Finish	Options (Yrs)
1	Advanced Waste Treatment	1/03/16	28/02/19	5
2	Agricultural Products	1/07/16	30/06/19	1+1
3	Asphalt Road Making and Associated Services (LGP)	1/03/14	29/02/17	1
4	Banking Services	1/07/15	30/06/18	nil
5	Carbon Management	28/02/11	27/02/17	2
6	Code of Conduct	17/06/13	16/06/17	nil
7	Copy Paper	31/01/13	30/01/18	0
8	Electricity (PA)	1/07/15	30/06/18	nil
9	Fire Services	19/05/14	18/05/17	1+1
10	Gross Pollutant Traps	1/12/13	30/11/17	0
11	Hardware	13/08/12	12/08/17	0
12	HVAC: Heat Ventilation and Air Conditioning (EOI)	17/08/12	16/08/17	0
13	Heavy Plant and Equipment Hire (PA)	1/06/14	31/05/17	1+1
14	Industrial Footwear	15/9/16	14/9/19	1+1
15	Landfill Waste	1/07/12	30/06/17	0
16	Line Marking Services	27/06/12	26/06/17	0
17	Mattress Collection and Processing	25/09/12	24/09/17	0
18	Parking Infringement Paper	27/03/13	26/03/17	1
19	Pest Control Services	19/11/14	18/11/17	1+1
20	Phone and Communication Systems (EOI)	21/02/13	20/02/18	2
21	Plant and Tree Supply	16/08/12	15/08/17	0
22	Print, Associated Products and Services	23/03/16	22/03/19	1+1
23	Ready Mixed Concrete	1/11/16	31/10/19	1+1
24	Road and Traffic Equipment	1/09/14	31/08/17	1
25	Road Vehicle Brooms and Brushes	1/08/14	31/07/17	1
26	Sodium Hypochlorite (Pool Chlorine)	01/09/16	30/08/19	1+1
27	Stationery and Associated Products	10/08/15	9/08/18	1+1
28	Temporary Staffing Services	14/08/12	13/08/17	0
29	Tree Pruning Services (Arborist)	23/07/16	22/07/18	1+1+1

Outline of SSROC Procurement Activity

Table 1 Council Participation in SSROC Procurement Activity January 2017

Council Participation in SSROC Procurement Activity		Council (or proposed Merged Council)	Canterbury Bankstown		Georges River		Inner West			Burwood, Canada Bay, Strathfield			Bayside		Randwick, Waverley- Woollahra			Sutherland	City of Sydney
Current Sourcing Activity	Status	(Former Council)	Bankstown	Canterbury	Hurstville	Kogarah	Ashfield	Leichhardt	Marrickville	Burwood	Canada Bay	-	Botany	Rockdale	Randwick	Waverley	Woollahra	Sutherland	City of Sydney
SSROC T2016-07 Solar Power for Council Buildings	Currently under evaluation by Tender Evaluation Group	Participating in RFT	Yes		No		Yes	No	Yes	No	Yes	-	No	No	No	No	No	No	No
SSROC E2016-01 EOI for Community Energy Services	Evaluated and two responses progressing for selective RFP	Expressed Interest	Yes		Yes		Yes			Yes	Yes	-	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Ready-Mix Concrete	Contract Terms currently being negotiated with successful suppliers	Participating in RFT	No		Yes		Yes			Yes	Yes	-	Yes	Yes	Yes	Yes	Yes	No	No
Council Owned Lighting Tender(Public Lighting)	Tender process due to kick off December 2016	Participating in RFT	Yes		No		Yes			Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sourcing Activity in the Pipeline																			
Abandoned Vehicles	Seeking councils' input into specifications	Expressed Interest	Yes		Yes		Yes			Yes	Yes	No	Yes	TBC	Yes	YES	Yes	Yes	Yes
Bush Regeneration	Seeking councils' interest in participation	Expressed Interest								YES				YES		YES			

SECTION 8. EXTERNALLY FUNDED PROJECTS

ITEM 8.1 Street Lighting Improvement Program Update

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.

Purpose of the report:

To inform SSROC Delegates of progress and to highlight issues arising.

Current status:

The SSROC SLI Program, now numbering 30 councils and 95% of the street lights in the Ausgrid region, has been involved in a number of on-going street lighting activities in recent months. The status of these is as follows:

New Portfolio of Ausgrid LED Street Lighting Agreed

Councils and Ausgrid have recently reached agreement on pricing to June 2019 for a new portfolio of LEDs. Ausgrid is to shortly confirm this in a letter to councils. SSROC has been leading these pricing negotiations and been ably assisted by the City of Sydney in conducting some independent due diligence on the new lighting types.

Accelerated Replacements Under Discussion

With agreement on LED pricing, SSROC's top priority now becomes negotiating a program of accelerated replacements of old street lighting with LEDs. Many councils have already indicated strong support for this and up to 100,000 street lights could be replaced over the coming years as a result. The SSROC SLI Program is leading discussions with Ausgrid and will be assisting councils with the evaluation of the business case for accelerated replacements. SSROC has, in parallel, initiated discussions with the Clean Energy Finance Corporation about the potential to improve the business case for councils by using external capital instead of Ausgrid financing.

