



STRATEGIC PLAN 2010 - 2014



SYDNEY COASTAL COUNCILS GROUP INC.
councils **caring for the coastal environment**





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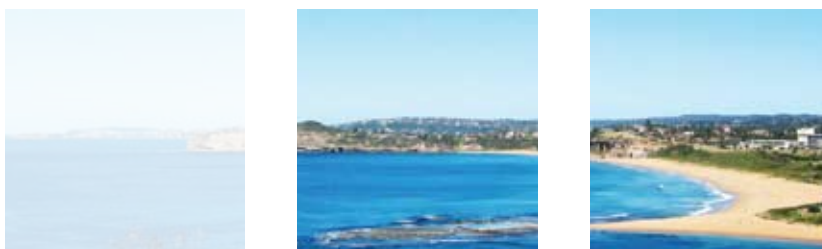
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FOREWORD

The Sydney Coastal Councils Group Inc. (SCCG) Strategic Plan has been prepared to document and highlight the focus of the Group for the next four years. This document represents the sixth Business Plan of the Group since 1989 and has been developed in direct consultation with Member Councils through the Directional Committee, Full Group and Technical Committee.

The Sydney coastal region contains a rich diversity of natural and cultural assets that are recognised and valued internationally. The region experiences significant industrial and residential development pressures as well as increased tourism and recreational use.

The Sydney Coastal Councils Group Strategic Plan 2010-2014 recognises the pressures and impacts facing the Sydney coastal region. It also recognises that coastal management is very much a cross sectoral activity with the three spheres of government, regional bodies, industry and the community sharing responsibilities for its management.

This Strategic Plan covers the Sydney coastal region defined as the local government areas of member councils, including: Botany Bay, Hornsby, Leichhardt, Manly, Mosman, North Sydney, Pittwater, Randwick, Rockdale, Sutherland, Sydney, Warringah, Waverley, Willoughby and Woollahra, and the adjacent marine waters within three nautical miles of the coastline.

The implementation of the Sydney Coastal Councils Group Strategic Plan 2010 – 2014 will be guided by the broad-ranging coastal management goals and guiding principles focused on the pursuit and achievement of Ecologically Sustainable Development. The principles are intended to guide decision making and help integrate stakeholder coastal management practices and activities. They are also intended to guide the implementation of the SCCG Objectives and the SCCG Activities to achieve the identified SCCG Outcome Statements.

The SCCG Strategic Plan will be reviewed annually and reported to the Annual General Meeting. This process will assess the pursuit towards achievement of 'Outcomes Statements' by evaluating implementation of 'SCCG Objectives' through performance indicators for associated 'SCCG Activities' .

I would like to thank the Strategic Plan Directional Committee for their involvement in the development of the Strategy and all the Member Council representatives who facilitated and participated in the plan's consultation and adoption.

Yours sincerely,



Clr. Wendy McMurdo

Chairperson

Sydney Coastal Councils Group Inc.

1. PURPOSE OF THIS DOCUMENT

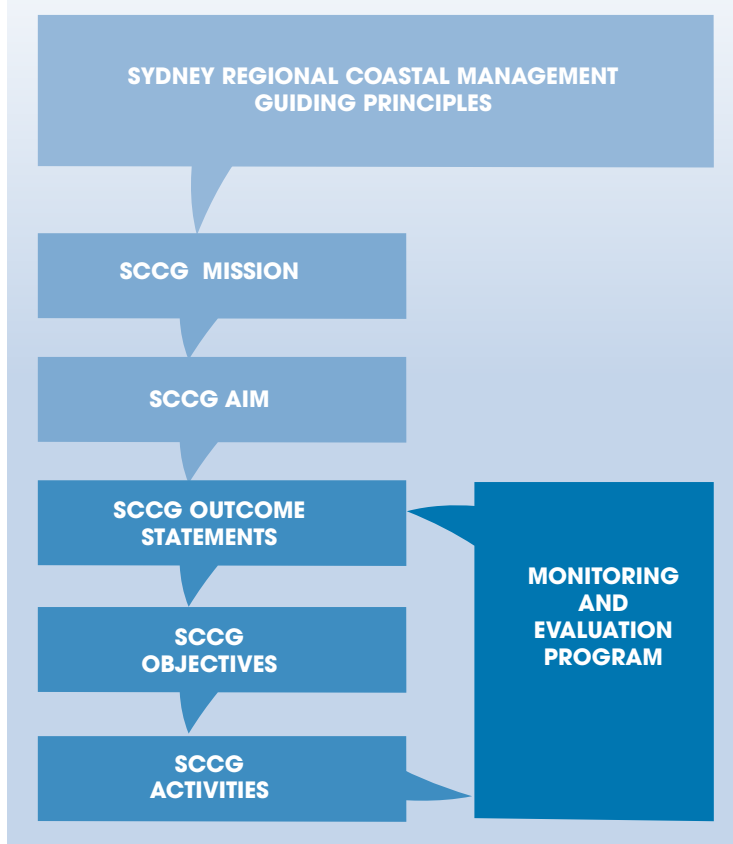
The Sydney Coastal Councils Group's Strategic Plan has been prepared to document and highlight the SCCG strategic focus for the next 4 year period (July 2010 – June 2014).

This document represents the sixth Business Plan of the SCCG since its inception in 1989.

The purpose of this document is to provide SCCG Members and external stakeholders with details of the SCCG including background, structure, members, overarching Sydney regional coastal management guidelines principles and SCCG strategies.

This is a dynamic strategy that is evaluated annually and comprehensively reviewed after 3 years.

Fig1. Diagrammatic Representation of the Sydney Coastal Councils Group Strategic Plan 2010–2014



2. THE SYDNEY COASTAL REGION

For the purposes of the Strategy the Sydney coastal region is defined as the Local Government areas of the SCCG Member Councils and the adjacent marine waters within 3 nautical miles of the coastline.

Over the past 50 years Sydney's coastal zone has witnessed significant increases in both population and tourism and intensive residential, industrial and commercial development. The development and use of the sometimes fragile coastal ecosystems has led to the gradual degradation of these resources. The high population density of Sydney continuously threatens the remaining extremely sensitive natural coastal areas.

The coastal zone of the Sydney region has a warm summer climate and ocean temperatures and a rich diversity of natural and cultural resources. This zone supports many activities such as recreational fishing, boating, bathing and surfing; commercial fishing and mariculture; many forms of industry; waste treatment and disposal; extensive residential and commercial development; transport; and the conservation of terrestrial and marine resources and natural and cultural heritage.

The Sydney region currently supports approximately 4.5 million people, sprawling over approximately 12,000 km² (ABS, 2010). The coastal zone of Sydney extends from Broken Bay in the north to Port Hacking in the south, and contains approximately 86 km of ocean shoreline and over 340 km of estuarine frontage. There are 38 ocean beaches separated by high sandstone and shale cliffs, four drowned river valley estuaries (Sydney Harbour, Broken Bay (Hawkesbury), Port Hacking (Bate Bay) and Botany Bay and four coastal lagoons (Manly, Curl Curl, Dee Why and Narrabeen) which periodically enter the ocean across the northern beaches. Sydney's coastline is fronted by a narrow and steep continental shelf extending less than 30 km from the shoreline after which the sea bed plunges rapidly from a depth of approximately 200 metres to as much as 3 - 4 km in some areas.

This continental shelf formation results in the coastal region of Sydney being exposed to a high wave energy environment as well as a deep water wave climate, giving rise to impressive vertical sandstone and shale cliffs, and very dynamic beach zones.

Many natural and landscape features of Sydney's coastal zone are considered to be of significant value. These include many parks and reserves, sandstone cliffs, headlands, rock shelves, beaches, remnant bushland, National Parks and other protected areas.

There are both marine and terrestrial protected areas in the coastal region of Sydney. There are seven National Parks with foreshore access (Royal, Sydney Harbour, Garigal, Ku-ring-gai, Georges River, Botany Bay and Lane Cove), 10 Aquatic Reserves: Narrabeen Head, (Long Reef (Dee Why), North Harbour (Manly), Towra Point (Kurnell), Shiprock (Port Hacking); Cabbage Tree Bay (Manly), Barrenjoey Head (Pittwater), Cape Banks (La Perouse), Bronte - Coogee, Boat Harbour (Kurnell) and eight Intertidal Protected Areas where the collection of intertidal invertebrates is prohibited.

The Sydney coastal region also contains many significant heritage items. Today there are approximately 1500 Aboriginal heritage sites within Sydney's coastal Local Government areas including rock engravings, drawings and stencils, shelters, shell middens, camp sites, burial sites, axe grinding grooves, waterholes and scarred trees.

The Sydney coastal region contains many of NSW's oldest and most significant European heritage items, including historical and architecturally significant residential and commercial buildings; navigation structures such as lighthouses; stone walls and crater huts; and defence structures such as gun emplacements and fortifications particularly in and around Sydney Harbour and West Head in Pittwater.

The coastal strip of Sydney supports a large variety of vegetation communities such as: eucalyptus forests; Hawkesbury sandstone open forests; Sydney sandstone woodland; coastal scrub; coastal grasslands; swamp forests; mangrove forests; seagrass beds; saltmarsh areas; littoral forests; sand dune vegetation; banksia scrubs; riverine vegetation; wet and dry coastal heath; wet and dry sclerophyll forests; and casuarina swamps.

The coastal region also supports a wide diversity of fauna species including mammals, reptiles, amphibians, terrestrial and sea birds, fishes, crustaceans, molluscs, polychaete worms, arthropods and insects. There are numerous threatened species of flora and fauna in the Sydney region under pressure from urbanisation, degradation, loss of habitats, pollution and feral animals.

Many local Councils in the Sydney coastal region have also developed the landscape and made general facility improvements along Sydney's coastline. These include: the development of coastal walkways for the northern, eastern and southern beaches, featuring interpretative information and educational signage (www.walkingcoastalsydney.com.au); educational resources, including environment centres at North Narrabeen, City, Manly, Bondi and Sutherland and community education programs; improved coastal viewing and recreation facilities; and formalised access to many sensitive areas.

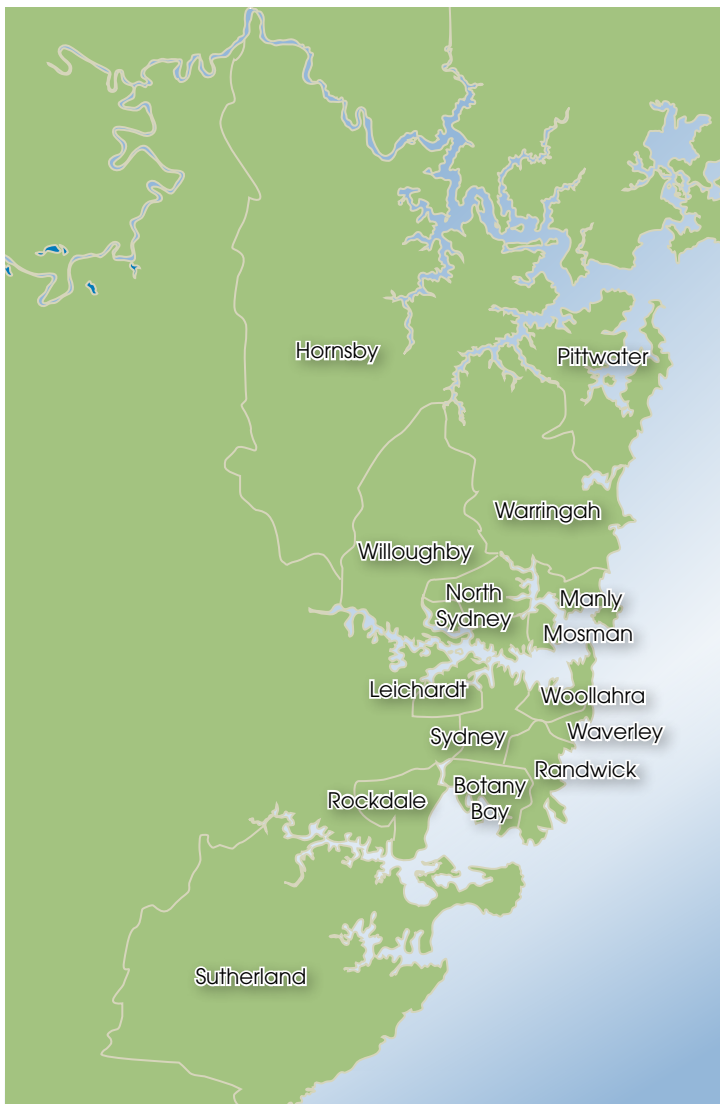


Please see Section 8 for more information.

