



SSROC

ANNUAL REPORT 2021



President's Message

COUNCILLOR JOHN FAKER



OVERVIEW

As President of Southern Sydney Regional Organisation of Councils (SSROC), I am proud to lead our group of eleven councils, which continues to demonstrate collaboration, cooperation and sharing.

Collectively, our councils now represent more than 1.8 million residents, more than a third of the population of Sydney. A challenging, exciting, and very rewarding job for us all.

Pausing to reflect on a year with more than the usual challenges, I am impressed with the way that all councils have been able to respond. SSROC has continued to achieve financial savings, beneficial outcomes, and effective advocacy, and we have been quick to manage the impact of the continuing pandemic and its ongoing effects.

I would like to thank everyone who has made our successful alliance work so well. Firstly, thanks to all member councils, especially the Delegates, for their support of SSROC. Thanks to my fellow Executive members, Mayor of Canterbury Bankstown, Cr Khal Asfour and Mayor of Woollahra, Cr Susan Wynne, who have demonstrated their commitment throughout this year, adjusting to online meetings and continuing their support through this challenging time. And thanks to our Secretary and Treasurer, Matthew Stewart, General Manager of Canterbury Bankstown, for his valuable contribution.

SSROC's Secretariat coordinates, facilitates, and delivers many services and projects for our councils, achieving excellent results. I thank our Acting General Manager, Helen Sloan, for her key role in ensuring that the work of SSROC delivers excellent value to us all.

And I thank SSROC's staff, who have continued so productively over this taxing time, continuing to achieve results so effectively and efficiently in spite of all the changes and challenges due to the pandemic. They have continued to deliver support, joint procurements and a number of excellent new projects for our member councils. Thanks also to the council CEOs and General Managers and the many council officers who work together in the strong and mutually beneficial collaboration that is SSROC.

Collectively, our councils now represent more than **1.8 million residents**, more than a third of the population of Sydney.

HIGHLIGHTS OF THE YEAR

In SSROC's last annual report, I reflected that the previous year would be remembered as one of the most challenging periods in our recent history. I would have been surprised to find that one year later we would still be managing the effects of the pandemic, but we still are. Our communities similarly show an impressive resilience, strength and spirit.

As local councils we have continued to serve them, and found innumerable ways to deliver our services within the constraints that we have been forced to impose on ourselves. And collectively though our collaborative efforts we have continued to deliver effective advocacy, productive projects, and efficient procurement of the goods and services that we all need to provide those services.

In the face of all the trials that the year has presented us, our Street Lighting Improvement Program continues to bring savings to councils as well as better lighting for our communities. Ausgrid delivers the street lighting that councils are responsible for throughout our region and beyond. With now 29 participating councils, our program covers almost all Ausgrid's area, and has developed into a strong and influential force in the very important service of public lighting. The LED lighting accelerated roll-out project has recovered from the setbacks of 2019/20 to the point where it is expected to be complete for all residential roads next year. Next we hope to begin planning for upgrades to main roads, bringing better lighting for improved safety, as well as savings through more efficient systems and further reduced electricity consumption.

In 2020/21 we have also progressed with the next phase of our Program for Energy and Environmental Risk Solutions (PEERS 3), this time looking for a massive increase in renewable energy as we seek the next electricity supply, adding to the existing renewable supply. So those lower-energy street lights will soon be powered by renewable energy.

Our work to improve recovery of resources and minimise our communities' waste, has continued. Last year we committed to the Procure Recycled program, to prioritise recycled content in our councils' procurement. In its first year, the program has delivered Paving the Way, to incorporate recycled crushed glass in road-making materials, so that we now recycle all the glass waste in recycling bins in all our LGAs for use in our roads. The project has made a real contribution to the growth of the recycling sector, and is a real demonstration of the achievement of a circular economy. The project has been an intensive effort by the team at SSROC, councils' engineers and waste teams, Transport for NSW, NATSPEC, and our procurement teams. I congratulate you all on this important achievement.

Also under Procure Recycled, our Sustainable Procurement project involved all member councils in reviewing their procurement policies to ensure that they incorporate sustainability considerations in all our procurement, and preference recycled content wherever there is a good sustainable option. The project also provided a wide range of standard clauses for use in procurement documents for different categories of products and services. Next year the focus will be on embedding the practices so that they

become the normal way that we procure all our goods and services. We will also develop mechanisms for how we can keep track of the effectiveness of our sustainability efforts.

We have completed our Sydney Waste Infrastructure Report, and now have a good understanding of the infrastructure that we will need for effective service delivery. Our review of the information needed for decision-making highlights the missing elements which we will be seeking to address in the coming year. And our review of the related legislation and regulation has identified some opportunities for improvements which we will continue to advocate for into next year.

These are important strategic reports that will drive the program of work for our Waste and Resource Recovery teams for some years to come. Next year will see work on infrastructure options analysis, active participation in the NSW Government's reform of the resource recovery orders and exemptions framework, and implementation of food and garden organics collections. We know that this last item will be major change for most councils, and one of the first projects aiming to better understand the implementation and ongoing costs of food organics and/or combined food and garden organics.

Being a Councillor is never dull! There are always new issues to resolve, and emerging problems with existing services and infrastructure, and strategic plans to engage our communities. Late 2021 will bring us a local government election, and no doubt there will be changes. But our local services will continue, and so will our opportunity to collaborate through our regional organisation. By acting regionally,

we strengthen our capacity to deliver for our own communities: our advocacy is multiplied, strengthened and respected; our joint projects deliver lasting benefits to us all; and our combined procurement work provides us with financial and efficiency savings. I look forward to our continuing cooperation through SSROC.