Main Road LED and Smart Controls Trials

Ausgrid is to shortly start trials of something like 600 LEDs on main roads in conjunction with trials of smart controls. Ausgrid is expected to tender for LEDs in mid-2017 with the objective of adopting LEDs as the standard lights for main roads later this year. SSROC is working with Ausgrid to progress these trials as quickly as possible.

NSW Energy Savings Scheme Rule Change for Public Lighting

After representations from SSROC, the NSW Government recently introduced changes to the NSW Energy Savings Scheme that remove a number of previous impediments to creating ESS certificates from upgrades to public lighting owned by the utilities. Twenty (20) councils in the SLI Program have already signed up to participate in the scheme. Securing funding from the ESS is likely to make an important contribution to the business case for such lighting upgrades (perhaps as much as 15-20% of total costs).

NSW Public Lighting Code Review

In 2016, the NSW Department of Industry – Division of Energy & Resources convened a Public Lighting Forum to review the NSW Public Lighting Code. The Forum includes representatives of the three NSW utilities, a number of ROCs, LGNSW and RMS. SSROC's priorities in these discussions are to see a mandatory Code covering all basic aspects of the street lighting service and the inclusion of penalties for non-performance.

These two core objectives are ones that the Department has indicated it intends to support. SSROC is separately discussing the Code with Ausgrid to see what common ground can be identified.

SECTION 8. EXTERNALLY FUNDED PROJECTS

ITEM 8.2 Regional Waste and Resource Recovery Strategy

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.

Purpose of the report:	To advise SSROC Delegates of progress on the EPA-funded waste-related projects.
Background:	<p>SSROC receives funding from the NSW Environment Protection Authority (EPA) from the Waste Less, Recycle More program:</p> <ul style="list-style-type: none">• Regional Support Package of \$480,000 in 2016/17 including funding for three (3) regional strategic coordinators, and \$120,000 for a review of the Regional Waste Avoidance and Resource Recovery Strategy;• Better Waste and Recycling funds of \$464,000 in 2016/17;• Competitive grant funding for the roll-out of the Compost Revolution (\$1 million over three years to 2016/17), development of a litter strategy (\$20,000), and STOP Bus Stop Litter project (\$140,000 in 2016/17).
Current Status:	<p>Waste Less Recycle More</p> <p>The current funding concludes on 30 June 2017, but the EPA recently announced its intention to continue the program to 2021. The total funding is less than the last round, and we await further information about how it will be allocated: the reduction may result in a cut to our WARR Strategy implementation team and/or to a reduction the projects that we can deliver.</p> <p>Better Waste and Recycling Funds:</p> <ul style="list-style-type: none">• Tenders for the multi-unit dwellings pilot projects have been received and evaluated with Bayside, Burwood, Georges River, Inner West and Woollahra completing the projects in seventy-five (75) unit blocks. On ground works started in February 2017 and will be completed, including evaluation, by July 2017. Each unit block will receive new infrastructure and/or education, be evaluated, and documented for future reference.• Two waste educators have delivered thirty-three (33) education workshops with more scheduled. Training can be provided in Mandarin, Cantonese, Arabic and Vietnamese as well as English.• SSROC has provided seed-funding to the Community Recycling Network to establish a NSW branch in Sydney. This non-profit social enterprise works with providers of reuse and recycling services to grow the sector and facilitate the development of the industry. <p>Compost Revolution:</p> <ul style="list-style-type: none">• Compost Revolution project initiated by Randwick, Waverley and Woollahra continues to be rolled out to eight other councils, with a revised marketing campaign starting in January. <p>Litter Strategy:</p> <ul style="list-style-type: none">• The STOP Bus Stop Litter project has started with quotes being sought. Project sites are in Waverley, Canterbury-Bankstown and Canada Bay, but the project report will be relevant to all Councils.

SECTION 8. EXTERNALLY FUNDED PROJECTS

ITEM 8.3 Connected Corridors for Biodiversity

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.
2. Endorse the CCB habitat corridor map as a tool for use by Council as described below.

Purpose of the report:	To provide an update on the Connected Corridors for Biodiversity (CCB) project, and seek endorsement for the CCB habitat corridor map.
Background:	<p>The CCB project has been implemented by SSROC in collaboration with Greater Sydney Local Land Services, with funding from the Australian Government through the Sydney Coastal Councils Group's (SCCG) Salty Communities program. A habitat corridor map for 23 pre-amalgamation Council Local Government Areas (LGA) in the Sydney metropolitan area (all councils within the SSROC and SCCG areas, plus Strathfield Council) has now been developed.</p> <p>It is intended that councils will:</p> <ul style="list-style-type: none">• use the map as a tool to prioritise conservation and biodiversity initiatives; and• adopt the corridor map into their planning instruments, to facilitate improved biodiversity outcomes in relation to new developments. <p>The map has also been provided to the Greater Sydney Commission for their consideration in preparing the District Plans and Green Grid, and has support in principle from the NSW Office of Environment and Heritage (OEH) regarding links between it and OEH's BioMap project, which identifies priority land for conservation investment.</p>
Current Status:	<p>A guide to regulatory tools and financial incentives that councils can implement to encourage biodiversity conservation on private property has been developed. The guide is available on www.ssroc.nsw.gov.au/publications.</p> <p>This project is now complete.</p>