3. ABOUT THE GROUP

The Sydney Coastal Councils Group Inc. (SCCG) was established in 1989 to promote coordination between Member Councils on environmental issues relating to the sustainable management of the urban coastal environment. The Group consists of 15 Councils adjacent to Sydney marine and estuarine environments and associated waterways. Member Councils include: Botany Bay, Hornsby, Leichhardt, Manly, Mosman, North Sydney, Pittwater, Randwick, Rockdale, Sutherland, Sydney, Warringah, Waverley, Willoughby and Woollahra. The Group represents over 1.3 million Sydneysiders. The SCCG covers 1346 Km² and encompasses the waterways of: the Hawkesbury River, Broken Bay; Pittwater; Port Jackson; Middle and North Harbours; the lower Lane Cove River, Botany Bay and the lower Georges and Cooks Rivers; and Port Hacking.

Fig 2. Map of Sydney Coastal Member Councils



3.1 SCCG STRUCTURE

Powers and Nature of Association

The SCCG is a voluntary Regional Organisation of Councils (ROC) established under the provisions of sections 355, 357 and 358 of the Local Government Act, 1993. The functions and powers of the Group are provided in the Constitution and have been ratified by all the Member Councils. The Group was incorporated in February 1998 under the Associations Incorporation Act, 1984.

The Constitution sets out the name; aims and objectives; membership; representation from Member Councils; details for determining the chairperson and meeting arrangements; voting; what represents a quorum; business at meetings; powers of the Group, Executive Committee and other types of committees; employment of staff; office location; financial matters; annual reporting; cooperative arrangements; termination of membership; amendments; termination of the Group and declaration of pecuniary interests. (The Constitution is available on the SCCG website).

Organisational Structure

The structure of the Group consists of the:

- Full Group that meets quarterly and consists of one to three delegates of the Member Councils;
- Executive Committee, which meets between meetings of the Full Group, and consists of up to eight elected representatives. The Chairperson, two Vice-Chairpersons (Ocean and Estuarine), Secretary (Honorary); Treasurer (Honorary), and up to three other delegates;
- Advisory / Directional Committees made up of Councillors and staff, which meet as required;
- Technical Committee, which meets every two months and consists of one or more professional staff representatives including: strategic planners, environmental officers, engineers, catchment liaison and policy officers, development assessment officers, educators, enforcement, compliance and environmental health officers from each Member Council.
- Working groups are established from time to time by the Technical Committee to address key issues and projects.

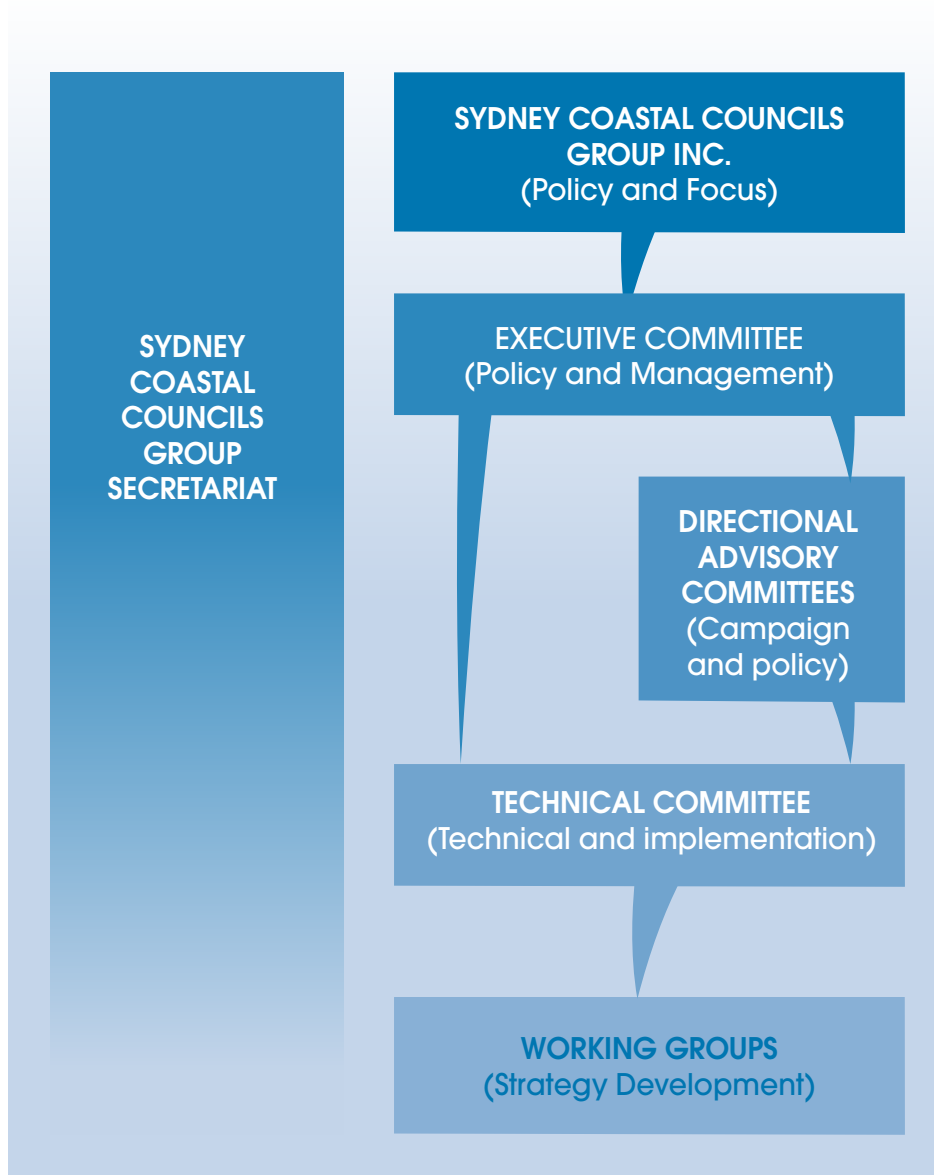
Membership is of a voluntary and cooperative nature. The SCCG's Constitution sets out the objectives and rules of the Group and will be implemented through the 2010-2014 SCCG Strategic Plan.

The Secretariat of the Group including the Regional Coastal Environment Officer / Executive Officer, the Senior Coastal Projects Officer and the Coastal Projects Officer are hosted by a financial Member Council for a period of three years. The Host Council is nominated and determined at the Annual General Meeting. A Service Provider Agreement lists the arrangements between the Group and the hosting Council. The current agreement is with the City of Sydney. Previous host Councils have been: Warringah Council July 1990 - June 1992; Sydney City Council July 1992 - April 1995; Pittwater April 1995 - April 1998; Willoughby City Council May 1998 - June 2001, and Randwick Council July 2001 - August 2004.



3.1 SCCG STRUCTURE

Fig 3. Organisational Structure



4. SCCG STRATEGIC FRAMEWORK

The implementation of the Sydney Coastal Councils Group Strategic Plan 2010 – 2014 will be guided by the broad ranging coastal management goals and guiding principles set out within this section. The underlying focus of these is the pursuit towards and achievement of Ecologically Sustainable Development (ESD) of Sydney's coastal zone within the context of a changing climate.

The following guiding principles were developed after an extensive consultation and are consistent with the principles of the National Strategy for Ecologically Sustainable Development (1992), the NSW Coastal Policy (1997), and the Framework for a National Cooperative Approach to Integrated Coastal Zone Management (2003).

The principles are intended to guide decision making and help integrate stakeholder coastal management practices and activities. They are also intended to guide the implementation of SCCG Objectives and SCCG Activities to achieve the six prioritised SCCG Outcome Statements.

4.1 ECOLOGICALLY SUSTAINABLE DEVELOPMENT GOALS AND OBJECTIVES

As defined in the Environmental Planning and Assessment Act 1979 Ecologically Sustainable Development (ESD) requires the effective integration of economic and environmental considerations in decision-making processes. Ecologically sustainable development is achieved through the implementation of the following principles and programs:

- (a) the precautionary principle
- (b) inter-generational equity
- (c) conservation of biological diversity and ecological integrity
- (d) improved valuation, pricing and incentive mechanisms

The 1997 amendment to the Local Government Act 1993, entitled the Local Government Amendment (Ecologically Sustainable Development) Act 1997, enhances the environmental management roles of Councils and requires Councils to have regard to the principles of ESD in carrying out their responsibilities such as exercising approval powers.

GOAL

Development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends.

CORE OBJECTIVES

To enhance individual and community well-being and welfare by following a path of economic development that safeguards the welfare of future generations.

To provide for equity within and between generations.

To protect biological diversity and maintain essential ecological processes and life-support systems.



4.2 SYDNEY REGIONAL COASTAL MANAGEMENT GUIDING PRINCIPLES

The purpose of the Sydney Coastal Councils Group Strategic Plan 2010 – 2014 is to guide integrated coastal zone management (ICZM) in the coastal and estuarine environments of Sydney. Incorporating the principles of Ecologically Sustainable Development (ESD) and the Guiding Principles articulated below, the Strategic Plan provides the SCCG and its Member Councils with principles and an action plan to apply in all their coastal management activities. The SCCG and its Member Councils will have the appropriate consideration for the following Guiding Principles:

- i. Protection of the environment and cultural values**
- ii. Integrated planning and decision making**
- iii. Sustainable use of natural coastal resources**
- iv. Appropriate and meaningful public participation**

i. Protection of the environment and cultural values

The coastal and estuarine environments of Sydney contain significant environmental services and cultural values that should be identified, protected and restored. In ensuring this principle is met the SCCG and its Member Councils will identify, support and implement activities that:

- Protect, improve and restore coastal, estuarine and marine features.
- Ensure maintenance of natural processes that shape coastal and estuarine environments.
- Identify, protect and restore threatened species, communities and their habitats.
- Conserve sites and landscapes of cultural, scientific, and historical significance.
- Identify, protect and manage Aboriginal cultural heritage in partnership with Aboriginal communities.

ii. Integrated planning and decision making based on the principles of ESD

The protection and management of coastal and estuarine environments must be facilitated through integrated planning and decision making that provides clear goals and directions for the future. The SCCG and its Member Councils will contribute to integrated planning and decision making in the coastal and estuarine environments of Sydney through the delivery of actions that:

- Ensure integrated coastal zone planning and management that takes into account the ecological, social and economic implications of decisions.
- Ensure that the values of coastal and estuarine resources are identified and the impacts of proposed uses or developments are understood and considered before decisions are made.
- Provide clear policy in relation to coastal and estuarine planning and management that is implemented through management plans, planning schemes and governance arrangements.
- Ensure the best available science, adequate resources and guidance is available to coastal planners and managers so that they can make informed decisions.
- Consider cumulative implications of all decisions and impacts.

iii. Sustainable use of coastal and estuarine resources.

