



SSROC
2023-24
ANNUAL
REPORT



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About SSROC

The Southern Sydney Regional Organisation of Councils acknowledges the traditional custodians of our region – the peoples of the Darug, Dharawal and Eora Nations.

The Southern Sydney Regional Organisation of Councils (SSROC) is an association of 12 councils spanning Sydney’s southern suburbs, eastern suburbs, CBD, and inner west and covering a third of Greater Sydney’s population, or 1.8m people.

SSROC provides a forum through which our member councils can interact, exchange ideas, and work collaboratively to solve regional issues and contribute to the future sustainability of the region.

We advocate on behalf of our region to ensure that the key issues are addressed by all levels of government.

We work to deliver shared services, contracts, and procurement to reduce the cost to councils of delivering vital community services.

Our programs aim to deliver benefits in support of councils’ programs, while managing risks and maximising the value of councils’ investment. These programs comprise a range of projects that we manage and often require us to secure grant funding.

As the level of government that is closest to the community, member councils aim to keep the ‘local’ in local government, while utilising the benefits of regional cooperation through SSROC.

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

To find out more about our current work visit www.ssroc.nsw.gov.au or call **02 8396 3800**.



www.ssroc.nsw.gov.au
02 8396 3800



President's message

Councillor John Faker



SSROC Delegates and
Local Government
Minister, Ron Hoenig



Overview

Welcome to SSROC's 2023-2024 Annual Report. As President of Southern Sydney Regional Organisation of Councils (SSROC) I am proud to lead our group of twelve councils, which now represent over 1.9 million residents, more than a third of the population of Greater Sydney.

With over a decade of experience as SSROC's president, I know there has never been a more important time for local government than there is now.

With their impact often underestimated or entirely unnoticed, local government is at the heart of our community's fabric and sustainability. We are responsible for ensuring local communities run as smoothly and efficiently as possible, with citizens able to access the services and programs they need to live safe and healthy lives.

From the roads we all use and the footpaths we walk on, to the household waste we produce and the open spaces we visit, council provides an enormous range of services, as well as managing millions of dollars' worth of infrastructure and public assets in your community.

And this is where our Regional Organisation can help. SSROC provides a forum through which our member councils can interact, exchange ideas, and work collaboratively to solve regional issues and contribute to the future sustainability of the region.

Whether it be elevating issues through advocacy or getting better value for money through strategic procurement, SSROC achieves cost-effective results for local governments and ultimately your local communities.

Through our member councils' active collaboration, SSROC is at the forefront of these issues. Working collectively is the best way to ensure that each member's voice is heard amongst the ever-increasing noise.

And on that note, I want to send my sincere gratitude to all 12 member councils, particularly their delegates, for their endless support of SSROC and the work that we do. I also want to acknowledge my fellow Executive members Senior Vice President, Mayor of Bayside, Cr Christina Curry and Junior Vice President, Mayor of Woollahra, Cr Susan Wynne for their continued commitment throughout the year.

I want to thank our Secretary and Treasurer, Matthew Stewart, General Manager of Canterbury Bankstown, for his valuable contribution. I also want to give a big thank you to all the council CEOs, General Managers and council officers who work together to deliver the best outcomes for SSROC.

Lastly, I want to recognise SSROC's staff, led by SSROC CEO, Helen Sloan for all the determined work they do to keep us at the forefront of local government advocacy while ensuring SSROC delivers excellent value through our award-winning projects and procurement.

Highlights

Speaking of award-winning projects and procurement, 2023-2024 was a particularly good year for SSROC. Our **Street Lighting Improvement (SLI) Program** was recognised as a winner in the ROC category for Sustainable Infrastructure by the LGNSW Excellence in the Environment Awards.

The program also won the NSW & ACT 2024 Engineering Excellence Award in the Environmental Enhancement Project category at the 2024 IPWEA Engineering Excellence Awards. SSROC along with 29 local councils have been working with Ausgrid to deliver Australia's largest and most advanced smart street lighting upgrade. The program is already saving our communities millions of dollars per year by having widely deployed LED streetlights.