SECTION 9. GENERAL BUSINESS

ITEM 9.1 SSROC and Fit for the Future: Options for a Future Model for SSROC

RECOMMENDATION:

That SSROC Delegates:

1. Receive and note the report.

Purpose of the report:	To allow SSROC Delegates, in preparation for the Workshop on 16 March 2017, to consider what SSROC should look like in the future.
Background:	<p>The NSW Government had proposed to merge 14 of SSROC member councils so ultimately there may be only 8 member councils. The process has commenced with 9 councils being merged into 4 newly proclaimed councils.</p> <p>At the General Managers' meeting on 5 May 2016, it was decided that the Secretariat should draw up an options paper considering what SSROC's governance and structure could look like after the mergers.</p> <p>The attached options paper, SSROC and Fit for the Future: Options for a Future Model of SSROC was originally presented to the General Managers' meeting in June 2016 but discussion was deferred to the November meeting. In preparing the options paper we considered the draft "Background Paper Joint Organisations: Towards a new model for regional collaboration" even though it relates to the regional pilots and is silent on metropolitan Sydney. Currently the regional joint organisations are due to commence in 2017.</p> <p>In light of the NSW government reviewing ongoing mergers, metropolitan joint organisations may also be considered. In SSROC's options paper the Council of Mayors model is similar, and does not conflict with, the proposed model for joint organisations.</p> <p>An effective Council of Mayors' model can be seen in the work done by South East Queensland Mayors. Material can be found on their website http://seqmayors.qld.gov.au/</p>
Current Status:	This options paper is to facilitate discussion amongst delegates at the Workshop to be held on 16 March 2017.



SSROC and Fit for the Future: Options for a Future Model of SSROC

June 2016

Southern Sydney Regional Organisation of Councils Incorporated
(SSROC)

ABN 54 485 603 535

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Revision Date	Version No	Summary of Changes Made	Author
19/6/15	0.1	Original draft.	Helen Sloan

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1 Introduction

The Southern Sydney Regional Organisation of Councils Inc (SSROC) is a collaboration of councils in southern Sydney. Until the merger process began in May 2016, there were 16 member Councils. Based on the Government's merger proposals from earlier in 2016, SSROC will comprise 8 Councils by July 2016. These are expected to be:

2015 Council	Merged entity	Status
Ashfield	Inner West Council	Proclaimed 12/5/16
Leichhardt		
Marrickville		
Burwood	New council with Strathfield	Proposed
City of Canada Bay		
Bankstown City	Bankstown Canterbury Council	Proclaimed 12/5/16
City of Canterbury		
City of Botany Bay	New council	Proposed. Botany Bay alternative proposal in court
Rockdale City		
Hurstville City	Georges River Council	Proclaimed 12/5/16
Kogarah City		
Randwick City	New council	Proposed. Woollahra rejection mergers in court
Waverley		
Woollahra		
City of Sydney	City of Sydney	No change
Sutherland Shire	Sutherland Shire	No change

SSROC will need to change to support the changing needs of the new councils in the long-term, as well as through the transition period. This paper considers the options for SSROC in the future.

Some changes are needed to enable the secretariat to continue delivering its service to member councils during the mergers process and into the future. The secretariat needs to be able to:

1. **Continue advocacy** – especially in relation to planning and infrastructure where District Planning and the Greater Sydney Commission will continue throughout the transition period.
2. **Continue procurement** – councils benefit financially from existing contracts, which need to be managed through the transition. Some new procurements are due during the transition period, and these savings need to be maintained.
3. **Continue projects** that are part of operational plans – Street Lighting Improvement Program, Our Solar Future, energy services, implementation of the Waste Avoidance and Resource Recovery Strategy, council solar, Connected Corridors for Biodiversity.

4. **Continue working groups** – critical to the above, these are the main channel for councils' input to SSROC at the operational level, especially the General Managers Group.
5. **Continue and enhance shared services delivery** – particularly the provision of internal audit services and supporting business advisory services, which have the potential to become major services to councils with the forthcoming phase 1 amendments to the Local Government Act 1993.

All are under the overall direction of the Delegates, and their advisory Committees.

SSROC and its Secretariat need to transition through the mergers, but without adversely affecting the capacity of SSROC to reinvent itself to support the new membership needs and changing local government legislation.

2 Purpose

The purpose of this document is to put forward options for the future model for SSROC and its secretariat, including the implications for transitioning towards the optional future models. It will be used to inform the decision-making process, so that the changes necessary to enable the secretariat to continue to function will not conflict with the future aims and structure of SSROC.