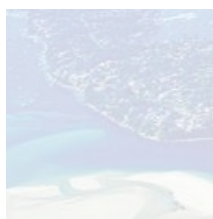
The sustainable use of coastal and estuarine resources requires management that does not lead to environmental damage or resource depletion, thereby maintaining these resources to meet the needs and aspirations of present and future generations. The SCCG and its Member Councils will contribute to the sustainable use of natural coastal and estuarine resources in Sydney through activities that:

- Ensure an integrated analysis of economic, social, environmental and cultural heritage implications of decisions.
- Manage community use of foreshore land, infrastructure and other assets to return the greatest public benefit while protecting environmental and social values.
- Maintain and enhance appropriate access to coastal public lands except when there is the need to protect high value environmental and cultural resources or for safety reasons.
- Ensure that economic and recreational opportunities are sustainable and sensitive to the natural environment and the unique coastal character of Sydney.

iv. Appropriate and meaningful public participation

Effective public consultation and engagement are essential to integrated coastal zone management and should be facilitated before public policy and decisions are made. Decision making processes must be open and transparent. The SCCG and its Member Councils will ensure appropriate and meaningful consultation and engagement through the following actions:

- Encouraging communities, including local industries and business, to share direct responsibility for management of local coastal areas and to participate in the development and implementation of management strategies.
- Promoting sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
- Seeking out and facilitating the involvement of those potentially affected by or are interested in a decision.
- Providing participants with the information they need to engage in a meaningful way.





4.3 SCCG MISSION, AIM AND OUTCOME STATEMENTS

SCCG Mission

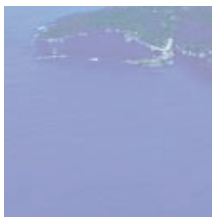
To provide leadership through a coordinated approach to sustainable coastal management.

SCCG Aim

To promote cooperation between, and coordination of actions by Member Councils on issues of regional significance concerning the sustainable management of the urban coastal environment.

SCCG Outcome Statements

1. Build the role and capacity of Member Councils to sustainably manage the urban coastal and estuarine environment.
2. Coordinate and facilitate the exchange of information on integrated coastal and estuary management amongst Member Councils.
3. Represent and advocate Member Councils' interests on issues relating to regional, state and national coastal and estuarine management.
4. Facilitate sustainable and integrated planning and management of natural and built coastal and estuarine assets.
5. Identify and address emerging regional coastal and estuarine issues through research and project development.
6. Facilitate the exchange and development of knowledge and tools to enhance community awareness on sustainable coastal and estuarine management.

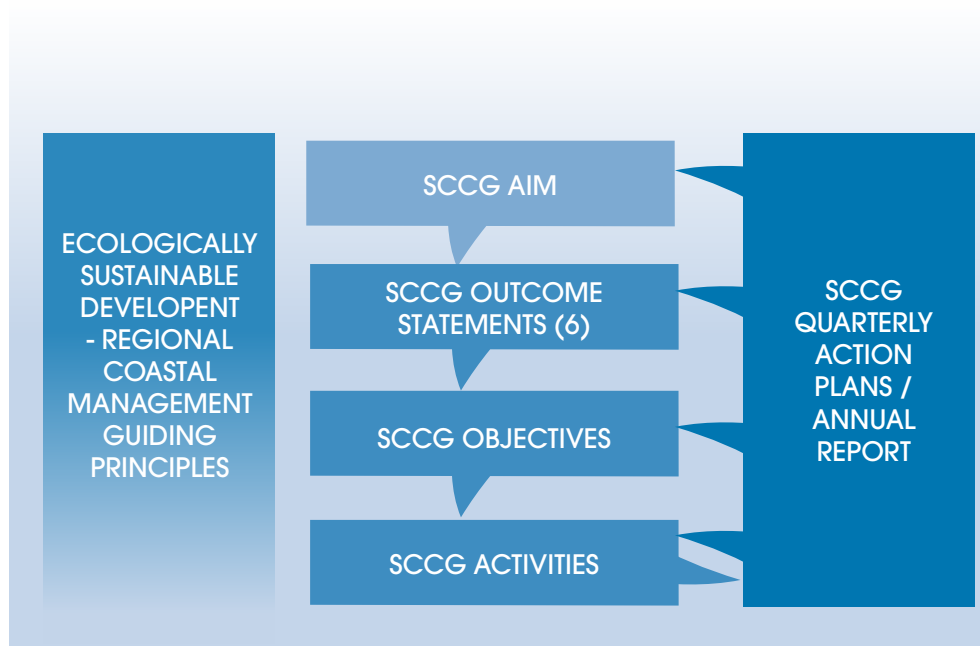


5. SCCG STRATEGIC PLAN IMPLEMENTATION PROGRAM

The **Strategic Implementation Program** is intended to guide and prioritise the management actions for the Sydney Coastal Councils Group directed by the Sydney Regional Coastal Management Guiding Principles set out in Section 4. The underlying focus being the achievement of Ecologically Sustainable Development.

The Strategic Implementation Program focuses on the key **Outcomes Statements** and associated **Objectives** and **Activities** to facilitate the implementation of the SCCG Mission and Aim.

Fig 4. Strategic Plan Implementation Flow





THE SCCG OUTCOMES STATEMENTS HAVE BEEN DEVELOPED FROM PREVIOUS SCCG BUSINESS MANAGEMENT PLANS AND VIA EXTENSIVE CONSULTATION WITH MEMBER COUNCILS. THESE IN ORDER OF PRIORITY ARE:

1. Build the role and capacity of Member Councils to sustainably manage the urban coastal and estuarine environment

This outcome statement focuses on the delivery of the strategic plan and provision of services to Member Councils by the Secretariat.

2. Coordinate and facilitate the exchange of information on integrated coastal and estuary management amongst Member Councils

This outcome statement focuses on the administration of the Secretariat combined with the coordination of communications and liaison amongst Member Councils.

3. Represent and advocate Member Councils' interests on issues relating to regional, state and national coastal and estuarine management

This outcome statement focuses on the delivery of communications, including newsletters, conference papers and external communications as well as advocacy utilising tools such as submissions, media and meetings by the Secretariat in partnership with Member Councils.

4. Facilitate sustainable and integrated planning and management of natural built and coastal and estuarine assets

This outcome statement focuses on actions including facilitation and advocacy and the development of partnerships, projects and tools that increase the capacity of all stakeholders to deliver integrated and sustainable coastal planning and management.

5. Identify and address emerging regional coastal and estuarine issues through research and project development

This outcome statement focuses on the development and maintenance of research partnerships and the identification and delivery of research programs, outreach and consultation..

6. Facilitate the exchange and development of knowledge and tools to enhance community awareness on sustainable coastal and estuarine management

This outcome statement focuses on the identification and development of community engagement and education strategies and tools for application by Member Councils.

Under each SCCG Outcome Statements, the Strategic Implementation Program provides a series of Objectives together with Activities to focus actions of the SCCG Secretariat and services to be provided to Member Councils.

Quarterly Action Plans

Annual implementation of the Strategic Implementation Program will be directed by the development of quarterly Actions Plan. These Plans will identify specific Actions to address the SCCG Objectives and SCCG Activities.

The quarterly Action Plans are developed following each of the Full Group meetings (March, June, September and December). Outcomes of these actions plans are presented at each SCCG quarterly meeting as part of the SCCG Key Activities Report(s).

Annual Monitoring and Evaluation is reported as part of the SCCG Annual General Meeting and the Executive Officer's Annual report.

Comprehensive annual survey of SCCG delegates will also be undertaken in December to review outcomes and services provided by the SCCG to Member Councils and to identify activities and projects to enhance these services moving forward.

This process aims to:

- Ensure that specific actions are reviewed and developed quarterly and annually,
- Ensure direction, consultation and active participation by Member Councils' elected members, senior executives and all SCCG representative delegates,
- Ensure that identified Actions are consistent with Member Councils' and SCCG delegates' issues and needs and will facilitate activity to move towards the achievement of the SCCG Outcomes Statements through the implementation of SCCG 'Objectives' and 'Activities'



6. ACTIONS PLAN 2010 - 2014



SCCG STRATEGIC PLAN



OUTCOME 1

Build the role and capacity of Member Councils to sustainably manage the urban coastal and estuarine environment.

OBJECTIVES	ACTIVITIES	RESPONSIBILITY	DATE	PERFORMANCE MONITORING
1.1 Identify and secure funding from Government and other sources to fulfil the implementation of the SCCG Strategic Plan and Member Councils' objectives	Annual preparation of Grant availability lists Preparation of grant applications Secure external funding to achieve SCCG Objectives Provision of advice, support & assistance for grant applications	SCCG Secretariat	February As identified Ongoing	Development of Annual grants list No. and details of grant applications Funding secured
1.2 Facilitate increased awareness and capacity building of member Councils' representatives	SCCG Capacity Building Program - Forums/ Seminars/ Conferences - Learning and Training activities SCCG Resource Data base	SCCG Secretariat	Ongoing	No. and topics of forums / training Satisfaction with forums / events Capacity building resources available on web site
1.3 Encourage the incorporation, application and promotion of SCCG guidelines / best practice	SCCG toolkits, guidelines, manual fact sheet and other resources (See SCCG web site for details)	SCCG Secretariat	Ongoing	Details and no. of guidelines incorporated Annual SCCG survey analysis SCCG resources available on SCCG web site
1.4 Maintain relevant contact registers and associated data bases	Member Councils Government agencies / MPs Media Relevant organisations / industry	SCCG Secretariat	Ongoing	Contact registers maintained and available
1.5 Maintain Member Council awareness of: <ul style="list-style-type: none"> • Government structures / policies • Emerging issues 	Facilitation of Information materials Facilitation of Government / community presentations / forums and briefings	SCCG Secretariat	Ongoing	No. and details of information distributions

OUTCOME 2

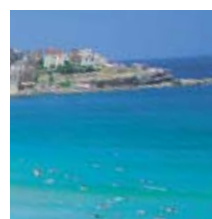
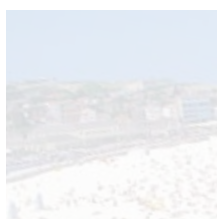
Coordinate and facilitate the exchange of information on integrated coastal and estuary management amongst Member Councils.