Councillor John Faker
PRESIDENT



Canterbury Bankstown

Georges River

Sutherland

THE LOCAL
GOVERNMENT AREAS
OF SSROC



2020-21 Organisation Structure

INTRODUCTION TO SSROC

The Southern Sydney Regional Organisation of Councils (SSROC) is an incorporated association of 11 local councils, originally established in 1986. SSROC is a forum for the councils to work together to solve common problems, cooperate in policy development, and advocate to other levels of government.

The Southern Sydney Regional Organisation of Councils (SSROC) Inc acknowledges the traditional custodians of our region - the peoples of the Darug, Dharawal and Eora Nations.

THE ORGANISATION

Delegates

SSROC comprises two councillors delegated from each of our member councils:

Bayside Council, Burwood Council, Canterbury Bankstown Council, City of Canada Bay, City of Sydney, Georges River Council, Inner West Council, Randwick City Council, Sutherland Shire Council, Waverley Council, Woollahra Municipal Council.

The councils are also entitled to nominate two additional councillors as alternate delegates.

Executive

Each year at the Annual General Meeting, the Delegates elect three of their number to fill the Executive positions of President, Senior Vice President and Junior Vice President. Executive members for 2020-2021 are:



PRESIDENT

Councillor John Faker
(Burwood)



SENIOR VICE PRESIDENT

Councillor Khal Asfour
(Canterbury Bankstown)



JUNIOR VICE PRESIDENT

Councillor Susan Wynne
(Woollahra)

SSROC COMMITTEES

Under its constitution, SSROC can appoint any number of Committees in connection with any of its work, activity or objects, and can co-opt any person to a Committee.

No Committees were appointed this year.

Delegates



Bayside Council

Councillor Joe Awada (Mayor)
Councillor James Macdonald (Deputy Mayor)
Councillor Liz Barlow (Alternate)
Councillor Ed McDougall (Alternate)



Burwood Council
heritage • progress • pride

Burwood Council

Councillor John Faker (Mayor, SSROC President)
Councillor Ernest Chan (Deputy Mayor)
Councillor George Mannah (Alternate)
Councillor Heather Crichton (Alternate)



Canterbury Bankstown Council

Councillor Khal Asfour (Mayor, SSROC Senior Vice President)

Councillor Clare Raffan

Councillor Nadia Saleh (Alternate)

Councillor Linda Eisler (Alternate)



City of Canada Bay Council

Councillor Angelo Tsirekas (Mayor)

Councillor Marian Parnaby

Councillor Michael Megna (Alternate)

Councillor Charles Jago (Alternate)



City of Sydney Council

Councillor Jess Miller

Councillor Christine Forster

Councillor Robert Kok (Alternate)

Councillor Craig Chung (Alternate)



Georges River Council

Councillor Kevin Greene (Mayor)

Councillor Stephen Agius (Deputy Mayor)

Councillor Nick Katris (Alternate) Councillor Rita Kastanias (Alternate)

Councillor Vince Badalati (Alternate) Councillor Con Hindi (Alternate)



Inner West Council

Councillor Darcy Byrne (Mayor)

Councillor Rochelle Porteous

Councillor Lucille McKenna (Alternate)

Councillor John Stamolis (Alternate)



Randwick City Council

Councillor Danny Said (Mayor)

Councillor Alexandra Luxford

Councillor Anthony Andrews (Alternate)

Councillor Christie Hamilton (Alternate)



Sutherland Shire Council

Councillor Steve Simpson (Mayor)

Councillor Jack Boyd

Councillor Michael Forshaw (Deputy Mayor, Alternate)

Councillor Ray Plibersek (Alternate) – resigned 16 December 2020



Waverley Council

Councillor Paula Masselos (Mayor)

Councillor Elaine Keenan (Deputy Mayor)

Councillor George Copeland (Alternate)

Councillor Marjorie O'Neill (Alternate) – resigned 16 March 2021



Woollahra Municipal Council

Councillor Susan Wynne (Mayor, SSROC Junior Vice President)

Councillor Mark Silcocks

SSROC COMMITTEE **MEMBERS**

There were no committees in 2020/21.

WORKING GROUPS

Working groups of council officers work with the staff team to develop and implement SSROC programs. The groups are a key component of the success of SSROC, and they are periodically reviewed by the Chief Executive Officers and General Managers to ensure that they continue to reflect councils' needs and priorities.

The current working groups are:

- Chief Executive Officers and General Managers
- Environmental Management
- Smart Communities
- Strategic Planning
- Strategic Procurement
- Waste Network
- Waste Strategy Steering