This document is for the use of General Managers, Administrators, Delegates and other relevant stakeholders considering the future of SSROC.

3 Options

At this stage – at the start of the mergers – SSROC's secretariat is considering the options for short-term changes to enable it to continue to function in the way that it currently does, delivering the five key services identified in the introduction: advocacy, procurement, joint projects, working groups and shared services. These options are:

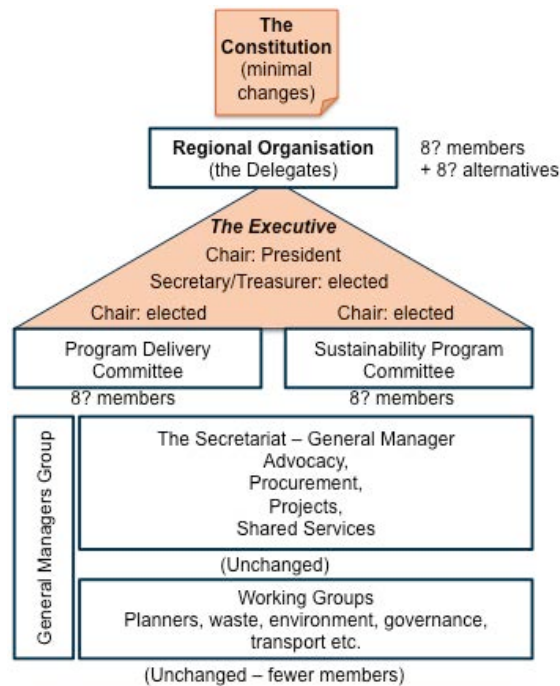
1. Minimal change – business as usual with fewer councils and minimal change to enable continuity.
2. Council of Mayors – in accordance with the findings of the Sturges Report¹, this option greatly strengthens SSROC's advocacy function.
3. Council of Mayors with Committee of General Managers – combines option 2 with a stronger role for council General Managers in the operations of SSROC.
4. Corporate structural change – this option is not being considered at this time, but is a possibility for the future, to enable SSROC to deliver some services on a commercial basis.
5. Reform of the SSROC Committees – a discrete option that could be considered independently of any of the other options.

3.1 Option 1 – Minimal Change

This option essentially replicates the current structure and processes of SSROC with fewer member Councils, and therefore implies minimal change to the Constitution or to the Secretariat.

¹ Professor Gary Sturges' report, commissioned by SSROC in 2013, *Efficient Boundaries Collaboration, Integration and Amalgamation in the Sydney Metropolitan Area*, February 2014, is available on request from SSROC.

SSROC Transition Options



3.1.1 Option 1 – Constitution

Minimal changes would be made to the Constitution, only those that have been identified during legal review of options as appropriate in any event. The main change put forward would be to reduce the number of Delegates required to form a quorum. Currently the Constitution requires half the Delegates plus one: with each Council having two Delegates, a quorum is therefore 17. The proposal is to change this so that each Council continues to have one Delegate and an alternative, but to change the quorum threshold to half the member Councils i.e. 4 Delegates.

In the past there has been an occasion when an ordinary meeting of the ROC was not quorate. With the number of Councils being reduced to 8², the likelihood of not achieving a quorum would greatly increase without this change. It is therefore proposed in order to enable the Secretariat to continue to function.

A small number of other changes would also be made, which are not substantive, but which eliminate some minor inconsistencies that currently exist in the Constitution.

3.1.2 Option 1 – ROC

The ROC itself would remain unchanged, except that the number of member Councils would be 8 instead of 16. President, Vice-President and Junior Vice-President would need to be re-elected if the current incumbents lose their Council positions. Similarly, the Committees' memberships would be reduced to 8, but essentially unchanged at one representative per Council.

3.1.3 Option 1 – Secretariat

The SSROC Secretariat would remain unchanged, and continue to deliver the services that it currently delivers.

² Throughout this paper, it is assumed that the number of Councils at the end of the merger process will be 8, as proposed by the NSW Government. This paper will be revised if this is not the case.

SSROC Transition Options

3.1.4 Option 1 – Councils

Councils annual subscriptions to SSROC would increase, to maintain the level of funding necessary for effective operations. The benefits that they accrue would also increase, with the benefit to each former council continuing.

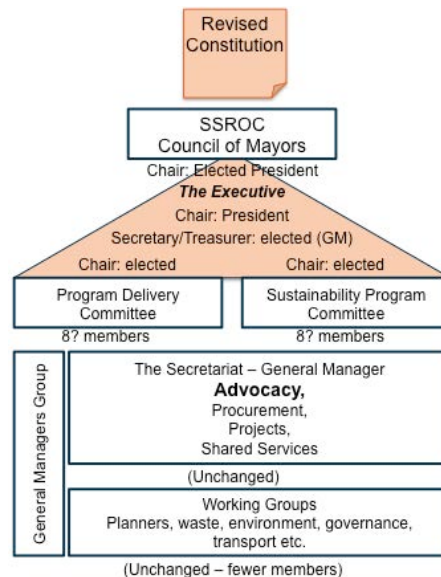
3.1.5 Option 1 – Transition

The changes to the Constitution would need to be made as soon as possible, by means of a 21-day notice period for the proposed changes, and adoption of the proposed changes at a meeting of the ROC Delegates.