OBJECTIVES	ACTIVITIES	RESPONSIBILITY	DATE	PERFORMANCE MONITORING
<p>2.1 Continue to maintain a Secretariat providing support services</p>	<p>SCCG Employment of: - Regional Coastal Environment Officer / Executive Officer</p> <p>- Senior Coastal Projects Officer - Coastal Projects Officer - Other staff on a needs basis - Implementation of the SCCG professional development program</p> <p>SCCG Finances - Member Contributions - SCCG Financial Management</p> <p>SCCG Insurance - Workers Compensation - Public Liability</p>	<p>SCCG Executive Committee</p> <p>Executive Officer</p> <p>Member Councils Executive Officer / Treasurer</p> <p>Executive Officer</p>	<p>Ongoing</p> <p>Ongoing Ongoing Needs Basis</p> <p>Annually</p> <p>Annually Quarterly / Annually</p> <p>Annually</p>	<p>3 year performance based contracts</p> <p>Annual Performance Assessments Professional development program(s)</p> <p>Annual membership Quarterly reports / Annual Audit</p> <p>Maintenance of appropriate insurance</p>
<p>2.2 Facilitate the coordination of SCCG committees</p>	<p>Executive Committee Full Group Technical Committee Directional Committee(s)</p>	<p>SCCG Secretariat</p>	<p>Quarterly Quarterly Bi-Monthly As identified</p>	<p>No.s of meetings All minutes completed 100% of resolutions addressed</p>
<p>2.3 Establish internal and or interagency committees on issues in relation to urban coastal management</p>	<p>Working Groups Steering Committees Expert / Advisory Panels</p>	<p>SCCG Secretariat</p>	<p>Ongoing</p>	<p>No.s of meetings All minutes completed 100% of resolutions addressed</p>
<p>2.4 Provide information and regular updates on SCCG activities</p>	<p>SCCG quarterly newsletter Monthly Enews Quarterly Key Activities Report SCCG web site Individual / Council Liaison</p>	<p>SCCG Secretariat</p>	<p>Quarterly Monthly Quarterly Ongoing As identified</p>	<p>No. of newsletters No. of Enews No. of reports No. web visits Details of interviews</p>

OUTCOME 3

Represent and advocate Member Councils' interests on issues relating to regional, state and national coastal and estuarine management.

OBJECTIVES	ACTIVITIES	RESPONSIBILITY	DATE	PERFORMANCE MONITORING
3.1 Strengthen the Group's participation and influence in the development and review of Government policy, legislation and activities	SCCG representation of relevant Government committees Direct and indirect consultations / liaison with Government representatives Preparation of regional submissions	SCCG	Ongoing	Details of SCCG representations Details of government consultations and issues addressed No. and details of submissions
3.2 Review and present Member Council interests at appropriate forums and conferences	Attendance at seminars and conferences Preparation and delivery of papers / presentations Disseminate SCCG and Member Council information to inquiring organisations / individuals	SCCG	Ongoing	Attendance at Conferences Details of conference papers Details of information distributions
3.3 Facilitate stakeholder, agencies collaboration, dialog and partnerships	Forums Working groups Projects Submissions / advocacy	SCCG	Ongoing	Details of activities & outcomes
3.4 Advocate for appropriate resourcing for whole of government ICZM	Direct advocacy Media Resource tracking and needs assessments	SCCG	Ongoing	Details of activities Resource needs and implications identified





OUTCOME 4

Facilitate sustainable and integrated planning and management of natural and built coastal assets.

OBJECTIVES	ACTIVITIES	RESPONSIBILITY	DATE	PERFORMANCE MONITORING
<p>4.1 Policy Integration</p> <p>Facilitate and advocate for the integration and application of Government environment and planning policies and strategies</p>	<p>Advocacy for coordinated, partnership and holistic approaches to coastal management policy and planning in Sydney</p> <ul style="list-style-type: none"> - Coastal Policy for Sydney - Commonwealth involvement and leadership - Greater Metropolitan Region planning / management 	SCCG	Ongoing	<p>Details of Advocacy</p> <p>Development and maintenance of policy & strategy data base(s)</p>
<p>4.2 Total Water Cycle Management</p> <p>Encourage consideration, planning for, promotion and implementation of Total Water Cycle Management by ensuring adequate, maintained, and efficient water systems, that results in improvements to water quality of marine and terrestrial environments.</p> <p>Including:</p> <ul style="list-style-type: none"> - Sewerage - Stormwater and drainage - Potable water - Groundwater systems 	<p>SCCG Conferences/seminars/ forums and information coordination</p> <p>Identify and promote the development of innovative techniques and technology for treating and reusing sewage, stormwater and grey water. Identify and promote decentralisation of water system(s) where appropriate</p> <p>Facilitate the implementation of regional WSUD, stormwater reduction and reuse</p> <p>Identify and promote integrated water asset management systems and processes.</p> <p>Identify and develop regional & appropriate (scientific) monitoring programs</p> <p>Encourage & participate in educational & public reporting programs (eg Beachwatch)</p>	SCCG	Ongoing	<p>Details of events and activities</p> <p>Details of guidelines implemented</p> <p>Details of advocacy, promotion and deliverables</p> <p>Provision and maintenance of SCCG water quality monitoring web site</p>
<p>4.3 Ecosystem management</p> <p>Facilitate and assist with the protection and restoration of coastal habitats, ecosystems and function</p> <p>Ecosystems including:</p> <ul style="list-style-type: none"> - Marine - Intertidal - Estuarine - Fresh water - Groundwater - Terrestrial 	<p>Encourage and facilitate the identification and mapping of key ecosystems and habitats.</p> <p>Assist and promote the identification and management of key threats to biodiversity</p> <p>Identify opportunities for enhanced community involvement in ecosystems management</p> <p>Encourage and assist effective management of conservation and protected areas</p> <p>Encourage and develop regional guidelines and plans for the sustainable management of Sydney's ecological values</p>	SCCG	Ongoing	<p>Details of resources identified</p> <p>Details of capacity building activities</p> <p>Details of advocacy, promotion and deliverables</p>

OUTCOME 4 Cont...

OBJECTIVES	ACTIVITIES	RESPONSIBILITY	DATE	PERFORMANCE MONITORING
4.4 Public Access Facilitate the protection and enhancement of public access and use of foreshore areas (including beaches and headlands) while ensuring fragile ecosystems and habitats are preserved and risks to public safety is minimised	Oppose the alienation of any foreshore lands Facilitate the development of procedures and methodologies to identify and better manage recreational usage of coastal areas Facilitate the promotion and ongoing development of the "SCCG Walking Coastal Sydney" program	SCCG	Ongoing	Details of advocacy, promotion and deliverables
4.5 Coastal Processes Encourage investigation, research and management, of coastal processes and incorporation of related issues into planning and management actions	Assist and build capacity of Councils to understand, plan and manage for coastal process including 'emergency' planning and response activities Identify, develop and share best practice Coastal/Estuarine risk management systems, plans and procedures. Assist Member Councils develop and implement strategic and development assessment planning provisions	SCCG	Ongoing	Details of advocacy, promotion and deliverables
4.6 Planning Influence and improve sustainable, appropriate and consistent land use planning	Develop guidance documents and programs for Local Government planning policy and practice. Prepare submission regarding on reforms to planning policy and legislation Provide advice to Member Councils to ensure consistent land use planning	SCCG	Ongoing	Details of guidance document and programs Details of submissions Details of provision of advice
4.7 Coastal Infrastructure Assist and facilitate the provision of appropriate, adequate, sustainable and adaptable coastal infrastructure	Facilitate and assist with development, refinement and implementation of asset management systems and tools including: - Needs assessments and audits - Design and maintenance - Interdependences and resilience - Data storage and access	SCCG	Ongoing	Details of programs, advocacy, promotion and deliverables
4.8 Cultural Heritage To encourage the recognition, respect and protection of Cultural Heritage	Assist to improve the understanding and commitment for conservation, interpretation and where appropriate public access to areas and items of cultural value. Assist with the recognition of the rights and needs of Indigenous peoples Encourage and facilitate the involvement of Indigenous peoples in integrated coastal zone management	SCCG	Ongoing	Details of advocacy, promotion and deliverables

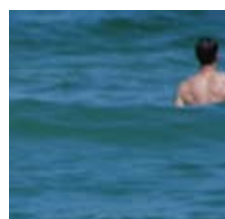
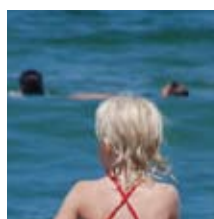
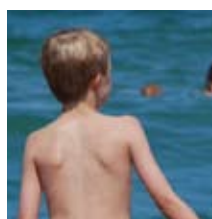
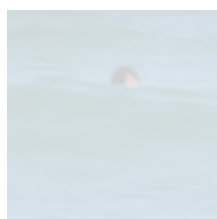
OUTCOME 5

Identify and address emerging regional coastal and estuarine issues through research and project development.

OBJECTIVES	ACTIVITIES	RESPONSIBILITY	DATE	PERFORMANCE MONITORING
<p>5.1 Identify research issues and priorities</p>	<p>Liaison with coastal Councils and research organisations</p> <p>Awareness of contemporary and strategic research effort and focus</p> <p>Participation in research forums and conferences</p>	SCCG	Ongoing	<p>Outcomes of liaisons</p> <p>Participation in events</p>
<p>5.2 Encourage & facilitate integrated coastal zone research</p>	<p>Development of collaborative strategic, and applied research proposals with relevant organisations and funding bodies.</p>	SCCG	Ongoing	<p>Details and outcomes of proposals developed</p>
<p>5.3 Research Partnerships Facilitate partnership activities with research organisations</p>	<p>Maintain and develop partnerships with research organisations</p> <p>Memorandums of Understanding</p> <p>UNSW (Faculty of Science)</p> <p>UNSW Institute Environmental Studies</p> <p>Macquarie University (Department of Physical Geography)</p> <p>Partnerships</p> <p>CSIRO</p> <p>Geoscience Australia</p> <p>ANU (Fenner School)</p> <p>University of Sunshine Coast</p> <p>Sydney University</p> <p>Southern Cross University</p> <p>Others</p>	SCCG	Ongoing	<p>Annual outcomes of research partnerships</p>
<p>5.4 Enhance research capacity of SCCG and Member Councils</p>	<p>Develop research and capacity building activities for Member Councils</p> <p>Promote and distribute best practice research methodologies, tools and guidelines</p>	SCCG	Ongoing	<p>Details of events</p> <p>Details of promotions, events and outreach</p>

OUTCOME 5 Cont...

