

**SYDNEY COASTAL
COUNCILS GROUP**

Sydney Coastal Councils Group Inc

Strategic Plan 2019-2029

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FOREWORD

The Sydney Coastal Councils Group (SCCG) was established in 1989, and since that time, has promoted collaboration between Member Councils on environmental issues relating to sustainable management of the urban coastal and estuarine environment.

The SCCG region is defined as the local government areas of its Member Councils including Bayside, Inner West, Northern Beaches, North Sydney, Randwick, Sutherland Shire, Waverley, Willoughby and Woollahra, and the adjacent marine waters within three nautical miles of the coastline.

This coastal and estuarine region contains a rich diversity of natural and cultural assets that are recognised and valued nationally and internationally. The region experiences significant industrial and residential development pressures as well as increased tourism, recreational use, and is impacted on by the effects of climate change.

The Strategic Plan 2019-2029 recognises these pressures and impacts facing our region. It also recognises that coastal management is very much a cross sectoral activity which involves the three spheres of government, regional bodies, industry and the community sharing responsibility for its sustainable management.

Over the next decade there will be unprecedented change to our coastal communities, government services, commerce and to the way in which our coastal and estuarine areas are managed. It is critical that our response builds on our experience and collaborative efforts, while harnessing innovations in technology and management practices.

This Strategic Plan 2019-2029 provides the strategic direction for the SCCG over the next ten-year period. It identified regional actions that are a priority for our Member Councils and the communities they service under our four operating pillars – collaboration, capacity building, research and advocacy. The Plan also identified key performance indicators to enable our performance to be measured and our actions to be valued and adapted over time.

The Strategic Plan has been developed in direct consultation with our Member Councils through the Executive Committee, Full Group, General Managers' Forum and Technical Committee. It also reflects and aligns with state and federal government priorities for coastal and estuarine managements. Thank you to all SCCG Member Council representatives and staff who provided feedback and assisted in the preparation of this document.

Sarah Joyce
SCCG Executive Officer

ABOUT US

‘Through over 30 years of action, SCCG has been a key driver of sustainable and integrated coastal and estuarine management for the Sydney region’.

Established in 1989, the SCCG is a regional organisation of councils that advances sustainable management of Sydney’s urban coastal environment. The scope of work of the SCCG centres on four key activities – collaboration, capacity building, advocacy and research.

The SCCG works collaboratively across its region and harnesses the individual and collective knowledge of our Member Councils, a suite of technical and academic experts and other coastal stakeholders to take leadership on sustainable coastal management.

SCCG provides benefits to Councils across a range of coastal management issues including; climate change adaptation and resilience; coastal infrastructure and asset management; strategic and land use planning; biodiversity restoration and conservation; and integrated water management.

SCCG has nine Member Councils who represent over 1.3 million Sydneysiders, collectively covering an area of approximately 800 square kilometres with a coastline of almost 600 kilometres, encompassing the waterways of Broken Bay, Pittwater, Port Jackson, Port Hacking, Botany Bay, Middle and North Harbours and the lower reaches of the Lane Cove, Georges and Cooks Rivers.



SCCG GOVERNANCE

The SCCG was incorporated in 1998 and the SCCG Constitution sets out the objectives and rules of the Group.

Guided by this Strategic Plan the SCCG is providing benefits to Councils across a range of coastal management issues including:

- climate change adaptation and resilience
- coastal infrastructure and asset management
- strategic and land use planning
- biodiversity restoration and conservation
- integrated water management.

The strength of the SCCG rests in engagement and shared expertise of the elected representatives, executive and technical staff of our member Councils, and the capacity of our Secretariat to facilitate coordination, collaboration and knowledge-sharing within the Group and provide general and specialised expertise in delivering a range of services and programs that build the capacity of members in the management of Sydney's urban coastal and estuarine environments.

Leadership and management of SCCG is a collaborative effort between the SCCG Secretariat, Councillors and Council staff from our Member Councils.

The SCCG governance structure is shown below.



Secretariat:

The SCCG Secretariat is comprised of the Executive Officer, and one full time and one part-time staff member, and from time to time other grant-based project and/or contract staff. The Executive Officer is responsible for the effective and efficient delivery of the strategic plan as well as the day to day operations of the Secretariat. The Executive Officer also takes on the role as the Public Officer required for incorporated associations under the *Associations Incorporation Act 2009*.

Executive Committee:

The Executive Committee acts as the Board of the Group. Membership consists of between 5 to 8 elected delegates: Chairperson, two Vice-Chairpersons (Ocean and Estuarine), Secretary, Treasurer, and up to three other Delegates. Delegates are appointed by vote at the Annual General Meeting. The Committee meets quarterly, or as required. The Executive Committee consisting of representatives from member Councils is responsible for managing the affairs of the association in accordance with the SCCG Constitution and the *Associations Incorporation Act 2009*.

Full Group Committee:

Membership consists of 1-3 elected and/or staff representatives as determined by the Member Council. Meetings are held three times per year and direct the core activities of the SCCG. Nominated Honorary Members are appointed as observers to this Committee at the Annual General Meeting for their expertise and/or contribution to the work of the SCCG.

General Managers Forum:

Membership consists of General Managers and/or Senior Staff from each Member Council. The GM's Forum meets twice a year to provide strategic direction to the SCCG and to advise on the review and implementation of the SCCG Strategic Plan.