This would necessitate the Administrators of new Councils agreeing to be Delegates.

3.2 Option 2 – Council of Mayors

Council of Mayors – in accordance with the findings of the Sturges Report³, this option greatly strengthens SSROC's advocacy function by ensuring that all Mayors actively participate in the development of policy positions. 8 Mayors representing over 1.6 million people, or a third of the population of Sydney, could be a formidable influence in decision-making about and application of policies to the area.



3.2.1 Option 2 – Constitution

The minimal changes described in Option 1 would be required. In addition, the Constitution would require that the Delegates should be Mayors, and that the alternative Delegate should be the Deputy Mayor. The alternative Delegate should only represent the Mayor when the Mayor is not available.

3.2.2 Option 2 – ROC

The ROC itself would comprise 8 Delegates, all Mayors, with 8 Deputy Mayors as alternative Delegates.

President, Vice-President and Junior Vice-President would need to be re-elected by the Delegates.

³ Professor Gary Sturges' report, commissioned by SSROC in 2013, *Efficient Boundaries Collaboration, Integration and Amalgamation in the Sydney Metropolitan Area*, February 2014, is available on request from SSROC.

SSROC Transition Options

The elected roles of Secretary and Treasurer have been held by one General Manager in the past, and recently a deputy has been appointed to support the Secretary/Treasurer as required (e.g. to accommodate annual leave).

Similarly, the Committees' memberships would be reduced to 8, but essentially unchanged at one representative per Council. By convention the Vice-President chairs the Program Delivery Committee, and Junior Vice-President chairs the Sustainability Program Committee. This convention could be continued, or committee chairs could be separately elected, as Delegates prefer.

3.2.3 Option 2 – Secretariat

The SSROC Secretariat would remain unchanged, and continue to deliver the services that it currently delivers. Its advocacy function could be substantially stronger.

3.2.4 Option 2 – Councils

Councils annual subscriptions to SSROC would increase, to maintain the level of funding necessary for effective operations. The benefits that they accrue would also increase, with the benefit to each former council continuing.

3.2.5 Option 2 – Transition

The changes to the Constitution would need to be made as soon as possible, as for Option 1 above. However, the change could not be fully implemented until after the next Council elections in September 2017.

3.3 Option 3 – Council of Mayors and Committee of General Managers

Option 3, Council of Mayors with a Committee of General Managers, combines option 2 with a stronger role for council General Managers in the operations of SSROC.



3.3.1 Option 3 – Constitution

The minimal changes described in Option 2 would be required. In addition, the Constitution would require that the Delegates elect a General Manager to the position of Secretary and Treasurer, and that the Secretary/Treasurer would be the Chair of a new Committee for SSROC operations and finance.

3.3.2 Option 3 – ROC

The ROC would be as described in option 2.

In addition to the existing Program Delivery Committee and Sustainability Program Committee, this option would establish a Committee of General Managers. Currently, the General Managers meet 10 times each year, to discuss issues of common interest and to deal with SSROC matters arising as required. The formalisation of their role as a Committee of SSROC would give them greater oversight of the operations and finances of the Secretariat, and the opportunity for greater influence over the allocation of resources and the realisation of benefits by their Councils.

3.3.3 Option 3 – Secretariat

The SSROC Secretariat would remain unchanged day-to-day, but would have increased accountability to the General Managers of the Councils. As with Option 2, its advocacy function could be substantially stronger, and its other functions could be better aligned with Councils' priorities.

3.3.4 Option 3 – Councils

Councils annual subscriptions to SSROC would increase as for Options 1 and 2. The benefits that they accrue would also increase, with the benefit to each former council continuing. Benefits could be further enhanced by improving the alignment of the Secretariat's operational services (projects, procurement and shared services) to Councils with Council priorities.

3.3.5 Option 3 – Transition

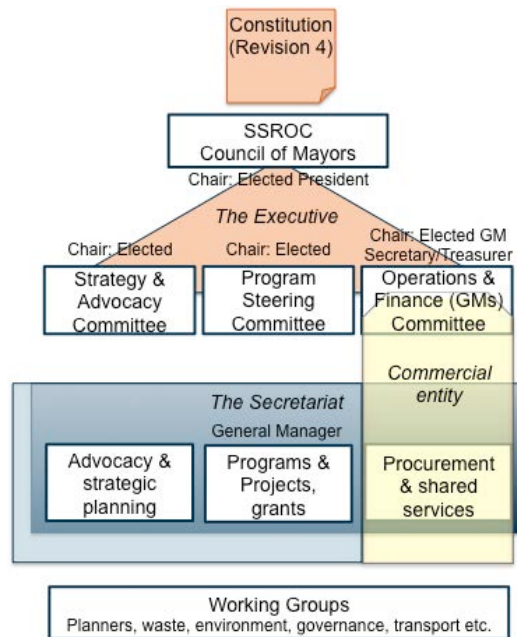
The minimal changes to the Constitution would need to be made as soon as possible, as for Option 1 above. Additional change to establish the new Committee of General Managers could be made at a later date, and as with Option 2, the changes could not be fully implemented until after the next Council elections in September 2017.