OBJECTIVES	ACTIVITIES	RESPONSIBILITY	DATE	PERFORMANCE MONITORING
5.5 Participation in Academic Advisory Boards	Provide industry expertise and advice regarding undergraduate curriculum development and reform and post graduate research focus Provide 'Industry' guest lectures to under and post graduates regarding Local Government issues and needs	SCCG	Ongoing	Details of representations Details of lectures and presentations
5.6 Communicate and facilitate implementation of research outcomes	Research forums and workshops Distribution of relevant research outcomes in appropriate format and media	SCCG	Ongoing	Details of forums, workshops, distributions
5.7 Internships / Councils placement	Facilitate the provision of research internships and placements within the SCCG and its Member Councils	SCCG	Ongoing	Details of internships

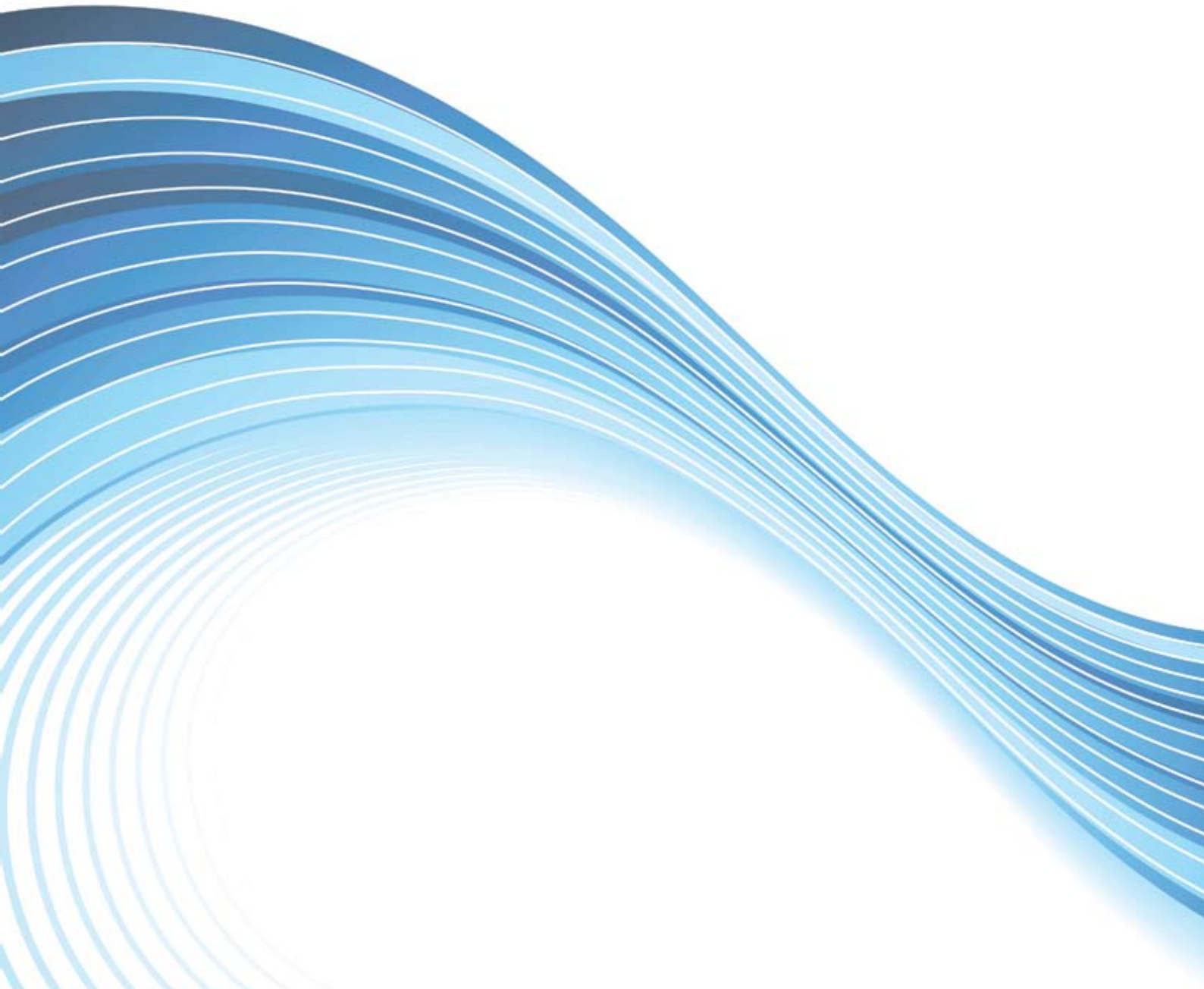




OUTCOME 6

Facilitate the exchange and development of knowledge and tools to enhance community awareness on sustainable coastal and estuarine management.

OBJECTIVES	ACTIVITIES	RESPONSIBILITY	DATE	PERFORMANCE MONITORING
6.1 Develop education programs, tools and materials for Councils and the community	SCCG Summer Activities Program	SCCG / Councils	January	S.A.P. no. of events and participants
	Fact sheets / Brochures, Flyers, Multi-media	SCCG	Ongoing	Programs, tools and materials developed
6.2 Raise awareness of coastal Councils issues and needs in 'media'	Media releases and interviews Direct consultation with journalists Other public publications	Chairperson, Executive Committee or Executive Officer	Ongoing	Details of published media
6.3 Represent and raise the profile of the SCCG and Member Councils activities at public forums / events	Environment Day(s) Community forums Conferences / seminars Other opportunities as arise	SCCG	Ongoing	No. and details of promotional events
6.4 Promote community consultation and participation in SCCG activities	SCCG Honorary members Representation on relevant SCCG committees Direct / indirect consultations	SCCG	Annually (AGM) Ongoing	Honorary members Participation in SCCG events Consultation details
6.5 Encourage stakeholders and authorities to develop appropriate community empowerment and education materials	Direct consultations Representation on relevant 'external' and Member Council education committees	SCCG	Ongoing	Details of activities Representation on committees
6.6 Maintain awareness regarding the Sydney community demographics, attitudes and values	Undertake relevant social research Regularly consult with representative community organisations Maintain awareness of ABS information and data	SCCG	Ongoing	Details of activities



7. SCCG STRATEGIC MONITORING AND EVALUATION PROGRAM

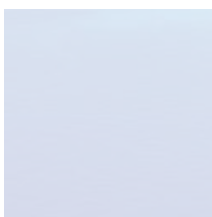
The SCCG Strategic Plan will be reviewed annually and reported to the Annual General Meeting. The process will assess the pursuit towards achievement of 'Outcomes Statements' by evaluating implementation of 'SCCG Objectives' through performance indicators for associated 'SCCG Activities'.

The process aims to:

- To allow for the effective monitoring and assessment of implementation performance of the Strategic Plan;
- To recommend possible changes to Outcomes Statements, Objectives, Activities and Actions;
- To ensure that services are delivered and the SCCG continues to be of value to Member Councils.

The desired outcomes of the monitoring program include:

- A practical monitoring and evaluation system for the assessment of performance and identification of areas requiring attention;
- Core and general indicators that directly identify the performance of 'SCCG Activities', to achieve SCCG Outcomes Statements and address 'SCCG Objectives';
- Data that can be incorporated into Annual reports, environmental reporting and used as feedback for corporate and natural resource management plans;
- Better understand of the implications of management actions designed to assist Member Councils; and
- A program that will facilitate information exchange between the Secretariat, SCCG delegates and SCCG Member Councils.



8. REQUIREMENTS AND EXPECTATIONS OF BEING A SCCG MEMBER AND DELEGATE

The Sydney Coastal Councils Group is a Regional Organisation of Councils with membership and associated contributions on a voluntary and cooperative nature

REPRESENTATION BY MEMBER COUNCILS

- A Member Council will be represented on the Full Group by up to three delegates appointed by that Member Council; such delegates may be elected members and/or staff as determined by the individual Council.
- The office of a delegate shall become vacant if:
 - (a) the delegate resigns by letter addressed to the Council which appointed him/her;
 - (b) the delegate is replaced by his/her Council at any time;
 - (c) the delegate ceases to remain an elected Member of that Council.
- General Managers will ensure that appropriate Council representation is provided at SCCG meetings to ensure that interests and issues of all Member Councils is represented.
- Where the office of a delegate becomes vacant, the Council concerned is to appoint another delegate.
- Where a delegate of a Council is unable to attend a meeting of the Full Group, Technical Committee, the Council may be represented by another person appointed for the purpose of being an alternative delegate.
- Where a delegate has missed 3 meetings without notification, the Group shall write to the Member Council seeking an alternative delegate.

MEETINGS

- Ordinary Meetings of the Group shall be held quarterly. Member Councils to host the Full Group meetings on a voluntary rotational basis. Member Councils will be represented by up to three delegates (normally 2 Councillors and one senior staff representative).
- Technical Committee meetings will be held bi-monthly. Member Councils to host Technical Committee meetings on a voluntary rotational basis. Member Councils will be represented by one or more professional staff representatives (where possible senior members of staff including: strategic planners, environmental officers, engineers, catchment liaison and policy officers, development assessment officers, educators, enforcement, compliance and environmental health officers).

BUSINESS AT MEETINGS

- The business conducted at a meeting of the Full Group or Technical Committee shall consist of:
 - (a) Matters identified by a Member Council or delegate;
 - (b) Matters which the Chairperson thinks fit to submit to the meetings;
 - (c) Consideration of reports by staff of the Group of Member Councils;
 - (d) Consideration of any recommendation or report by any committee;
 - (e) Consideration of any recommendation or report by any State Government department, research organisation, NGO or community group;

And otherwise as the Group decides.

TERMINATION OF MEMBERSHIP

A Council may withdraw from membership of the Group on giving six months notice of termination to the Group. When such termination takes effect the Constitution remains in force between the remaining members of the Group.

FINANCE

The financial contribution by each member Council is on an voluntary and cooperative basis. Costs of the Group shall be apportioned on the following basis:

- a) An annual membership fee based on a flat rate to be determined at the Annual General Meeting
- b) A further supplementary contribution, calculated on a population basis for each Member Council, determined annually at the Annual General Meeting.

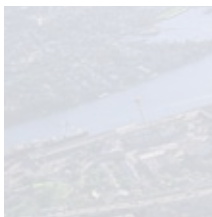
Member Councils will provide Annual Membership Contributions by the end of July for that financial year.

COOPERATION

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

RESOLUTION OF INTERNAL PARTIES

All disputes between delegates and Member Councils relating to the implementation of the SCCG Strategic Plan and or management of the Group are to be resolve cooperatively and if necessary referred to an independent arbitrator for resolution, as so determined by the Executive.



9. MEMBER COUNCIL LOCAL GOVERNMENT AREA DESCRIPTIONS

BOTANY BAY CITY COUNCIL

The City of Botany Bay is located on the northern side of Botany Bay and includes several hundred hectares of Botany Bay, with approximately 4 km of foreshores. The Botany Bay City Council area is located within the Botany Basin which is a natural topographical basin surrounding Botany Bay. The northern portion of the basin is drained by the Cooks River, Alexandra Canal and the Botany Wetland ponds flow southwards through Botany before discharging into the Bay. The foreshore area has been manipulated substantially during the last 20 years due to reclamation for the construction of Port Botany and the parallel runway at Sydney Airport.

Botany Bay LGA is a heavily urbanised and built up area which has been an important industrial base for Sydney for over 100 years. Botany Bay is a significant economic area with Australia's busiest airport, a major port and some of Australia's major petroleum and chemical plants and storage areas. Botany Bay also contains significant fishing areas, particularly for prawns, oysters and various fish species. It is an important recreational area, containing internationally significant wetlands and nature reserves.

CITY OF SYDNEY COUNCIL

The City of Sydney covers approximately 26.15 square kilometers. Sydney Harbour forms approximately a quarter of the City's boundaries. Within the boundaries of the City of Sydney, waterways and some public areas are under the executive control of various State Government agencies.

The City of Sydney is currently home to 177,000 people (June 2009), around 385,000 workers, and up to 480,000 visitors each day. When these workforce and visitor numbers are added to residents and hotel guests it represents almost a quarter of the Sydney metropolitan population, every day.

At a metropolitan level, Sydney, as Australia's global city, is also the

financial and business services hub of Australia. GDP in the City is around \$80 billion which represents 8% of the total national Australian economy, over 30% of the Sydney metropolitan area and almost one-quarter of the GDP of the entire state of NSW.

Through its Sustainable Sydney 2030 Vision, the City of Sydney is looking to position itself as a leading environmental city through showing by doing, working with our residents and business communities, and planning for green infrastructure.