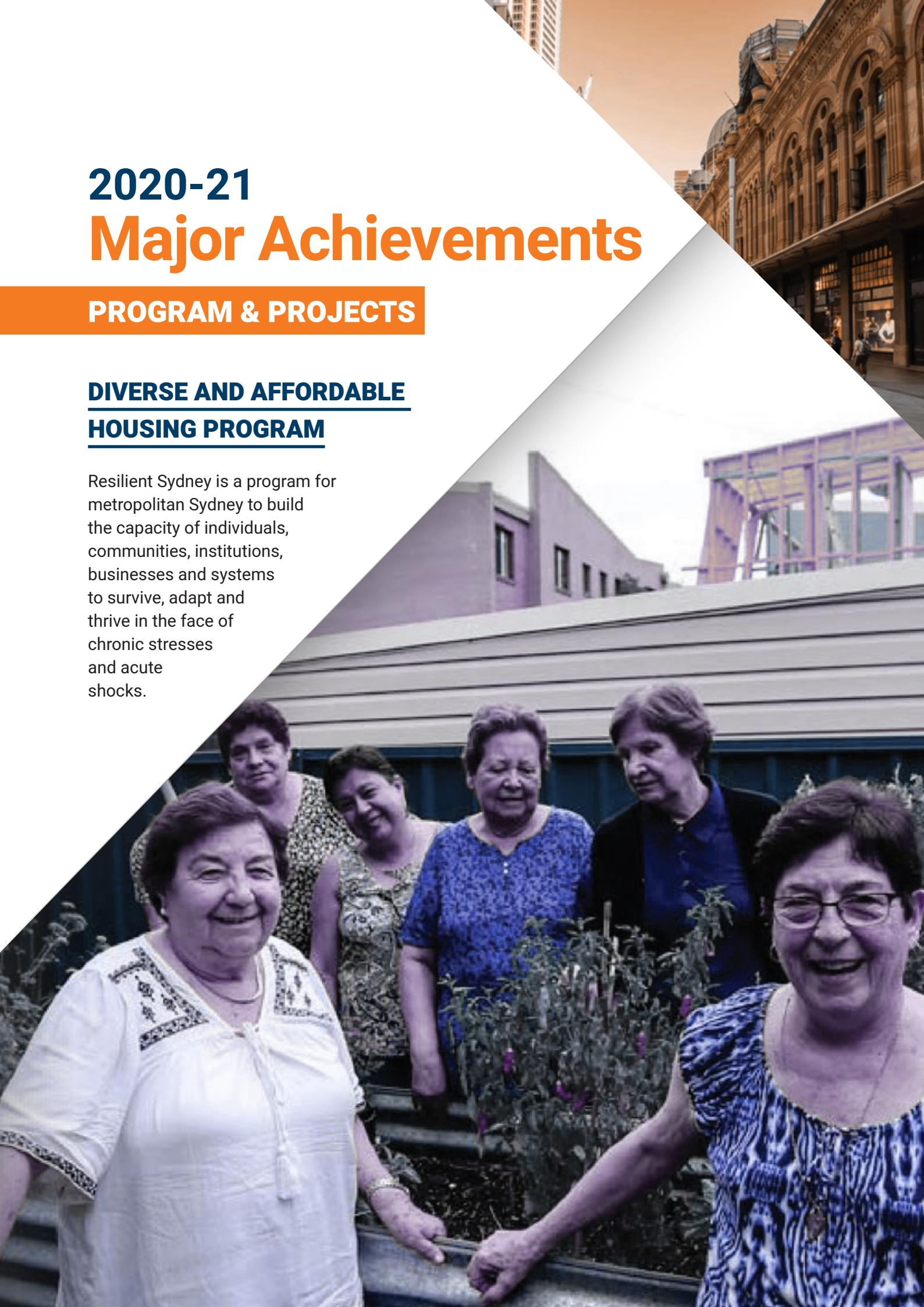
2020-21

Major Achievements

PROGRAM & PROJECTS

DIVERSE AND AFFORDABLE HOUSING PROGRAM

Resilient Sydney is a program for metropolitan Sydney to build the capacity of individuals, communities, institutions, businesses and systems to survive, adapt and thrive in the face of chronic stresses and acute shocks.





From top: Resilient Sydney workshops; President of 100 Resilient Cities, Michael Berkowitz. Photo: *Resilient Sydney A strategy for city resilience 2018*

Resilient Sydney is a collaboration of all 33 metropolitan councils of Greater Sydney to develop and implement a city-wide resilience strategy. Resilient Sydney is aligned to the global Resilient Cities Network. Resilient Cities have long recognised that affordable housing is a foundation of successful communities and placemaking for our global cities and a key to making them more resilient.

The City of Sydney has a key facilitatory role with Resilient Sydney and has helped to instigate a project to promote greater provision of affordable housing supply through the involvement of local councils. SSROC's Secretariat, agreed to provide policy and administrative support to the project, since it strongly aligns with SSROC's longstanding priority for addressing the lack of affordable rental housing in many communities and councils in SSROC.

A steering committee of council officers, representatives of Resilient Sydney, SSROC Secretariat, the Greater Sydney Commission and the Department of Planning Industry and Environment (DPIE) was established to support the project.

A forum for CEOs, General Managers and their delegates was held on 30 April 2021 to provide a practical opportunity to consider ways to stimulate local jobs and businesses by delivering much-needed affordable rental housing. A key aim was to establish whether or not metropolitan councils supported the idea of working together to deliver (or ensure the delivery of) diverse and affordable housing.

Twenty-four councils and over forty people attended the forum from across metropolitan Sydney. The forum, for CEOs, General Managers and their delegates was supported by NSROC and WSROC and hosted by SSROC as a component of the Resilient Sydney agenda.

The first part of the forum comprised presentations of council-instigated affordable housing projects:

- **Bayside Council:** Bata II Meriton (Eastgardens): 100 bedrooms across 45 affordable housing dwellings from a Voluntary Planning Agreement (VPA);
- **Randwick Council:** Affordable Housing Randwick (Kensington and Kingsford): approximately 200 affordable housing units from developer contributions;
- **City of Sydney:** A suite of affordable housing initiatives has facilitated 1,070 affordable housing homes being built and managed by community housing providers with 629 more dwellings in the pipeline;
- Representatives from the Greater Sydney Commission and the Department of Planning, Industry and Environment also provided their perspectives on the challenges and opportunities.

The forum also discussed barriers and practical opportunities for councils to work together to facilitate and deliver more affordable rental housing.

Participants expressed a strong desire to continue to work together on common issues and share learnings with the aim of delivering local affordable rental housing projects.

The first follow up action from the Forum was an online briefing on the new NSW Housing Strategy by the Department of Planning, Industry and Environment on 18 May 2021. The briefing focused on opportunities for local councils to initiate and lead affordable rental housing projects.

The Steering Committee has developed a workplan built on three critical work areas identified by the council participants:

- improved data;
- engaging the planning system;
- demonstrating new housing models.