Our **Paving the Way**, using waste glass in road-surfacing, was a finalist for the Banksia NSW Sustainability Award. While PEERS 3, delivering renewable energy for councils, was a finalist for the Collaboration category for the Cities Power Partnership – Climate Awards 2023.

And, of course, our strategic approach to procurement continues to bring substantial financial savings to member councils. In 2023-24 we estimate this as at least \$14.4 million.

Waste and resource recovery are increasingly problematic, as we continue to produce more and more waste even though our resource recovery is improving all the time. Councils collect and manage waste so efficiently that the service goes mostly unacknowledged. Yet it is essential to public health. But processing more and more waste requires more waste



3 Awards won by SSROC Street Lighting Improvement (SLI) Program

Ausgrid CEO
Marc England and
SSROC President
John Faker

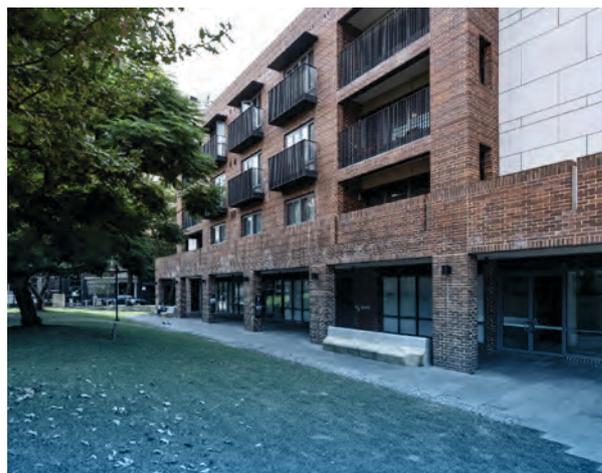
infrastructure such as transfer stations and recycling facilities, for which we depend on commercial operators. I was encouraged, though, when SSROC, the other three Sydney ROCs and NSW EPA agreed to work together to address the challenges.

Looking forward

There is always more work to be done. Looking to the year ahead, we have some exciting projects to come, and no doubt new opportunities and challenges will come up too.

Stage 2 of **Paving the Way** has already begun, using rubber recovered from used tyres to produce a more elastic bitumen, that will improve the asphalt surface of our roads. Most of 12 demonstration sites have been laid, and next year we will have the results of the first year's monitoring, which will continue for some years into the future. We expect to see a more durable surface, more resistant to cracking and rutting than our current road surfaces.

Our regional waste and resource recovery program will support members as they develop new food waste services and procure new recycling services. Other initiatives will cover helping our residents to learn to maintain their bicycles and an investigation into the best ways to deal with large electrical household items, such as fridges and washing machines, when they reach the end of their useful lives.



The energy initiative, **Program for Energy and Environmental Risk Solutions (PEERS)** will continue to deliver renewable energy to power our offices, community facilities and street lights. The coming year will see work progressing to install battery storage to reduce the need for grid upgrades.

SSROC's advocacy program for more affordable housing is clearly aligned with the thinking of the NSW Government, with the new imperative for the delivery of more housing. Reaching the housing targets at the same time as we aim for high standards of liveability for all our residents will be challenging, but one that we will work to achieve. We are all, doubtless, aware that thousands of new homes will require additional services from councils, from parks, community spaces and libraries to waste services.

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

Organisational structure

Introduction to SSROC

Introduction to SSROC

The Southern Sydney Regional Organisation of Councils (SSROC) is an incorporated association of 12 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 all levels of government.

The Southern Sydney Regional Organisation of Councils (SSROC) Inc recognises that we work on Aboriginal land, and acknowledges the peoples of the Darug, Dharawal and Eora Nations as the traditional custodians of our region.

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

Strathfield Council

Waverley Council

Woollahra Municipal Council.