3.4 Option 4 – Corporate Structural Change

Corporate structural change – this option is not being considered at this time, but is a possibility for the future, to enable SSROC to deliver some services on a commercial basis. This option is included so that, if it may be appropriate in the future, it is not precluded by the implementation of any other option that would precede it.

This option would change the nature of SSROC in response to the changing needs of its member Councils, by enabling it to deliver services on a commercial basis. As an incorporated association, SSROC is limited in the scale of the operation that it can deliver. This options addresses that constraint by creating a second, corporate entity, to exist alongside the existing non-profit entity, under the auspices of the Committee of General Managers. The services to be delivered, most likely procurement and shared services including internal audit services, would be commercial operations. Advocacy, strategic planning, joint projects and grant-funded projects would continue to be provided by the non-profit entity, under the auspices of the Delegates and the Committees.

A schematic of this option is presented below. It is not explored in further detail, since its implementation would depend upon choice of options 1 to 3 above.



3.5 Reform of the Committees

SSROC has two advisory Committees, Program Delivery and Sustainability Program. These were established to advise on the operation of procurement and shared services functions, and on projects and advocacy respectively. In recent years, many issues have been of relevance to both Committees and the Committees have met jointly approximately two weeks before each SSROC Delegates meeting. This reality suggests that the existing split is inappropriate.

Furthermore, the fixed timetable for Committee meetings is not conducive to real participation by Committee members in the development of advocacy positions or in the delivery of projects. This signals a need for more flexibility by both the Secretariat and the Committees in how they work together.

An opportunity exists as SSROC seeks to reinvent itself to reconsider the role and operation of the Committees. Possibilities include:

1. Establishing smaller, project- or issue-related committees to focus on particular matters over a short period of time;
2. Using technology to enable more timely distribution of information on matters requiring Committee advice, and to receive feedback;
3. Establishing a single advisory committee, with the capacity to appoint members to focus on particular matters and to liaise directly with Secretariat, and report back at regular scheduled meetings;
4. Shorter, more frequent and focused committee meetings, including day-time meetings or conference-calls.

Attachment 1 SSROC Constitution

This section comprises the Constitution in full, dating from March 2006, but showing the proposed amendments to enable the organisation to continue to function during transition. These amendments will be put to the next ROC meeting.

Constitution of the Southern Sydney Regional Organisation of Councils

1. Name

The name of the Organisation is the Southern Sydney Regional Organisation of Councils, hereunder referred to as “the Organisation”.

2. Objectives

- i. To consider and assess the needs, disadvantages and opportunities of member Councils and of the Southern Sydney Region; to make representations, submissions and promotions relative to meet such needs, disadvantages and opportunities to Commonwealth and State Governments and Departments, Statutory Authorities and other appropriate bodies or individuals.
- ii. To submit to such Governments and other appropriate bodies, requests for financial assistance, policy changes and additional resources for the region or for member Councils.
- iii. To strengthen the role of Local Government in regional affairs, particularly where the region may be affected by Australian or NSW Government policy.
- iv. To facilitate a co-operative approach to the problems, opportunities and challenges of the region and to projects which benefit the region.
- v. To facilitate the exchange of ideas and experience between elected members and professional and technical staff to enable a joint approach to the development of skills and expertise within member Councils; and
- vi. To advance the interests of the region.

3. Membership

- i. Membership of the Organisation is composed of, but not restricted to, the following Councils:-

Botany Bay City Council

Canterbury City Council

Hurstville City Council

Kogarah Council

Marrickville Council

Randwick City Council

Rockdale City Council

South Sydney City Council

Sutherland Shire Council

Waverley Council

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Woollahra Municipal Council

ii. A register of members will be kept at the principal place of administration of the association.

4. Representation

i. A member Council will be represented on the Organisation by two delegates.

ii. A member Council shall annually appoint two ~~members of~~ **persons representing** the Council to the Organisation, one of whom should be the Mayor. Each such delegate may hold office until the appointment of his/her successor.

iii. The office of delegate shall become vacant if the delegate:-

(a) ceases to hold office at his/her Council;

(b) resigns by letter addressed to the delegate's Council;

(c) is absent from three consecutive meetings of the Organisation without having obtained leave of absence from the Organisation; or

(d) is replaced by his/her Council at any time.

iv. Where the office of a delegate becomes vacant, the Council shall appoint another delegate.

v. Where either delegate of a Council is unable to attend a meeting of the Organisation, the Council may be represented by another member of the Council duly appointed for the purpose of being an alternative delegate. Such other member may, during the absence of a delegate of his/her Council, act in his/her place and be subject to vacation of the position in the same way as the delegate.