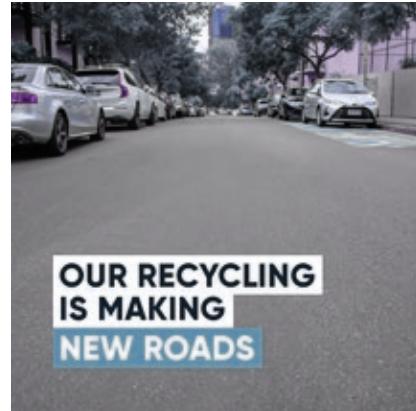
The ongoing project and workstreams aims to help councils collaborate together across metropolitan Sydney to deliver diverse affordable rental housing. The Secretariat continues to coordinate the project, with the support of WSROC, NSROC, the Western Parkland Councils and Resilient Sydney.

There is a strong interest in finding practical ways of assisting local councils to develop and establish their own Affordable Housing Contribution Schemes to grow the supply of affordable housing.

PROCURE RECYCLED: PAVING THE WAY

Procure Recycled is a program aiming to grow the circular economy by creating new markets for recycled products and products with recycled content through council procurement. The first project, Paving the Way has successfully established a local closed-loop market for approximately one-third of participating councils' domestic glass collections (80 million glass bottle equivalents per year), is expected to reduce greenhouse gases by 1,660 tonnes per annum through transport efficiencies, and has driven essential infrastructure development and job creation through a large-scale procurement of asphalt with recycled crushed glass (RCG) as a substitute for natural sand. The glass used is the residue from the yellow recycling bin that is unsuitable for recovery as containers and would otherwise be landfilled, so this project will also save councils in disposal costs, without increasing the cost of asphalt.

This major project has more than doubled state-wide demand for RCG aligned local and state road specifications for RCG, and created an innovative guide for councils and industry. A triple-bottom-line cost-benefit analysis



**TOGETHER WE'RE
PAVING THE WAY
FOR TOMORROW**

conducted in collaboration with DPIE based on the NSW Treasury methodology, indicates a positive benefit cost ratio of 1.19.

The initiative has developed a successful, replicable and scalable end-to-end approach to government-led sustainable procurement, including early cross-government stakeholder engagement, material value chain analysis, an innovative Sustainable Pavements contract with sustainability Key Performance Indicators (KPIs), cost-benefit analysis, and digital communication assets for councils – all while saving participating councils up to 20% off the cost of previous contracts. The KPI reporting system will be refined in the coming year and will be continually monitored over the contract term.

The initiative has received Highly Commended in the 2020 LGNSW Excellence in the Environment Awards, Resource Recovery category; Highly Commended in the 2021 Local Government Professionals NSW Local Government Excellence Awards, Innovative Leadership category; Commendation in the 2021 Greater Sydney Planning Awards, Great Sustainability Initiative category.

Leveraging the contract's innovation clause, SSROC is now planning the next phase of the Procure Recycled initiative: exploring the use of Australian-recycled crumb rubber to improve the sustainability of council roads and support the development of a local end market for end-of-life tyres in collaboration with Transport for NSW, NSW EPA, Tyre Stewardship Australia, the Australian Flexible Pavement Association, and the Institute of Public Works Engineering Australasia NSW/ACT.

SYDNEY WASTE DATA AND INFRASTRUCTURE PLANNING

SSROC engaged Arcadis to conduct a regional material flow analysis against current waste infrastructure capacity to identify future infrastructure needs within the region; GIS mapping of appropriately zoned opportunity areas for waste infrastructure; conduct a waste data gap analysis with recommendations to improve data for materials circularity; and develop recommendations for a centralised waste data management system. The scope for this project also led to the *NSW guide to infrastructure needs* released with the NSW Waste and Sustainable Materials Strategy 2041 (WaSM).

With the new mandate for NSW councils to provide a food and garden organics (FOGO)

collection service by 2030, the analysis highlighted a need for additional organics transfer capacity within the SSROC region as more councils introduce a food organics and garden organics (FOGO) service. Additionally, Arcadis noted that with Sydney's landfills due to be exhausted by 2036, new solutions will have to be deployed, and infrastructure is needed to aggregate and manage bulky kerbside clean-up waste.

SSROC is using these findings to conduct an organics transfer infrastructure options assessment, develop bulky waste audit specifications for 2022-23 with a view to increasing resource recovery, and enhance the Resilient Sydney data platform with waste and recycling data.

LEGISLATIVE AND REGULATORY REFORMS FOR ACHIEVING A CIRCULAR ECONOMY

As NSW transitions to a circular economy, SSROC conducted extensive stakeholder consultation across government and industry, identifying major legislative and regulatory reforms needed to achieve a circular economy in NSW. The secretariat then commissioned legal advisers Clayton Utz to develop recommendations with the aim of addressing gaps and enabling the WaSM. Key issues identified included:

- Updating the definition of waste to distinguish waste from resources
- Hypothecation and reinvestment of the waste levy
- Reforming the resource recovery order/exemption regime
- Establish a separate statutory authority for resource recovery

- Future-proofing land zoned for waste infrastructure and streamlining approval and planning mechanisms
- Expanding product stewardship schemes
- Mandating a uniform recycling label and regulating all unevidenced recyclability claims

SSROC delivered high-level briefings on reform recommendations to the EPA, DPIE, Greater Sydney Commission, and offices of the Premier, Minister Kean, Minister Hancock, and Shadow Ministers, and used these as the basis of witness testimony for the *Waste Avoidance and Resource Recovery Amendment (Plastics Reduction) Bill 2021*. SSROC also briefed the Waste Contractors & Recyclers Association of NSW (WCRA) board, NSW MRF operators, and the Australian Council of Recyclers (ACOR), building

consensus for a joint advocacy approach across local government and industry.