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 2023-24



President:
Councillor John Faker
(Burwood Mayor)



Senior Vice President:
Councillor Christina Curry
(Bayside)



Junior Vice President:
Councillor Susan Wynne
(Woollahra)



Canada Bay

Strathfield

Burwood

Inner West

Sydney

Woollahra

Waverley

Randwick

Canterbury Bankstown

Bayside (NSW)

Georges River

Sutherland Shire

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 Christina Curry (SSROC Snr Vice President)
- Councillor Scott Morrissey
- Councillor Bill Saravinovski (Mayor) (Alternate)
- Councillor Joe Awada (Deputy Mayor) (Alternate)

Burwood Council



- Councillor John Faker (Mayor, SSROC President)
- Councillor Heather Crichton
- Councillor Ned Cutcher (Alternate)
- Councillor George Mannah (Deputy Mayor) (Alternate)

Canterbury Bankstown Council



- Councillor Bilal El-Hayek (Mayor)
- Councillor Clare Raffan
- Councillor Khal Asfour

City of Canada Bay Council



- Councillor Michael Megna (Mayor) – from 25 January 2024
- Councillor Stephanie Di Pasqua (Alternate)
- Councillor Charles Jago (Alternate)
- Councillor Angelo Tsirekas – to 13 Dec 2023

City of Sydney Council



- Councillor Linda Scott
- Councillor Yvonne Weldon
- Councillor Sylvie Ellsmore (Alternate)
- Councillor Shauna Jarrett (Alternate)

Georges River Council



- Councillor Sam Elmir (Mayor)
- Councillor Elise Borg (Deputy Mayor)
- Councillor Peter Mahoney (Alternate)
- Councillor Nick Smerdely (Alternate)

Inner West Council



- Councillor Darcy Byrne (Mayor)
- Councillor Philippa Scott
- Councillor Marghanita Da Cruz (Alternate)
- Councillor Pauline Lockie (Alternate)

Randwick City Council



- Councillor Philipa Veitch (Mayor)
- Councillor Alexandra Luxford (Deputy Mayor)
- Councillor Dylan Parker (Alternate)
- Councillor Christie Hamilton (Alternate)

Strathfield Council



- Councillor Karen Pensabene (Mayor)
- Councillor Sandy Reddy (Deputy Mayor) (Alternate)

Sutherland Shire Council



- Councillor Carmelo Pesce (Mayor)
- Councillor Hassan Awada
- Councillor Kent Johns (Alternate)
- Councillor Carol Provan (Deputy Mayor) (Alternate)

Waverley Council



- Councillor Paula Masselos (Mayor)
- Councillor Ludovico Fabiano (Deputy Mayor) 12/9 to 26/10/23
- Councillor Elaine Keenan (Alternate)
- Councillor Tim Murray (Alternate)

Woollahra Municipal Council



- Councillor Richard Shields (Mayor)
- Councillor Susan Wynne (SSROC Junior Vice President)
- Councillor Sean Carmichael (Alternate)

Staff

SSROC employs staff to undertake the organisation's day-to-day work.

The key positions are:

- Chief Executive Officer:
Helen Sloan
- Program Manager:
Vincent Ogu
- Strategic Planning Manager:
Mark Nutting
- Regional Procurement and
Contracts Manager:
Cathy Dizon
- Communications and Government
Affairs Lead:
Kate Hannan
Samuel Bartlett (*Parental leave cover –
concluded employment 16 November 2023*)
- Office Manager:
Natasha Anderson
- Executive Assistant:
Colleen Stretton
- Strategic Regional Procurement Project
Officer:
Roger Bramble
- Strategic Regional Business Liaison Officer:
Helen Roth
- Procurement Administration Officer:
Jacqueline Spencer (*commenced
employment 10 July 2023*)
- Senior Coordinator, Circular Economy
(EPA Funded):
David Kuhn
Annie Walker

The staff team is sometimes complemented by project personnel, engaged to carry out special projects funded by grant income or council contributions.

Working Groups

Working Groups of council officers work with the staff team to provide advice, support, and assistance in implementing SSROC programs.

The groups play a pivotal role in successful operations of SSROC. They are periodically reviewed by the Chief Executive Officers and General Managers of member councils to ensure they continue to align with councils' strategic objectives and priorities.