HORNSBY SHIRE COUNCIL

Hornsby Shire, the second largest Local Government area in the Sydney region, covers approximately 50,990 hectares and serves the needs of more than 157,000 residents. The Shire extends from Epping in the south to Brooklyn and Wisemans Ferry in the north fronting a large expanse of the Lower Hawkesbury River.

The Shire is located on the Hornsby Plateau, which rises from the south to its highest point at Cowan. The Plateau, dominated by Hawkesbury sandstone, is cut by steep gullies and has several drowned valleys, such as the Berowra and Cowan Creeks. About 10% of the Shire is zoned and used for urban development, 14.6% for rural purposes, 4.8% for open space, and the remainder is National Park or Nature Reserve. The Shire is responsible for some 6,000 hectares of bush land, not including National Parks. The four drainage catchments in the Shire include the Hawkesbury-Nepean, Berowra, Lane Cove, and Cowan.

The Aboriginal heritage of the Hornsby LGA is at least 15,000 to 20,000 years old. The local tribes were the Ku-ring-gai /Dharug people.

The Hornsby Shire is unique with its contrasting environments reflecting urban, rural, bush land and estuarine settings, and a diverse range of retail, commercial, industrial, residential and recreational uses.

LEICHARDT MUNICIPAL COUNCIL

Most of the 15.7km of foreshore land within the Leichardt LGA has been urbanised and built up from its original foreshore line and level. The foreshores are the most ecologically sensitive and rich areas and are the most popular outdoor recreation locations within the LGA. Seawalls have been erected in most areas to stop erosion and enable the public to utilise all available land. The foreshore areas were the location for many of Sydney's waterfront industries although only a few of these industries remain today. In recent years industrial premises have relocated from the inner City to the outer suburbs and near Botany Bay.

Slowly the vacant foreshore areas have become available for residential redevelopment. Council has adopted a policy of developing a continuous public open space network along the foreshore to provide access for invaluable public recreational areas. Remnant bush land exists at Callan Point, Rozelle. There are several heritage items located along the foreshores including wharves, jetties, docks and depots. Aboriginal middens and remnant native vegetation have been identified at Callan Point within the grounds of the Rozelle Hospital.

MANLY COUNCIL

Manly is known distinctively for its iconic beaches and foreshore areas. The Manly LGA is located on the southern end of the Manly-Warringah peninsula and has both ocean and harbour frontages. Manly has a small area of 16.26km². Current population is 39,667. However, Manly attracts over six million visitors annually. Hence, Manly Council has adopted a staged approach to prepare Estuary/Coastal Management Plans (E/CMPs). Seven of the eight planned E/CMPs are already adopted by Council. Manly has a rich tradition of Aboriginal history. A total of 107 Aboriginal sites have been recorded.

Manly is considered as the birth place of Australian surfing. There are 20 ocean and harbour beaches. Manly Council maintains 81 park and reserve areas. Manly has two aquatic reserves: Cabbage Tree Bay, a 'No Take' Reserve and North Harbour. The Manly Scenic Walkway, a 10-km scenic harbour walking track, extends from the Spit Bridge to Manly Beach.

Manly Lagoon is situated on the northern boundary of Manly LGA. It has a catchment area of 18 km² fed by three major creeks including: Burnt Bridge, Brookvale and Manly Creeks. The Lagoon periodically opens to the ocean.

MOSMAN MUNICIPAL COUNCIL

The Mosman LGA is located approximately 7 km north of the Sydney Central Business District. It is primarily a residential and commercial area surrounded by the very irregular coastline of Middle and Sydney Harbours. The coastline extending approximately 16 km contains many headlands and points projecting into Port Jackson, Middle Harbour and Long Bay to the west of Beauty Point.

In all, there are approximately 13 headlands with some prominence. Between these headlands are many popular swimming and recreation beaches, bays and coves including Chainman's Beach, The Spit, Edwards, Balmoral, Cobblers and Obelisk Beaches, Clifton Gardens and Little Sirius Cove. Other foreshore areas include significant rocky foreshore areas, wooded bush land including many protected areas, and reserves, such as Sydney Harbour National Park. The foreshore areas also include several significant Aboriginal and non - Aboriginal heritage items, such as middens, rock art, defence structures including gun emplacements and fortifications and marine heritage items such as shipwrecks, wooden and stone wharves, navigation aids, baths, sandstone pillars and sea walls.

NORTH SYDNEY COUNCIL

North Sydney LGA has an 18.6 km stretch of foreshore area and is bounded by the waters of Port Jackson in the south and the waters of Middle Harbour to the north east. These areas are of national significance as they make up a part of the amenity of Sydney Harbour, a drowned river valley. The foreshore is characterised by recreational areas, native bushland, pedestrian areas, waterfront industry and private property. The area contains several heritage items including navigation aids, wooden and stone wharves, shipyards and slipways, sea walls and baths.

The remnant bushland of North Sydney totals approximately 47 hectares and is generally restricted to the Sydney Harbour and Middle Harbour foreshores making these foreshore areas an integral component of the harbour foreshore scenery. The diversity of remnant native vegetation communities conserved in the communities bushland reserve system is significant ecologically and highly valued by the people of North Sydney. Of the twelve distinct vegetation communities present in bushland areas, three are listed as threatened at either the federal or state level. A further two are classified as regionally significant and the remaining seven communities are locally significant. Several threatened plant and animals species are also recorded in Council's foreshore bushland reserves, further demonstrating the crucial need for ongoing investment in the management of this scarce resource.

PITTWATER COUNCIL

Established in 1992, Pittwater is one of Sydney's newest Councils. Occupying an area of 125km², Pittwater is home to 57,000 residents. This number increases seasonally with visitors enjoying Pittwater's iconic beaches, tranquil waterways and expansive areas of bush land.

Pittwater is located on a peninsula bounded by the waters of Hawkesbury River, Broken Bay, the Tasman Sea and Narrabeen Lagoon. The coastline is 18km long, and includes nine surf beaches: Palm, Whale, Avalon, Bilgola, Newport, Bungan, Mona Vale, Warriewood and Turimetta. Associated with eight headlands are ten rock

platforms, with two aquatic reserves and two intertidal protection areas.

A feature of Pittwater is the retention of large areas of bush land. These include eight endangered ecological communities including littoral rainforest; freshwater wetlands and open forests. This bush land provides habitat for a diversity of flora and fauna including 43 threatened species.

Pittwater's defining attribute is the drowned river valley of the Pittwater estuary. It has a surface area of 17.5km², bounded by 77kms of foreshore and consists of sandy beaches, creek inlets, steep embankments, rocky shores and tidal flats. Pittwater's mangroves, salt marsh, mudflats and sea grass meadows are important habitats for aquatic, marine and terrestrial species.

RANDWICK CITY COUNCIL

Randwick Council LGA has a total foreshore length of 29.3 km extending from Clovelly at its northern border with Waverley Council, to the northern beaches of Botany Bay where it borders with Botany Bay City Council. The coastline comprises 9 beaches including: Clovelly, Coogee, Maroubra, Malabar and Frenchmans Beach at La Perouse.

An intertidal protection area extends around Long Bay; and a Grey Nurse Shark critical habitat has been established at Magic Point, located off South Maroubra Beach. Randwick City Council has installed an extensive publicly accessible coastal walkway.

The City's effective population is expanded by 11 million visitors per year or more than 30,000 per day on average. Conservatively it is estimated that 4.6 million non-residents per year enjoy local beaches and coastal facilities on a regular or casual basis.

Approximately 15% of Randwick's coastline is in its near original state prior to European settlement. Parkland reserves comprise approximately 65% of the coastline. The remaining 25% is comprised of restricted access areas such as golf courses, Port Botany and Commonwealth land. Approximately 2% of the coastline has been reclaimed in the Bay area for port and shipping facilities at Port Botany.

ROCKDALE CITY COUNCIL

Rockdale Council is located in the southern Sydney region on the shores of historic Botany Bay between the Georges and Cooks Rivers, 10 km from the Sydney Central Business District. Rockdale's coastal foreshores, and tidal and littoral zones, represent approximately half of the boundaries of the LGA. These areas form an important recreational and tourism resource, and are extensively used for much of the year. They also provide a significant recreational fishing area which is widely utilised by a diversity of boating activities. The coast contains large areas of open space including the internationally significant Rockdale Wetland Corridor which is subject to international migratory bird treaties.

Along the approximate 7 km of foreshore in Botany Bay, the Council and Sydney Ports Corporation have undertaken works to improve and protect the beach amenity. A number of groynes have been constructed along Lady Robinson Beach to protect the sandy beaches and public facilities from erosive wave action amplified by the construction of the Third Runway at Sydney Airport. Rockdale Council is committed to improving the quality of water that flows directly into Botany Bay and the Georges and Cooks River and continues to maintain gross pollutant traps, undertake bush regeneration works within the catchments, develop and install water sensitive urban design solutions such as wetlands and raingardens and support regionally alliance groups.

SUTHERLAND SHIRE COUNCIL

Sutherland Shire Council administers an area of 370 sq. kms on behalf of nearly 215,000 people in Sydney's south. Incorporated in 1906, it is the second biggest local council in New South Wales in terms of people it serves, and the fourth largest in Australia. Sutherland Shire is located on the southern coastal edge of metropolitan Sydney, Australia. It is surrounded by waterways and bush land: the boundaries are the Georges River in the north, Deadman's Creek down to Woronora Dam in the west, from the dam across through Royal National Park to Garie Beach in the south, and the Pacific Ocean in the east.

While land use in the Shire is predominantly residential, there are also significant industrial facilities in the Shire. These include the Caltex Oil Refinery, Cronulla sewerage treatment plant, the Sydney Water Desalination plant out at Kurnell and Australia's only nuclear reactor located at ANSTO's facilities at Lucas Heights. Despite this Sutherland Shire residents strongly identify the Shire as being characterised by its bays, rivers, beaches and National Parks. This is reflected in the high priority residents place on protecting and enhancing the natural environment.

WARRINGAH COUNCIL

The Warringah LGA covers 152 square kilometres on Sydney's northern beaches and has a population of 140,000. Warringah has 14 km of coastline stretching from Manly Lagoon to the entrance of Narrabeen Lagoon and includes nine ocean beaches, four coastal lagoons, and parts of the Middle Harbour and Hawkesbury estuaries. The ocean beaches are: Narrabeen, Collaroy, Fishermans, Long Reef, Dee Why, Curl Curl, and Freshwater. Of these nine ocean beaches, Collaroy/Narrabeen Beach presents Council with a significant challenge as it is particularly vulnerable to coastal erosion.

Warringah's coastal zone has several rock platforms. Dee Why rock platform was gazetted as an Intertidal Protected Area in 1993 and Long Reef Headland has been protected as an Aquatic Reserve since 1980. There are four coastal lagoons of varying size that are intermittently closed and open to the ocean: Narrabeen, Curl Curl, Dee Why and Manly. Manly and Narrabeen Lagoons are managed jointly with Manly and Pittwater Councils respectively.

These lagoons and their surrounding areas contain environmentally sensitive areas, including sea grass beds and salt marsh. Dee Why Lagoon is listed on the Register of the National Estate. Beach dune systems have been rehabilitated, re-vegetated and stabilised with native vegetation, and are protected with controlled access points.