The NSW Government has subsequently announced an official review of the state's resource recovery framework, including many of the issues identified and advocated for by SSROC and its advocacy partners.

IPART REVIEW OF LOCAL COUNCIL DOMESTIC WASTE MANAGEMENT CHARGES

SSROC coordinated a joint council response to the IPART Review of Local Council Domestic Waste Management charge, and was invited to join a select council working group to refine IPART's report.

Key recommendations of the report included the need for:

- Clear guidelines on pricing principles and activities funded by the DWM charges.
- Transparency and accountability across the Local Government Domestic Waste Sector.
- Guidance on reasonable or unreasonable amounts that could be included in the waste reserves for contingencies and long-term strategic investment in domestic waste services.
- Consideration of the impact of the introduction of food organics (FO) and/or FOGO collection services, and the need to fund community education, plus other considerable infrastructure and service outlays to meet targets outlined in the WaSM.
- Strategic planning for essential waste services results in downstream costs due to market disruptions, lack of competition, regulatory changes, and innovation, which are borne by councils and their communities.

SSROC will continue to advocate for a fair and flexible framework that delivers value for ratepayers' money and accommodates both current challenges and future commitments.

EPA LOCAL GOVERNMENT ADVISORY GROUP (LGAG)

SSROC was invited to sit on the NSW EPA Local Government Advisory Group to advise on strategic issues in waste and resource recovery to feed into the WaSM, the next iteration of Waste Less Recycle More, and to share perspectives on effective ways to work together with the EPA in future.

SSROC played a key role in coordinating membership in the group to ensure a relevant cross-section of Sydney metro councils from WSROC, NSROC, HJO and ISJO. This has been and will continue to be a significant opportunity to ensure that SSROC member councils' needs and priorities are reflected in state funding and activities.

REGIONAL WASTE EDUCATION PROGRAM

SSROC delivered its fifth and final year of the Regional Waste Avoidance and Resource Recovery (WARR) Education Program online in response and to adapt to COVID-19 in 2020-21. The Program changed to include:

- 1 'Recycle Right Trivia Night' online events and face-to-face workshops, engaging 279 residents and participating households through 28 unique events across 10 councils.
- 2 Spoiler Alert digital waste marketing assets to educate residents about common recycling contamination problems and preferred behaviours.



The engagement pilot events focused on correct recycling behaviours via a game-based Kahoot! Model, where registered attendees participated in 30-minute trivia events including 15-minutes Q&A. Post-event feedback showed that 70% strongly agreed and 25% agreed that they learnt something new from the event. The online engagement pilot showed strong potential to be expanded or extended by councils.

Spoiler Alert digital marketing and communications assets focused on the top-five contaminants in the yellow-lid bin: bagged recyclables, containerised food and liquid, unwanted/unwearable textiles, expanded polystyrene, and batteries. Short videos and images with unique branding (Spoiler Alert) gave councils' interesting and attractive waste communications to use on social media and online platforms.

TEXTILES ACTION PLAN FOR SYDNEY COUNCILS

SSROC, WSROC and NSROC commissioned the Australasian Circular Textiles Association (ACTA) to work with Sydney councils to develop a Textile Action Plan for Sydney councils. This included a review of available textiles data relevant to Sydney councils, industry interviews and a series of workshops with Sydney councils on their priorities for the Plan.

This is the first metropolitan plan to address textile waste in Australia, underscoring the important role local governments play in driving a circular economy for textiles and reducing associated carbon emissions through recovery programs, procurement initiatives and industry collaboration. The plan outlines focus areas and actions over the next five years to reduce textile waste in council operations and through council-coordinated collection services.

To find out more visit: <https://ssroc.nsw.gov.au/textiles-action-plan-for-sydney-councils/>

EMBEDDING SUSTAINABLE PROCUREMENT

This project supported councils to incorporate sustainable procurement mechanisms, including building sustainability considerations into tender evaluation criteria, improving tender documentation, and providing training and good practice recommendations on how to measure sustainable procurement.

SSROC developed and delivered a suite of resources for councils to enable this, including a Guide to Sustainability Criteria, Clauses and Metrics in Procurement (with examples of different sustainability criteria, specifications, clauses and metrics to use in tender documentation), an Integrating Sustainability into Procurement Report (with recommendations on how to improve sustainable procurement in our region), checklists for staff, case studies, resource lists and e-learning modules on sustainable procurement. Two half-day training sessions for 90 council staff are planned for July 2021.

WASTE PLANNING & ASSESSMENT TRAINING

Three online professional development training sessions were delivered in May for council staff to help them assess development applications for waste and resource recovery outcomes. The training was provided for staff in planning, waste and environmental health with a focus on assessing waste infrastructure and collection requirements in high-density buildings. This training supports councils to achieve better planning and waste management outcomes at the development application stage.

REGIONAL FOGO/FO FEASIBILITY STUDY

To prepare for anticipated policy change, SSROC applied for and received a \$180,000 grant from the EPA Alternative Waste Technology (AWT) Local Council Transition Fund to undertake a regional FOGO/food organics (FO) feasibility study. The study modelled five service scenarios for each council against business-as-usual using council inputs and agreed assumptions.

In addition to the service modelling, SSROC's comprehensive feasibility study included the following:

- Literature review of international and domestic case studies
- Organics industry and marketplace capacity for transfer and processing
- Onsite processing technologies review
- Investment, procurement and contracting options analysis
- Risk management tool
- Strategic advocacy positions

As anticipated, the EPA announced that councils will be mandated to halve the amount of organics to landfill through a FOGO/FO by 2030. The SSROC region represents 212,000 tonnes per annum of FOGO, roughly 35% of organics generated in the Sydney basin.