The current active Working Groups are:

Chief Executive Officers and General Managers

Local Government Finance Group

Sustainability and Environmental
Management

Smart Communities

Strategic Planning

Strategic Procurement

Waste Network

Waste Strategy Steering

Major achievements for 2023/2024

Projects and programs

Reusing Rubber: Recycling Tyres for Roads

The *Reusing Rubber: Recycling Tyres for Roads* is an initiative led by SSROC with the support of Tyre Stewardship Australia (TSA), and in partnership with the Australian Flexible Pavement Association (AfPA), to promote the reuse of rubber from end-of-life tyres in road applications and demonstrate benefits for council asset maintenance.

The project aims to improve the sustainability of council roads, reduce net capital and operating expenditures by extending road life, and create a local market for end-of-life car and truck tyres by incorporating recycled rubber in bitumen. It investigated the performance, benefits and risks of reused rubber asphalt through a technical analysis and a 12-month multi-council demonstration of different asphalt mixes. TSA funded the demonstration methodology, consulting services and ongoing periodic monitoring.

RMIT University conducted a life cycle assessment (LCA) of the environmental impacts of incorporating rubber from end-of-life tyres into bitumen for asphalt pavement construction. It demonstrated that, compared to standard asphalt, the material has 20 to 50 per cent extra longevity depending on factors such as mix design, thickness of the layer and quality of sub-layers. So councils will benefit in the long-term from increased asset life resulting from the more durable road surface.

20-50%
extra longevity using this material compared to standard asphalt

280K + 56K
car tyres + truck tyres
will be recycled per year



Once a technical standard has been developed for the material, participating councils are expected to adopt its use as standard in future. The rubber-modified bitumen product will then create a local market for the equivalent of about 280,000 end-of-life passenger car tyres and 56,000 truck tyres per year in support of the waste tyre export ban that came into effect in December 2021. All tyre-derived materials used in the project must comply with the NSW Environment Protection Authority (EPA) recovered tyres order and exemption 2014 to ensure they meet regulatory requirements.

Waste Risk and Resilience Project

In 2022, flooding in NSW put local waste management services at serious risk, while bushfires in earlier years threatened disposal services. Both events impacted SSROC councils' services. As a response to those threats, SSROC secured funding from the NSW Reconstruction Authority (then Resilience NSW) to develop a Waste Management Continuity Risk Reduction and Resilience Plan.

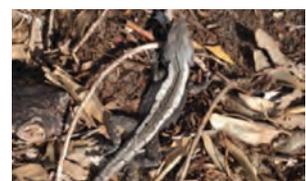
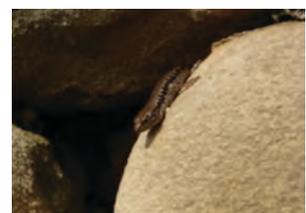
The project involved collaboration with the waste services industry, WSROC, NSROC, Macarthur Strategic Waste Alliance, waste services industry, NSW Environment Protection Authority and NSW Reconstruction Authority.

The SSROC regional risk mitigation and resilience action plan will assist SSROC councils to assess and mitigate their own business continuity risks as well as to inform mitigation regional scale risks and responses. A digital platform for council and regional waste risk and resilience reporting and assessment has also been delivered.

Importantly, the project established the Waste Resilience Liaison Group, comprising representatives from across the sector: councils, Sydney ROCs, waste service providers, waste peak organisations, NSW Reconstruction Authority, NSW EPA and the Department of Planning, Housing, and Infrastructure. The group will liaise as required to build systemic resilience through continual risk mitigation interventions, knowledge-sharing, and capacity-building.

Connected Corridors for Biodiversity

This is a joint initiative with Sydney Coastal Councils Group that maps potential corridors to facilitate the movement of biodiverse species by identifying links between National Parks, priority habitats and supporting habitats. SSROC has developed a simple survey to collect information on category of users to better understand who accesses the maps and they can better used by councils.





Bayside Council
Arncliffe Train Station
Artist impression

Planning

Model EV Charging Development Control Plan

In response to growing interest and demand for electric vehicles (EVs), SSROC member councils established a multi-disciplinary EV Charging Working Group to promote regional collaboration on EV charging infrastructure for our community and local businesses. The group developed “Regional Approach to EV Charging Infrastructure” report on regional charging infrastructure priorities.