WAVERLEY COUNCIL

Waverley's LGA is only 9.027 square kilometers and is the most densely populated LGA in Australia. Waverley's coastline stretches approximately 7.5 km. The area contains three beaches, Bondi, Tamarama and Bronte, and is dominated by cliffs and headlands comprised largely of 20 million year old Hawkesbury sandstone imbedded with layers of softer shale. The constant force of erosion has led to the formation of four significant rock platforms. Two of these sites have been declared Intertidal Protected Areas. One is from Bondi Beach, through Mackenzies Bay to Tamarama Beach; the other extends from Bronte Beach to the Waverley Cemetery. The coast walk from Bondi to Bronte and the cliff walk from Dover Heights to Vaucluse take full advantage of the aesthetics of the coastal area and provides the public with many recreational and educational opportunities.

There are five remnant vegetation areas existing in the coastal zone: Diamond Bay, Eastern Reserve, Hugh Bamford Reserve, the southern side of Tamarama Marine Drive and the cliff area at the southern end of Bronte Beach, including the hanging swamp on the eastern side of Waverley Cemetery. The LGA also contains three ocean pools.

The sewage outfalls discharge to the ocean: two release raw sewage at Diamond Bay/Vaucluse and the Bondi sewage treatment plant releases primary treated effluent 2 km offshore via a deep water ocean outfall.

WILLOUGHBY CITY COUNCIL

Located 8.5kms north of Sydney's CBD, Willoughby is bordered by Middle Harbour to the east, Lane Cove River to the west, North Sydney Council to the south and Ku-ring-gai Council to the north. Willoughby is ideally positioned geographically, economically and culturally.

Willoughby has a total land area of 23km², which includes 22kms of harbour foreshore, over 4km² of open spaces, 10 major walking trails and 22 playing fields. Bush land, National Park and open spaces make up 21per cent of the local area.

With a population of approximately 68,000 people in an estimated 28,000 households, Willoughby enjoys a diverse ethnic and cultural mix, with people coming from a wealth of different backgrounds including Chinese, Japanese, Italian, Armenian, Greek, Croatian and Korean living in a diverse mix of residential accommodation ranging from large harbour-side and neighbourhood homes to new high-rise apartment buildings.

Willoughby LGA also caters for a daily influx in excess of 44,000 people working and shopping in the thriving CBD's in both Chatswood and St Leonard's and the industrial areas in Artarmon and East Chatswood. Add the Royal North Shore Hospital, many health services and some of Sydney's best schools to the city's many wonderful attributes.

WOOLLAHRA MUNICIPAL COUNCIL

The Woollahra Local Government area occupies 12 km² of spectacular harbour foreshore and the majority of Sydney's eastern suburbs, just 10 minutes from Sydney's central business district.

Approximately 51,000 residents live within the municipality. Residential areas feature a diverse range of architecture, from heritage properties to contemporary development. The population is well serviced by unique and popular commercial centers. The urbanisation of the area has led to the removal of a significant amount of original vegetation. Woollahra Council's Bush regeneration programs and a partnership with community volunteers help with the regeneration of natural bush land areas.

Woollahra's landscape is predominately characterised by sandstone slopes and gullies and the relatively wide sandy flats of Rose Bay. The area is also defined by its proximity to Sydney Harbour and ocean cliffs, as well as by its parks and reserves and privately and publicly owned open space. The majority of the municipality drains directly into the Sydney Harbour catchment. Catchment management, water quality monitoring, gross pollution traps, creek stabilisation and storm water management are top priorities for the Council.

10. SCCG STATEMENT OF BUSINESS ETHICS

STATEMENT OF BUSINESS ETHICS

Introduction

This Statement of Business Ethics applies to Sydney Coastal Councils Group Inc. (SCCG) Member Councils representatives, staff, contractors and business associates dealing with SCCG.

The SCCG is committed to conducting its business in a sound commercial and ethical manner and this Statement of Business Ethics sets out the standards the SCCG requires of its Member Council representatives, staff, contractors and business associates. Both SCCG staff and private sector employees must always be aware of the ethical standards its Member Councils demand when SCCG money is used either directly or indirectly.

The SCCG will demonstrate and practice a professional and ethical approach to all its business activities and all SCCG staff are required to conduct their activities in accordance with the SCCG host council Code of Conduct and observe a high standard of probity, ethical behaviour and integrity in their business dealings.

All individuals and organisations that deal with the SCCG are required to comply with these standards of ethical behaviour in their dealings with SCCG.

Geoff Withycombe
Executive Officer

WHAT YOU CAN EXPECT FROM US

Our business dealings will be transparent and open to public scrutiny wherever possible. The way we deliver our services is driven first and foremost by the need to ensure and demonstrate our Member Councils receive the best possible value for their financial contributions. We are accountable for ensuring best value starts with the Executive Officer, but extends to the Secretariat and Member Council representatives at all levels.

In assessing the overall value for money being achieved, consideration is given to a range of factors, including environmental sustainability, not just achieving the lowest possible cost. We must also measure the true cost of our services and the value they provide to our Member Councils.

The SCCG will ensure that all its policies, procedures and practices related to tendering, contracting and the purchase of goods or services are consistent with best practice and of the highest standards of ethical conduct.

Staff will ensure that procurement will be conducted with honesty and fairness, that all prospective contractors and suppliers are afforded equal opportunity to tender/quote for all goods and services. Our staff are bound by:

- The Host Council's Code of Conduct
- The Local Government Act, 1993
- Delegated Authorities
- Occupational Health and Safety Act, 2000

Staff will always ensure that no opportunity exists for their interest, or those of people they have an association with, conflict with the proper performance of their duties. All Member Council representatives must be confident that all decisions made by the SCCG are impartial and in the best interests of the community.

Our Values

The SCCG's values are the underlying attitudes that consistently affect all of our actions and decision-making processes.

It is important that these values be consistent across the organisation and at all levels of the organisation. We should use the same set of values in internal processes within the organisation as we do with dealing with people external to the organisation, be they community representatives, private companies or government departments.

OUR VALUES ARE REFLECTED IN THE FOLLOWING STATEMENT:

Openness

We communicate what services are available.

We value Member Council and Secretariat participation in decision making.

Equity

We provide equity of opportunity to Member Council Delegates and staff.

We provide a right of review, where possible, with regard to our decisions and practices.

Integrity

We value consistency in decision making.

We promote ethical practice.

We are mindful of our role of acting in the public interest.

Efficiency

We value innovation and creativity.

We aim for value for money, recognising the full costs of providing services

Service

We are customer focused.

We are flexible and receptive to change.

We anticipate needs and future trends.

We provide services in partnership with other organisations and the community.

Respect

We welcome the opinions of all.

We conduct all our dealings in an atmosphere of mutual respect.

WHAT WE WILL ASK OF YOU

The SCCG expects that its tenderers, contractors, suppliers and their employees and subcontractors will all be guided by the same policies, procedures and practices that bind the SCCG and its Secretariat to act in an ethical manner.

Where delivering a service involves working with the private sector, we work together to plan, manage and deliver the service using a partnership approach focused on providing the best outcome for the customer. We trust and respect each other.

We require all private sector providers of goods and services to observe the following principles when doing business with the SCCG:

- Deliver value for money
- Provide accurate and reliable advice and information when required
- Declare actual or perceived conflicts of interest as soon as you become aware of the conflict
- Act ethically, fairly and honestly in all dealings with the SCCG
- Take all reasonable measures to prevent the disclosure of confidential SCCG information
- Refrain from engaging in any form of collusive practice, including offering SCCG employees inducements or incentives designed to improperly influence the conduct of their duties
- Refrain from discussing SCCG business or information in the media
- Assist SCCG to prevent unethical practices in our business relationships
- Co-operate with SCCG post separation employment guidelines.

WHY SHOULD THE PRIVATE SECTOR COMPLY?

By complying with our Statement of Business Ethics, you will be able to advance your business objectives and interest in a fair and ethical manner. As all SCCG suppliers of goods and services are required to comply with this statement, compliance will not disadvantage you in any way.

Complying with the SCCG's principles will also prepare your business for dealing with the ethical requirements of other public sector agencies, should you choose to do business with them.

You should also be aware of the consequences of not complying with the SCCG's ethical requirements when doing business with us. Demonstrated corrupt or unethical conduct could lead to:

- Termination of contracts
- Loss of future work
- Loss of reputation
- Investigation for corruption
- Matters being referred for criminal investigation.

ETHICAL BEHAVIOUR

A Statement of Business Ethics will not be effective unless the organisation and its employees are committed to it. That will demand explicit commitment by the Secretariat and Member Council representatives, allocation of resources to educating employees and adoption of internal measures for ensuring compliance.

SCCG Member Councils rightly expect the Secretariat to be honest, reasonable and equitable in their dealings with them and to have the public interest at heart. SCCG'S adoption of its host council's Code of Conduct is a key mechanism to assist the SCCG to act honestly, ethically, responsibly and with accountability.

The Code of Conduct has been developed to assist the SCCG Secretariat to:

- Understand the standards of conduct that are expected of them
- Enable them to fulfill their statutory duty to act honestly and exercise a reasonable degree of care and diligence
- Act in a way that enhances public confidence in the integrity of local government.

Particular situations in which industry and the SCCG should exercise care include:

Gifts, Benefits & Inducements

The SCCG Secretariat, must never request any gift or benefit for themselves or anyone else in connection with their work or accept any token gift that may give a perception that the person offering the gift is trying to influence you.

Token gifts do not have significant monetary value and may be accepted in appropriate circumstances. Token gifts include ties, scarves, coasters, tie pins, diaries, chocolates, flowers and small amounts of beverages, single bottles of reasonably priced alcohol, free or subsidized meals of a modest nature and refreshments, of a modest nature. Staff accepting token gifts shall notify the SCCG Chairperson and Executive Officer as soon as practicable.

Unacceptable non-token gifts may include hospitality (such as free attendance at major sporting events or an invitation to lunch at a restaurant) and gifts (such as expensive pens, clothes or alcohol). Any offer of a non-token gift is to be immediately rejected.

Under no circumstances shall any amount of cash be accepted.

Confidentiality of Information

The SCCG deals with most requests for information under Section 12 of the Local Government Act, however occasionally will deal with an application under the Freedom Of Information Act. The SCCG is transparent in all its dealings and will only deal with a matter in confidential session at SCCG Meetings in accordance with Section 10 of the Local Government Act.

The SCCG recognizes that there is a potential for former employees, who may have had access to confidential or sensitive information during the course of their employment, to disclose or misuse that information for commercial or private purposes. To that end, the SCCG will take all lawful steps to ensure former employees do not disclose or misuse information acquired during the course of their employment once that employment ceases.

Use of SCCG Resources

SCCG resources include financial, material and human resources. They should only be used:

- For the benefit of SCCG Member Councils
- Effectively, economically and carefully

Other Employment or Business

The SCCG Secretariat shall not engage in outside employment or business that could conflict, or be seen to conflict, with their duties and can only engage in a second job or business if they have the approval of the Chairperson and Executive officer. Prior to engaging in a second job or business Secretariat staff should provide a written request for approval to the Chairperson and Executive Officer for approval.

Any second job or business will be done in private time. It must not:

- Adversely affect normal work
- Lead to a conflict of interest
- Lead a fair person to think that a conflict of interest may arise
- Involve the use of SCCG's resources
- Involve the use of information obtained from the SCCG.