SSROC modelling shows that introducing FOGO will cost on average \$15.54 million per council in year 1 (an estimated 8% rise in the combined red bin and green bin services). This does not account for anticipated ancillary costs for bespoke services such as consultant fees, MUD infrastructure upgrades, additional staffing, smart technology, media and advertising, on-ground enforcement, legal fees, audits and so on, which SSROC estimates could be almost \$1 million per council in year one.

Findings from the study represented a State-first in scale and scope, and SSROC presented insights and advocacy points to Sydney metro and regional groups of councils, and to the EPA. With local government under pressure from the NSW Government's shift in funding models, reduced revenue from COVID-19, rising costs, and IPART's proposed DWMC rate peg, the study shows that the shift to a circular organics economy is dependant on a long-term, supportive finance policy from State leadership well over and above the *Waste Less Recycle More* grants program.

ONSITE ORGANICS PROCESSING TECHNOLOGIES

As organics services have begun to roll out, onsite organics processing units for multi-unit dwellings are emerging and in some cases have been running successfully for years. SSROC engaged Talis Consultants to explore capacities, risks, utilities requirements output profile and licensing needs for current and emerging technologies. The project also developed a full technical comparison for each technology, and a decision tool to assess suitability for high, medium and precinct densities.

A graphic brochure will help councils communicate the strengths, weaknesses and requirements of these technology types to developers and to the public. The project also provided a demonstration series (onsite and online) for rapid dehydrators and industrial-scale worm farms and black soldier fly farms. This information will assist councils when they implement the Design and Place SEPP (starting 2022), use the Apartment Design Guide and refresh their development control plans during the onset of FOGO and FO services.

PEERS 3 - PROGRAM FOR ENERGY & ENVIRONMENTAL RISK SOLUTIONS

Twenty-five councils are participating in PEERS 3, with a total combined industrial scale electricity load of approximately 220 GWh p.a. The Request for Tender (RFT) was released on 15 June hosted by Sutherland Shire Council.

Councils have been surveyed, consulted, and engaged in online briefings, information sessions and regular e-newsletters. Over half of participating councils have targets to increase their renewable energy to 100% and many others are aiming to increase their total renewable energy % through this tender.

SSROC is anticipating a successful outcome to this procurement in 2022.

SYDNEY PEST ANIMAL ACTION NETWORK (SPAAN)

SSROC coordinated the Sydney Pest Animal Action Network (SPAAN) group submission on the Federal Government "Inquiry into the problem of feral and domestic cats in Australia" which was lodged on 29 July 2020.

The submission focused on protecting our biodiversity and reducing the continuing threats to and extinction of our native species, by more effectively managing the issue of cats and the harm they are known to cause to native wildlife.

Additionally, SSROC has been facilitating the group to work with the Department of Primary Industry (DPI) and the Greater Sydney Local Land Services (GS LLS) on a number of projects including trialling trapping a major invasive species (red-eared slider turtles) and establishing a contract for feral animal control services.

BUILDING RESILIENT COMMUNITIES

In response to the potential for additional NSW Government funding opportunities for COVID-19 recovery investment, SSROC worked with all member councils to identify 470 “shovel ready projects”, totalling \$1.23 billion, worthy of consideration for funding to create work for local people, injecting investment into communities and establishing an enduring legacy to future generations.

The report showcasing a number of projects from each member council, was presented to the NSW Government for consideration of potential to help elevate the NSW economy back to recovery while restoring and building community led public works.

VEOLIA ADVANCED WASTE DISPOSAL PROJECT

The scope of this project changed in 2018 from contract performance management to responding to the revocation of the resource recovery order and exemption for mixed waste organic output. It is now focused on working with Veolia to find alternative ways of diverting residual waste from landfill. Several important recent achievements by Veolia are:

- NSW EPA research and development grant for the trial use of tailing dams for the organic output, which will count as diversion from landfill.
- NSW EPA FOGO infrastructure grant to fund the addition of a separate line at the Woodlawn processing facility.
- working with NSW EPA to make permanent the current temporary licence modification that allows organic output to be used as daily cover on the bioreactor landfill. Once

granted, Veolia will seek a levy exemption for this material, and for its classification as beneficial reuse.

- working with the owner of the tailing dam to begin the trial, which requires some earthworks that need the approval of the Mining Regulator. Existing organic output will shortly be moved to an interim storage pad ready for use.

SSROC continues to work with Veolia, council contract superintendents, and our technical adviser.

SSROC STREET LIGHTING IMPROVEMENT PROGRAM

The *Street Lighting Improvement (SLI) Program* has been one of the most successful and effective examples of joint regional cooperation by local government. Councils in metropolitan Sydney, the Central Coast and Hunter have been working closely together under the SLI Program to challenge proposed price increases and to secure technological and service level improvements in Ausgrid's provision of public lighting. The 29 councils now participating in the program collectively encompass over 230,000 street lights or more than 90% of Ausgrid's street lights.

Through joint regional cooperation, the SLI Program has had some important achievements over its lifetime. Most recently, as a result of the SLI Program's continual efforts, more than 150,000 energy efficient lights have been deployed in residential roads saving councils over \$55 million in the next decade compared to the lights they replace. The \$5.5 million annual saving will continue to climb as more LEDs are installed.



Notably, these energy efficient lighting deployments provide substantial mitigation against the retail power price increases that have affected all councils. A program to upgrade main road lighting to LEDs is currently being negotiated.

The SLI Program has achieved Council savings of \$112m+ in regulatory reviews over the last four pricing reviews by successfully challenging the pricing proposals put forward to the Australian Energy Regulator by Ausgrid. The next pricing review commences later in 2021, and the Program will continue its advocacy throughout that review.