The working group subsequently drafted an EV Charging DCP for residential and non-residential developments, in collaboration with a small group of council officers and the Electric Vehicle Council. Nearly 50 SSROC council officers considered the draft DCP at a workshop and proposed minor amendments. The final model DCP provisions will be circulated to member councils early in 2024/25.

Transport Oriented Development Program

The Program was established to deliver more housing and higher densities in designated growth precincts around 45 railway and Metro stations. In the SSROC region, there are 3 Accelerated precincts each covering an area of around 5 sq kms (Homebush station, Bays West Metro station and Bankstown station) and 14 other TOD precincts each covering around 0.5 sq kms.

A new chapter 5, Transport Oriented Development, has been added to the Housing State Environmental Planning Policy (SEPP). These changes apply to 37 station precincts.

The SEPP changes exclude the larger 8 State led Accelerated precincts in the TOD Program.

The new planning controls for the 37 TOD areas will allow greater densities with changes to land use permissibility; building heights (6 storeys); floor space; lot size and width; street frontage; heritage controls; and affordable housing provision.

The NSW TOD planning controls commenced on 13 May 2024 and will initially apply to 18 station locations, with the remaining locations to have new planning controls over the next 3 – 18 months following negotiations with local councils to enable master planning activities to be undertaken by the councils.

Affordable Housing

The Government announced the Transport Oriented Development (TOD) program in December 2023. Under the program, the TOD precincts are all to include inclusionary zoning to ensure that some of the new well-located housing is affordable rental in perpetuity.

SSROC and Resilient Sydney developed and provided DPHI with a simplified, good practice version of the template they had produced in 2023, for their review. The objective was to assist local councils to quickly establish their own local contribution schemes for TOD precincts. That will help improve and streamline administrative issues for participating councils, and could enable monetary affordable housing contributions as well as in-kind dwellings.



Waste, Resource Recovery and Circular Economy

SSROC Waste Audits

The Southern Sydney Regional Organisation of Councils (SSROC) has conducted its eighth waste audit of household bin services following the first in 1999, providing the southern Sydney region with possibly the best longitudinal household waste data sets in Australia.

Analysis of the audit data provides valuable insight into the nature and quantity of the waste being generated by Sydney households, and is essential for waste services planning.

CRESS (Comingled Recycling Environmental and Sustainability Services)

SSROC is leading this joint procurement initiative for nine member councils, focused on processing comingled recycling from yellow-lidded kerbside bins. CRESS aims to achieve cost-effective services and price stability as well increasing resource recovery and encouraging innovation.

Funding for this project was provided by NSW EPA Joint Procurement Fund.

FOILs (Food Organics Innovations for Local Government)

In response to the State's organics mandate to provide food organics collection services for all households by 2030, councils are planning for food organics and garden organics (FOGO) or food-only (FO) services over the next 5 years. SSROC will support councils by facilitating a 3-year program of business development, technical capacity building and procurement options to help them to meet their obligations in a cost-effective and efficient way.

FOILs is expected to support collective sourcing, promote good practices, identify and respond to risks in new processes and contribute to appropriate regulatory frameworks. The project will also advocate against cost-shifting to councils.



203
unwanted bikes and
scooters collected
for reuse and
recycling at bike
collection events



2600+
old uniforms were
collected and
recycled during
the Uniform
Recycling Trial

Retread – Bicycle Reuse and Recovery

SSROC commenced a new two-year regional project, Retread, that will increase access to bicycle repair and reuse to ensure that bikes are given a second life, dismantled for spare parts or recycled as a last resort.

In 2023-24, we worked with councils to deliver a program of 13 bike events including bike maintenance and repair workshops, check-up and tune stations for residents, and collection events for unwanted bicycles.

To date 203 unwanted bikes and scooters have been collected for reuse and recycling at bike collection events.