5. Meetings

i. The delegates shall hold ordinary meetings of the Organisation at least every three months and the meeting held during November shall be the Annual General Meeting. The delegates may also hold special meetings of the Organisation as and when required.

ii. The Financial Statements and Annual Report of the Organisation shall be submitted to a meeting of the Organisation to be held not 30 November each year.

iii. Meetings shall be held, in turn, at an office of each member Council or as decided by the Organisation.

iv. The Secretary shall notify each member Council and delegate of meetings not less than 7 days before each meeting and of the nature of the business to be dealt with at the meeting and, in the case of Special Meetings, 48 hours notice must be given.

v. The Secretary shall send minutes of each meeting to each member and delegate not more than fourteen days after the meeting.

vi. At every meeting of the Organisation the President shall preside but if he/she is not present the Senior Vice President shall preside; if he/she is not present the Junior Vice President shall preside or if he/she is not present the members shall elect a Chairman to preside at that meeting.

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vii. Any elected representative of a member Council may attend and speak at meeting of the Organisation. Any senior officer of a Council which is a member may also attend and speak at meetings of the Organisation with the consent of a delegate of his/her Council and the President or meeting Chairman.

viii. A Special Meeting of the Organisation may be called by:

(a) The President

(b) Notice to the Secretary signed by three delegates.

6. Voting

i. At meetings of the Organisation each delegate, and each bona fide alternative delegate representing a delegate, shall be entitled to vote. Each member Council shall therefore have two votes.

ii. The President shall have both a deliberative vote and, in the event of equality of votes, a casting vote, other than in the election of President. Senior Vice President, or Junior Vice President.

iii. The election of the Executive being the positions of:

(a) President

(b) Senior Vice President

(c) Junior Vice President

shall be conducted in accordance with the provisions of the Local Government Act for the election of Mayor and Deputy Mayor.

7. Quorum

i. A quorum at a meeting of the Organisation shall consist of a number being half the number of ~~delegates~~ **member Councils** plus one.

ii. A quorum of a Standing Committee of the Organisation shall be two.

8. Business at Meetings

The business conducted at a meeting of the Organisation shall consist of:

i. Matters of which due notice has been given by a member Council or delegate.

ii. Matters which the President determines to be of urgency;

iii. Consideration of recommendations, reports and correspondence;

and otherwise as the meeting by majority vote may decide from time to time.

9. Procedure

The procedure at a meeting of the Organisation shall be in conformity as far as possible with the procedure for meetings of Council and Committees as prescribed by the Local Government Act 1993 and the Local Government (Meetings) Regulation 1993 subject to such arrangement as may be made from time to time by the Organisation.

10. Powers of the Organisation

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

- (a) Make submissions to the Australian and New South Wales Government or any department of those Governments, or other organisations, in respect of the areas of the member Councils;
- (b) Carry out the objectives of the Organisation; and
- (c) Receive funds in respect of the:-
 - i. staffing of the Organisation;
 - ii. carrying out of projects or studies agreed by the Organisation;
 - iii. for any purpose that may be authorised by the Organisation.
- ii. These powers shall not affect the right of an individual Council acting in its own right on any matters.
- iii. The control, regulation, maintenance and management of the exercise of these powers is vested in the meetings of delegates in accordance with the constitution subject to any delegation of authority which may have been granted.
- iv. By resolution, and within limits defined in such resolution, to authorise the Executive, a member Council representative, a staff member or a properly appointed sub-committee consisting either whole or in part of elected representatives, staff or other persons to exercise or perform on behalf of the Organisation any power, authority, duty or function, the Organisation, by resolution reserves for itself.

11. Executive of the Organisation

The Executive of the Organisation shall be the President, Senior Vice President and Junior Vice President, being elected members representing member Councils.

- i. The President, Senior Vice President and Junior Vice President shall be elected from among the delegates each year at the Annual General Meeting. An election shall also be held for any casual vacancy occurring among the Executive and any Executive member so elected shall hold office until the next annual election of the Executive.
- ii. The Organisation shall appoint a Secretary and a Treasurer.
- iii. The President, Senior Vice President and Junior Vice President of the Organisation in office prior to the Annual General Meeting of the Organisation to be held in November 2003 remain in office until the first Ordinary Meeting of the Organisation to be held after the ordinary election of councils to be held on Saturday 27 March 2004.

12. Powers of the President

- i. The President shall preside at all meetings of the organisation at which he/she is present.
- ii. The President, unless otherwise directed by resolution of the Organisation shall:-
 - (a) Carry on the regular services and operations of the Organisation within the sums voted by the Organisation for expenditure thereon and in accordance with the constitution and the resolutions of the Organisation.