The SSROC SLI Program has secured millions of dollars of additional funding support for street lighting under the NSW Traffic Route Lighting Subsidy Scheme and for street lighting upgrades under the NSW Energy Savings Scheme. Most recently, SSROC ran a successful advocacy campaign that secured additional funding support to offset the high Ausgrid residual costs faced by some councils in replacing old lighting with LEDs.

This DPIE funding has substantially improved the business case for accelerated LED replacements for many councils.

A broad review of the Public Lighting Code has recently been announced by the NSW Government, to commence later in 2021. This mandatory Code, which came into effect in 2019 and was updated and improved in 2020, is a result of successful prolonged SSROC advocacy, coordinated with efforts by other customer groups (including other ROCs/JOs, LGNSW and Transport for NSW). The Code was a substantial win for councils in the SSROC SLI Program which have long advocated for a proper basis of service for street lighting which they are responsible for providing.

This highly efficient, value for money investment by councils has a benefit cost ratio easily exceeding 100:1. The Program will continue next year, with another round of upgrades anticipated for main roads.

ADVOCACY

ADVOCACY FOR BUILDING REFORMS

SSROC is continuing to monitor and advocate for improved regulatory arrangements through NSW Government building industry reforms. This is in response to a crisis in confidence triggered by evacuations at Opal Tower and other multi-storey apartment buildings.

In May 2021, Cr John Faker asked the SSROC Secretariat to support action to address the poor performance of some Private Principal Certifying Authorities. Many SSROC councils share concerns about the problems with defective building works that are not compliant with development consents, conditions of approval and approved plans where Private Certifiers are issuing Construction and Occupation Certificates.

Defective building work is resulting in considerable community concern and harm as neighbours, building purchasers and the built environment are all negatively affected and local councils have limited powers to address complaints and achieve satisfactory rectification. Many mayors in SSROC member councils have called for greater powers to deal with suspect private certifiers, councils having been inundated with complaints about building sites and illegal building works.

SSROC continues to advocate for actions to improve the performance of principal private certifiers.

IMPROVING THE ENVIRONMENTAL PERFORMANCE OF BUILDINGS

Many Councils are seeking to ensure that new development meets environmental standards for reduced carbon emissions and better water efficiency during and after construction, in support of targets for net zero emissions by 2050 or sooner.

SSROC has continued to advocate in support of higher BASIX standards for new buildings, including targets for thermal comfort, water use and energy use. Coordinating planning and development mechanisms will be important to deliver NSW's Net Zero Plan and Electricity Strategy, and the Greater Sydney Region Plan low carbon city objective. Accordingly the SSROC Strategic Planning Working Group continues to focus on these issues, to facilitate improved building performance, including in many local councils' Local Strategic Planning Statements.





Advocacy has been and will continue to be informed by findings that current building standards of BASIX and NatHERS are substantially deficient in enabling reasonable thermal comfort and energy efficiency in the period 2030 to 2070. This will result in higher peak energy demand, affordability challenges and health risks during heatwaves. The findings were from Future Proofing Residential Development to Climate Change (Waverley, Woollahra and Randwick Councils) and Performance standard pathways project (City of Sydney).

PROCUREMENT

PAVING THE WAY

Procure Recycled: Paving the Way involved a significant procurement project, developed over two years since 2018 and successfully delivered during 2020/21. The largest council-led procurement of its kind in NSW history, it aggregated demand from 16 metro Sydney councils and Transport for NSW (TfNSW) through coordinated market approaches.

The project has involved extensive stakeholder engagement to develop standards for the asphalt materials with recycled content, to ensure the specifications would meet all the rigorous standards required by councils and TfNSW.



Council engineers were critical to the process, as they would be key decision-makers in the purchase of the material, and would need to be assured as professionals that it would be as good, if not better, than the material that it would replace.

The request for tenders included multiple asphalt products, and with such a large potential volume of demand it attracted many tenders, and therefore necessitated an extensive and detailed evaluation against product specifications. Twenty six (26) contractors, including those supplying recycled crushed glass products, were appointed to the panel contract, commencing 1 July 2021. These suppliers are confident that there will be no shortage of RCG supply. All member councils are participating, and the contract will be open for other councils to join.

MATTRESS COLLECTION CONTRACT

Over 100,000 mattresses were collected across SSROC during the year. One SSROC contractor reported business growth of 30%, noting that overall sales of new mattresses increased by 25% in 2020. Contractors reported a 75% recovery rate, with very good mattresses being cleaned for reuse, and others dismantled for their component parts (metals, wood, fabric) to be recycled. According to Community Resources – Softlanding, 30 full-time jobs for refugees and indigenous people were created as a result of this contract.

Council waste managers can request additional administrative and reporting services from contractors.

PROGRAM FOR ENERGY AND ENVIRONMENTAL RISK SOLUTIONS (PEERS) – GAS

SSROC procures energy as part of its PEERS initiative. In 2019/20 gas was procured for councils seeking to manage the impact of rapidly escalating gas prices on the costs of running gas-intensive facilities. The result of that procurement was an Australian first; an innovative agreement for the supply of natural gas at wholesale prices to 11 councils, which came into effect on 1 July 2020 which now gives participating councils much-needed price assurance.

The new model, provided by Weston Energy, allows the councils to vary the volume that they consume, removing any minimum commitment and offering significant savings compared to retail market rates. Should the wholesale market experience a sustained increase in pricing, this pioneering approach also provides a safeguard for councils: the option of taking a fixed price for a percentage of gas during the contract term.

PEERS 3 ELECTRICITY

Following the success of earlier PEERS projects, planning is well under way for PEERS 3, for electricity after the expiry of the current black electricity component in 2022. Sourced Energy has been appointed to provide energy management and strategic advice to SSROC for PEERS 3. All existing participants and several additional councils have expressed interest in the coming procurement, and many have also indicated they would seek 100% renewable electricity. This initiative will continue in the coming year, and will include procurement

of a significant load, potentially in excess of 200 GWh per annum, ready for a new contact to commence from 1 July 2022. The existing Moree Solar Farm renewable energy off-take agreement will continue at the current levels of supply to PEERS 1 councils in accordance with the PEERS risk-managed approach.