Discrimination & Harassment

SCCG staff shall not discriminate against anyone on the grounds of: race, sex, colour, nationality, religious conviction, ethno-religious background, marital status; age; pregnancy; physical, intellectual and / or psychiatric disability; sexual preference; transgender; association or political conviction.

Reporting Corruption & Maladministration

It is the responsibility of SCCG staff to act not only honestly, but also to report any instances of possible corruption, or maladministration to the Executive Officer.

Work Place Behaviour & Safety

Member Councils representatives, the public and work colleagues are to be treated with respect, empathy, and sensitivity.

SCCG staff acknowledge that their actions outside work are a reflection on the SCCG and how it is perceived by the community.

SCCG staff are aware of their responsibilities in ensuring that they do not attend work, under the influence of drugs or alcohol or consume drugs or alcohol during working hours.

It is acknowledged that the SCCG and those that deal with it will ensure that workplace safety is of paramount importance and that all legislative and procedural safety requirements are complied with.

Supervisory Responsibility

The SCCG Secretariat is required to be responsible for fostering an ethical and equitable work environment. The Executive Officer is responsible for ensuring that the staff they supervise are aware of the requirements of the host Member Council's Code of Conduct and are an effective role model for their staff.

A COPY OF THIS STATEMENT OF BUSINESS ETHICS WILL BE INCLUDED IN ALL TENDERS AND QUOTATION DOCUMENTATION RELEVANT SCCG POLICIES AND WILL ACCOMPANY ANY OTHER RELEVANT BUSINESS DOCUMENTATION WHERE THE SCCG REQUIRES WORK TO BE UNDERTAKEN ON ITS BEHALF.

11. SCCG REGISTER

MEMBER COUNCILS

BOTANY BAY CITY COUNCIL

141 Coward Street Mascott NSW 2020

phone (02) 9366 3666
fax (02) 9366 3777

DX 4108 Maroubra Junction

www.botanybay.nsw.gov.au

HORNSBY COUNCIL

296 Pacific Highway, Hornsby NSW 2077

phone (02) 9847 6666
fax (02) 9847 6999

DX 9655 Hornsby

www.hornsby.nsw.gov.au

LEICHHARDT COUNCIL

7 - 15 Wetherill Street, Leichhardt NSW 2040

phone (02) 9367 9222
fax (02) 9367 9111

DX 3914 Annandale

www.leichhardt.nsw.gov.au

MANLY COUNCIL

Town Hall, Belgrave Street, Manly NSW 2095

phone (02) 9976 1500
fax (02) 9977 7380

DX 9205 Manly

www.manly.nsw.gov.au

MOSMAN COUNCIL

Myahgah Road, Mosman NSW 2088

Phone (02) 9978 4000
fax (02) 9978 4132

DX 9301 Mosman

www.mosman.nsw.gov.au

NORTH SYDNEY COUNCIL

200 Miller Street, North Sydney NSW 2060

phone (02) 9936 8100
fax (02) 9936 8177

DX 10587 North Sydney

www.northsydney.nsw.gov.au

PITTWATER COUNCIL

9/5 Vuko Place, Warriewood NSW 2102

phone (02) 9970 1111
fax (02) 9970 7150

DX 9018 Mona Vale

www.pittwater.nsw.gov.au

RANDWICK CITY COUNCIL

Frances Street, Randwick NSW 2031

phone (02) 9399 0999
fax (02) 9319 1510

DX 4121 Maroubra Junction

www.randwick.nsw.gov.au

ROCKDALE CITY COUNCIL

2 Bryant Street, Rockdale NSW 2216

phone (02) 9562 1666
fax (02) 9562 1777

DX 25308 Rockdale

www.rockdale.nsw.gov.au

SUTHERLAND SHIRE COUNCIL

Eton Street, Sutherland NSW

phone (02) 9710 0333
fax (02) 9710 0265

DX 4511 Sutherland

www.sutherland.nsw.gov.au



CITY OF SYDNEY (SCCG HOST)

438 George St, Sydney
phone (02) 9265 9333
fax (02) 9265 9060
DX 1251 Sydney
www.cityofsydney.nsw.gov.au

WARRINGAH COUNCIL

Civic Centre, Pittwater Rd, Dee Why NSW
2099
phone (02) 9942 2222
fax (02) 9971 4522
DX 9118 Dee Why
www.warringah.nsw.gov.au

WAVERLEY COUNCIL

9 Paul St, Bondi Junction NSW 2022
phone (02) 9369 8000
fax (02) 9387 1820
DX 12006 Bondi Junction
www.waverley.nsw.gov.au

WILLOUGHBY CITY COUNCIL

31 Victor Street, Chatswood NSW 2067
phone (02) 9777 1000
fax (02) 9411 8309
Po Box 57 CHATSWOOD 2067
www.willoughby.nsw.gov.au

WOOLLAHRA COUNCIL

536 New South Head Road, Double Bay
NSW
phone (02) 9391 7000
fax (02) 9391 7044
DX 3607 Double Bay
www.woollahra.nsw.gov.au

SYDNEY COASTAL COUNCILS GROUP INC.

Level 14/456 Kent Street
GPO Box 1591 SYDNEY NSW 2001
DX 1251 Sydney
phone (02) 9246 7791
fax (02) 9265 9660
Email: info@sydneycoastalcouncils.com.au

WEB SITES:

www.sydneycoastalcouncils.com.au
www.monitor2manage.com.au
www.walkingcoastalsydney.com.au

GLOSSARY

Amenity

The quality of being pleasant or agreeable in situation, especially the pleasantness of a place; convenient features, facilities or services of a house, estate, district and so on.

Aquatic Reserve

The Fisheries Management Act 1994 defines aquatic reserves as: A marine area designated is to conserve the biodiversity of fish and marine vegetation, consistently with that purpose:

- (a) to protect fish habitat in the reserve, or
- (b) to provide for species management in the reserve, or
- (c) to protect threatened species, populations and ecological communities in the reserve, or
- (d) to facilitate educational activities and scientific research.

Biodiversity

The variety of life forms: the different plants, animals and micro-organisms, the genes they contain, and the ecosystems they form. It is usually considered at three levels: genetic diversity, species diversity and ecosystem diversity.

Carrying Capacity

The level of use or activity beyond which impacts (e.g. social, ecological and cultural impacts) exceed acceptable levels.

Catchment

An area from which something is collected; an area of land from which rainwater that falls on it drains through a single drainage network.

Climate Change

The United Nations Framework Convention on Climate Change (UNFCCC), in its Article 1, defines climate change as: a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods.

Coastal Zone

The NSW Coastal Policy 1997 defines the coastal zone as:

- three nautical miles seaward of the mainland and offshore islands;
- one kilometre landward of the open coast high water mark;
- a distance of one kilometre around: all bays, estuaries, coastal lakes, lagoons and islands; - tidal waters of coastal rivers to the limit of the mangroves as defined by NSW Fisheries' (1985) map or the tidal limit whichever is closer to the sea;

- with the line on the maps being taken to the nearest cadastral boundary and/or easily recognisable physical boundary, in consultation with local councils.

For Sydney (Greater Metropolitan Region): This boundary is to exclude:

- (i) those parts of the local government areas of Pittwater, Warringah, Manly, Woollahra, Waverley, Randwick and Sutherland that are not, and are not likely to be, affected by and that do not, and are not likely to, affect coastal processes, including coastal wave and wind action, and
- (ii) the waters of Sydney Harbour and Botany Bay.

Refer to Metropolitan region coastal zone maps as available via the NSW Department of Planning www.planning.nsw.gov.au

For the purposes of the SCCG Strategic Plan 2010-2014, the Sydney Coastal Region comprises the Local Government areas of the SCCG Member Councils and the adjacent estuarine areas and marine waters within three nautical miles of the coastline.

Conservation

The protection, maintenance, management, sustainable use, restoration and enhancement of the natural environment.

Cultural Heritage

Knowledge, places and things, including those made or changed by humans, that have aesthetic, historic, scientific, social or spiritual significance or other special value for future generations as well as the present community.

Ecologically Sustainable Development

Refers to development that uses, conserves and enhances the community's resources so that the ecological processes on which life depends are maintained and the total quality of life now and in the future can be increased.

Ecosystem

A dynamic complex of plant, animal, fungal and micro-organism communities and the associated non-living environment interacting as an ecological unit.

Endangered*

Species, populations and ecological communities in danger of extinction and whose survival is unlikely if the factors threatening their survival continue operating. Specified in the Threatened Species Conservation Act 1995 as being in danger of becoming extinct.

Estuary

The lower course of a river or stream forming a semi-enclosed water body connected to the sea, within which tides have an effect and where fresh and saline water mix.

Habitats

An ecological or environmental area that is inhabited by a particular species of animal, plant or other type of organism

Indigenous Peoples

Australians who identify as belonging to Aboriginal and Torres Strait Islander groups and who are recognised by their communities as belonging to those groups.

Integrated Coastal Zone Management

A dynamic process in which a coordinated strategy is developed and implemented for the allocation of environmental, socio-cultural and institutional resources to achieve the conservation and sustainable multi-use of the coastal zone.

Intertidal Protected Areas (IPAs)

Department of Industry & Investment (Fishing and Aquaculture) define IPAs as: a designated area from the mean high water mark to 10 metres seaward from the mean low water mark to:

- protect intertidal community biodiversity and structure;
- provide biological reservoirs of breeding stock so exploited areas nearby can be recolonised or sustained; and
- help ensure harvesting of intertidal invertebrates is undertaken at sustainable levels.

Intertidal Zone

Pertaining to those areas of land covered by water at high tide but exposed at low tide.

Local Environmental Plan

A planning instrument made under the Environmental Planning and Assessment Act 1979 which takes a wide range of forms, from site specific guidelines to dealing with an entire local government area. The LEP must be consistent with any State Environmental Planning Policies (SEPPs) unless the inconsistency is justified.

Marine

Of or relating to the sea or ocean.

Nature reserve

A protected area of importance for wildlife, flora, fauna or features of geological or other special interest, which is reserved and managed for conservation and to provide special opportunities for study or research.

Precautionary Principle

Where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation.

Protected Area

A geographically defined area which is designated or regulated and managed to achieve specific conservation objectives.

State Environmental Planning Policies (SEPPs)

These instruments can only be made where the Minister of Planning is of the opinion that they are concerned with matters of environmental planning significance for a region or for the State respectively. Primarily the domain of the State Government generally prevails over LEPs. SEPPs are made by the Governor under section 39 of the EP&A Act 1979.

Remnant

A small fragmented portion of the former dominant vegetation which once covered the area before being cleared for human land use.

Threatened*

A species, population and ecological community that is vulnerable, endangered or presumed extinct. Specified in the Threatened Species Conservation Act 1995 as either endangered, vulnerable or presumed extinct.

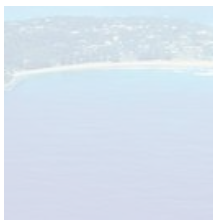
Total Catchment Management

The coordinated and sustainable use and management of land, water, vegetation and other natural resources on a catchment basis so as to balance resource utilisation and conservation.

WSUD**Water sensitive urban design**

(WSUD) is an approach to the planning and design of urban environments that supports healthy ecosystems, lifestyles and livelihoods through smart management of all our waters.

*Species, population and ecological communities



councils caring for the coastal environment