- (b) Control and direct staff of the Organisation.
- (c) Suspend any staff of the Organisation and, if necessary, arrange for the carrying on of the duties of that staff member until the next meeting of the Organisation.
- (d) Authorise the payment of the salaries and wages of the staff of the Organisation within the sums voted by the Organisation for expenditure thereon.
- (e) At any meeting of the Organisation remove or cause the removal of any member of the Organisation, or any elected member of any member Council who, after warning, is guilty of disorder, and at the same or any subsequent meeting, exclude or remove such member unless he/she apologises without reservation.
- (f) Give effect to any decision of the Organisation.
- (g) Be authorised to make press statements on behalf of the Organisation and authorise any member of the Organisation to make press statements and undertake the day to day administrative requirements.
- (h) Call Special Meetings of the Organisation subject to 48 hours notice being given to delegates, except in cases of emergency.

13. Staff

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

14. Advisory Sub-Committees

- i. The Organisation may, from time to time, appoint any number of Committees in connection with any work, activity or object of the Organisation.
- ii. The Organisation shall have power to co-opt any person to assist and/or comprise a Sub-Committee

15. Office

The Office of the Organisation shall be at such place as the Organisation may, from time to time, appoint.

16. Financial Year

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

17. Finance

- i. The Organisation shall determine, prior to 31st May each year, an Annual Budget which will include:-
 - the amount of proposed expenditure by the Organisation;
 - the amount in hand available for such expenditure; and
 - any additional amount required to be raised to meet such expenditure.
- ii. In the event of any expenditure not covered by the Annual Budget, the Organisation shall prepare a statement showing:-
 - the amount and nature of the extraordinary expenditure;

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- the amount in hand available to meet the expenditure after allowing for estimated ordinary expenditure for the balance of the year; and
- any additional amount required to be raised to meet extraordinary expenditure.
- iii. The financial contribution by member Councils towards costs of the organisation shall be equal.
- iv. The Organisation shall pay monies received by it to a bank account held in the name of the Organisation and shall use such monies for the purpose of, and subject to, the terms of this Constitution.
- v. All accounts shall be operated upon in such manner and by such persons as the organisation shall from time to time determine.
- vi. The accounts of the organisation shall be kept according to the same principles as the accounts of a member Council and in such books and form as are approved by the auditors of the organisation.
- vii. (a) The Organisation shall appoint an auditor who shall annually audit the accounts of the Organisation.
(b) The audited accounts shall be presented to a meeting of the Organisation prior to 30th November each year.
- viii. The assets and income of the Association shall be applied solely in furtherance of its above mentioned objectives and no portion shall be distributed directly or indirectly to the members of the Association except as bona fide compensation for services rendered or expenses incurred on behalf of the Association.

18. Annual Report

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

19. Co-operation

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

20. Associate Members

The Organisation may permit a Council or entity not currently a member of the Organisation to become an associate member. Associates may only engage in procurement, commercial or other activities as determined by the Organisation.

Applicants for associate membership shall sign and forward to the Organisation an application to the effect that [Name of Applicant] desires to become an associate member of the Southern Sydney Regional Organisation of Councils Limited and agrees to be bound by the Constitution of the Organisation and pay the associate membership contribution determined by the Organisation.

The Secretary shall place applications for associate membership before the first meeting of the Organisation after the application for associate membership has been received. The Organisation's decision shall be final and conclusive as to whether any entity shall be admitted as a member or associate.

21. Termination of Membership

A Council may withdraw from membership of the Organisation on giving six months' notice of termination to the Organisation. When such termination takes effect, no contribution shall be refunded, no funds will be distributed and the Constitution remains in force between the remaining members of the Organisation.

22. Amendments

This Constitution may be altered from time to time by a resolution passed at a meeting of the Organisation by votes equivalent to three fourths the number of members entitled to vote.

23. Amalgamation of the Organisation

Where it furthers the objects of the Association to amalgamate with any one or more other organisations having similar objects, the other organisation(s) must have rules prohibiting the distribution of its (their) assets and income to members; and must be exempt from income tax.

24. Termination of the Organisation

Upon the termination of this Organisation the debts and liabilities of the Organisation shall be discharged out of the assets of the Organisation. The balance of the assets shall be shared equally by the member Councils remaining immediately before the termination of the Organisation.

In the event of there being no member Councils remaining, the amount which remains after such dissolution and the satisfaction of all debts and liabilities, shall be transferred to any organisation which has similar objects and which is exempt from income tax.

25. Members' Liabilities

The liability of a member of the Organisation to contribute towards the payment of the debts and liabilities of the Organisation or the costs, charges and expenses of the termination of the Organisation is limited to the amount, if any, unpaid by the member in respect of membership of the Organisation.

26. Common Seal

The common seal of the organisation is kept in the custody of the Secretary/Treasurer. The common seal must only be affixed to an instrument with the authority of the Executive.

27. Custody of Books

The Secretary/Treasurer must ensure the safe keeping of all records, books and other documents relating to the organisation.

28. Inspection of Books The records, books and other documents of the organisation must be open to inspection, free of charge, by a member of the association at any reasonable hour.