SUPPLY, INSTALLATION & MAINTENANCE OF ROAD SIGNS & TRAFFIC CONTROL EQUIPMENT

This contract has been awarded to a panel of 4 suppliers, to provide goods and services to 9 participating Councils. The contract scope of work includes supply and/or Installation (including replacements) and/or Maintenance of road signs and traffic control equipment. Other commercial services such as digital printing and large format printing for commercial advertising and other applications, cast and brass plaques, engraving etc. are also included. This contract will deliver value-for-money services to the participating councils, to ensure safety of the road infrastructure.

OTHER CONTRACTS AND INITIATIVES

The contract renewal for stationery and paper products commenced on 1 March 2021. With supply contracts being logistically challenging during the pandemic, supply shortage risks to the new stationery contract were mitigated by encouraging the use of sustainable Australian-made products and promoting social procurement by increasing indigenous-made products for councils to buy.

SSROC manages some 40 contracts, covering a wide variety of member councils' needs. The Procurement and Contracts Management team has an extensive work program for the next year, including multiple contract renewals, new and replacement tenders as well as an on-going series of supplier performance reviews with councils.

To view all our calls for Expressions of Interest and Requests for Tenders, go to www.ssroc.nsw.gov.au/tenders-and-eoi and our contracts at www.ssroc.nsw.gov.au/current-contracts

SUBMISSIONS

29 JULY 2020	Submission to The Standing Committee on the Environment and Energy on the <i>Inquiry into the problem of feral and domestic cats in Australia</i> .
31 JULY 2020	Submission to Department of Planning, Industry and Environment (DPIE) on the Discussion Paper <i>A Housing Strategy for NSW</i> .
12 AUGUST 2020	Submission to the NSW Productivity Commissioner on the Review of Infrastructure Contributions in NSW.
28 AUGUST 2020	Submission to Department of Planning, Industry and Environment on the draft <i>Greener Places Design Guide</i> .
10 SEPTEMBER 2020	Submission to Department of Planning, Industry and Environment on proposed Housing Diversity SEPP – Explanation of Intended Effect.
14 SEPTEMBER 2020	Submission to Department of Planning, Industry and Environment on the NSW Public Lighting Code.
18 SEPTEMBER 2020	<ul style="list-style-type: none">• Online submission on the Productivity Commission Green Paper, <i>Continuing the Productivity Conversation</i> – Infrastructure.• Online submission on the Productivity Commission Green Paper, <i>Continuing the Productivity Conversation</i> – Planning.• Online submission on the Productivity Commission Green Paper, <i>Continuing the Productivity Conversation</i> – Regulatory.• Online submission on the Productivity Commission Green Paper, <i>Continuing the Productivity Conversation</i> – Taxation.• Online submission on the Productivity Commission Green Paper, <i>Continuing the Productivity Conversation</i> – Water and Energy.
19 OCTOBER 2020	Submission to Independent Pricing and Regulatory Tribunal (IPART) on the <i>IPART Local Council Domestic Waste Management Charges Discussion Paper</i> .
22 OCTOBER 2020	Letter to Minister for Planning and Public Spaces about the progress of the NSW Government's plans for incorporating local character into Local Environmental Plans (LEPs).

27 OCTOBER 2020	Letter to the NSW Treasurer requesting consideration of SSROC's funding proposal <i>Building Resilient Communities</i> which seeks a NSW Government funding contribution for the capital costs to progress an initial tranche of projects.
30 OCTOBER 2020	Submission to Department of Infrastructure, Transport, Regional Development and Communications on <i>Improving the Telecommunications Powers and Immunities Framework</i> .
4 DECEMBER 2020	Submission to NSW Department of Planning, Industry and Environment on <i>Draft Social Impact Assessment Guideline for State significant projects</i> .
19 JANUARY 2021	Joint letter to Minister for Planning and Public Spaces and Minister for Energy and Environment on local government engagement to inform the Design and Place SEPP and revisions to BASIX.
29 JANUARY 2021	Submission to NSW Department of Planning, Industry and Environment on <i>Draft Local Character Clause</i> .
23 FEBRUARY 2021	Letter to Chief Executive Officer, Ausgrid in relation to new Ausgrid charges for minor capital works charges involving street lighting.
5 MARCH 2021	Submission to the Strata Schemes Statutory Review, Department of Customer Service on the <i>Statutory Review of the NSW Strata Laws</i> as set out in the November 2020 Discussion Paper.
12 MARCH 2021	Submission to Department of Planning, Industry and Environment on the Western Sydney Aerotropolis Draft Precinct Plans.
17 MARCH 2021	Submission on the Australian Competition and Consumer Commission's (ACCC) review of Veolia's proposed purchase of Suez.
9 APRIL 2021	Submission to Powers and Immunities Team, Department of Infrastructure, Transport, Regional Development and Communications on consultation on proposed reforms to the <i>Powers and Immunities Framework</i> .
15 APRIL 2021	Submission to the NSW Legislative Council's Portfolio Committee No 7 – <i>Planning and Environment on the Waste Avoidance and Resource Recovery Amendment (Plastics Reduction) Bill 2021</i> .
28 APRIL 2021	Submission to NSW Department of Planning, Industry and Environment on the <i>Design and Place State Environmental Planning Policy Explanation of Intended Effect</i> .
30 APRIL 2021	Submission to NSW Environment Protection Authority on the draft <i>NSW Energy from Waste Policy Statement</i> .



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Randwick City Council
a sense of community

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