Textiles Action Plan – Uniform Recycling Trial

SSROC coordinated a 14-month Uniform Recycling Trial for eight Sydney councils from April 2023 to June 2024 for 8 participating councils. Finding opportunities to reuse and recycle end of life uniforms was an action in the 2021 **Textiles Action Plan for Sydney councils.**

Over 2600kg of old uniforms were collected and recycled during the trial. Some uniforms in good condition were recovered for second hand uniform pools.

Collected uniforms were sorted, de-branded and recycled into a soft infill fibre, which is used by other manufacturers for pet bedding, furniture infill and insulation.

Procurement

SSROC manages some 40 contracts, covering a wide variety of member councils' needs. The Procurement and Contracts Management team has a work program for the next year, including multiple contract renewals, new and replacement tenders, and 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

Mattress Collection Contract

Over 159,700 mattresses were collected across 8 SSROC councils during the year.

One SSROC contractor reported they had collected 72,594 mattresses for 5 councils, of which they have refurbished 29,038 for reuse, while 43,556 were dismantled to recover 647 tons of steel and 216 tons of foam. The same company produced 300 dog beds out of the remnants and residual materials, which were distributed free to local vets, and 600 fishing spears, which were distributed to indigenous communities in the north of Western Australia. The remaining 87,115 mattresses were processed and of 75% of the components recycled.

This contract also created 20 full-time jobs in 2023/24. The recovered and refurbished mattresses delivered financial saving for councils by diverting recovered resources from landfill and so not incurring the \$170.10/tonne landfill levy.

159,700+
mattresses collected
across 8 SSROC councils

75%
components recycled

20
full-time jobs created
(2023/24)



Soft landing
mattress recycling

Program for Energy and Environmental Risk Solutions (PEERS)

An assessment of the savings and benefits of PEERS 3 has shown what Councils may have achieved if going to market themselves rather than with the PEERS 3 cohort. Comparisons for 2023/2024 financial years performance have been made based on high and low pricing cases that were outcomes of go to market dates of around 3 and 9 months before the electricity contract's expiry. Estimated savings are a combination of energy cost and environmental scheme cost savings typically shown as a Large-scale Renewable Energy Target (LRET) charge on electricity bills.

Total energy savings and environmental costs across all PEERS 3 participating councils for 2023/24 were estimated at between \$23.5 million per annum in the low case (a 52% saving) and \$37.5 million in the high case (a 63% saving). The carbon emissions avoided were 123,123 tonnes CO₂-e, and a total of 181,063 Large-scale Generation Certificates were earned.

Another benefit of the negotiated PEERS 3 contract is that it allows a load variance of +/- 20% across all councils without penalty.

Recruitment Services Contract

Recruitment services contract both for Temporary and Permanent placements was completed during the year, with various categories of work and, for the first time, includes provision for managed service options.

Other initiatives and services

Sustainable Procurement

Sustainability is a core consideration in our work, including procurement. This year SSROC has worked with all 12 member councils to further refine our sustainable procurement practices, and to improve the ways in which can ensure that sustainability is a priority in all joint procurements. With funding from NSW EPA SSROC developed the SSROC Procurement Sustainability Guidelines for staff to refer to when developing procurement specifications. It consists of a one-page reminder checklist, sustainability criteria, clauses, metrics, case studies and links to further resources.

The Guide and Resources are now available on SSROC's website at: <https://ssroc.nsw.gov.au/sustainable-procurement/>

Company Scorecard for Due Diligence

SSROC negotiated a significantly lower fee per council than the standard to obtain due diligence assessments from Anility. The financial and risk scorecards are typically reviewed before awarding large and high-risk projects. At a cost of \$60,000 (\$4,600 per council), SSROC will hold the licence for up to 100 reports each year, saving around 80 per cent on each report.

Supplier ESG Education and Support

SSROC uses VendorPanel platform to monitor the Environmental, Sustainability and Governance (ESG) performance and compliance of our suppliers. VendorPanel has partnered with Givvable, a leading ESG platform that uses AI technology and verifies suppliers' ESG credentials. So councils using the SSROC VendorPanel platform are assured that suppliers' ESG performance is being monitored.



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Front cover: City of Canada Bay – Rhodes Foreshore Lighting.
Back cover: Burwood Council – Wangal Park, Croydon.