Technical Committee:

Membership consists of one or more professional staff from each Member Council, including strategic planners, environmental officers, engineers, sustainability educators, and other relevant staff. The Technical Committee meets four times a year to exchange information, collaborate on current and emerging needs and develop regional projects and programs.

Sub-Committees:

These groups/committees are periodically established to advance specific issues and projects, and may comprise elected and/or technical members, and may occasionally include external experts and other stakeholders.

Membership:

In 2019, SCCG comprised nine member Councils;

- Bayside
- Inner West
- Northern Beaches
- North Sydney
- Randwick
- Sutherland
- Waverley
- Willoughby
- Woollahra

SCCG are investigating opportunities for expanding SCCG membership to provide our services to a wider region for consistent sustainable management of the coast and estuarine environment.

Sydney Coastal Councils Group Inc Strategic Plan 2019-2029

Governance Goal

The SCCG is a respected organisation achieving good governance.

This goal is achieved through the objectives and initiatives provided below, as well as through the development of and compliance with SCCG policies, procedures and registers.

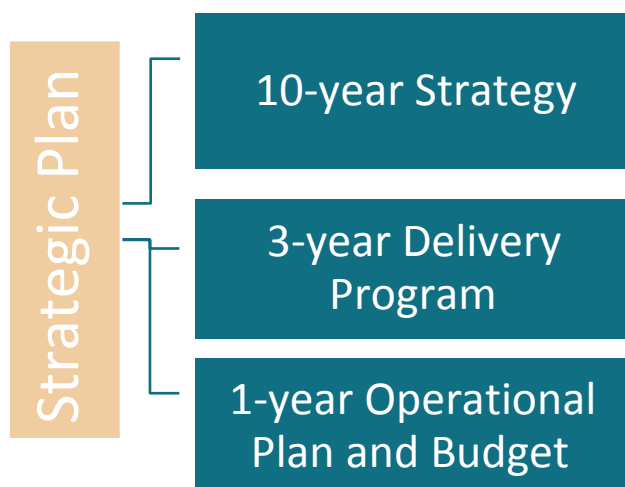
Objective	Initiatives	KPI's
The SCCG Governance structure is appropriate for the organisation	<ul style="list-style-type: none"> • Become a member of the Associations Forum to support the Public Officer and Executive Committee undertake its required functions • Members of the Committees understand and conduct their roles and responsibilities under the <i>Associations Incorporation Act</i> • Explore options to improve the governance structure so that it drives the delivery of the Strategic Plan. 	<ul style="list-style-type: none"> • Information provided to committee members • on-track delivery of initiatives • Membership of Associations Forum
The SCCG operating budget supports its strategic objectives	<ul style="list-style-type: none"> • Encourage a 3-year commitment by Member Councils to the SCCG with membership fee remaining as annual • Explore options to increase our revenue base including expanding our membership, seeking grant funding and any 'in-kind' services our members can provide • Apply for relevant government grants when they become available 	<ul style="list-style-type: none"> • Options paper developed • Long-term financial plan developed • Grants that are relevant are applied for
SCCG internal policies and procedures are appropriate and maintained	<ul style="list-style-type: none"> • Review, update and prepare SCCG policies and procedures as required 	<ul style="list-style-type: none"> • Reviewed as per schedule
Highly skilled staff are attracted, retained and supported	<ul style="list-style-type: none"> • Enable staff to attend relevant conferences • Enable staff to attend one formal training session per year 	<ul style="list-style-type: none"> • Professional development opportunities • Up-to-date policies and procedures
SCCG Committees are engaged and assist in achieving the goals, mission and vision of the SCCG.	<ul style="list-style-type: none"> • Member attendance and participation at committee meetings • Members support the Secretariat by providing advice, information, and strategic direction • Members act as an advocate for the SCCG (both internally and externally) 	<ul style="list-style-type: none"> • Attendance at committee meetings

PURPOSE OF THE PLAN

The SCCG Strategic Plan 2019-2029 will drive the organisation forward over the next decade. It consists of a new vision and sets out six goals that bring focus to providing value for members and enhancing and protecting the coastal and estuarine environments.

This ten-year Strategic Plan includes:

- Strategic Framework (vision, mission, guiding principles)
- A three-year Delivery Program (goals and objectives - 2019-2022)
- Annual Operational Plan and budget (Initiatives - 2019-2020)



This Strategic Plan build upon the long-term outcomes identified in the SCCG's previous Strategic Plan 2015- 2019 and Business Plan 2017-19 including an evaluation of the effectiveness and timely delivery of these strategies. It also aligns with the Integrated Planning and Reporting Framework for local government.

Alignment with key strategic documents developed by our Member Councils and key stakeholders is vital to the success of the strategic plan. It therefore seeks to align with relevant legislation and policies, in particular:

- the Greater Sydney Commission's Metropolis of Three Cities and District Plans
- The Resilient Sydney Strategy (2018)
- *Coastal Management Act 2016*
- *Marine Estate Management Act 2014*
- Australia's obligations relating to biodiversity

DELIVERING THE PLAN

Leadership and management of the SCCG is a collaborative effort between the SCCG Secretariat, and Councillors and Council staff that represent our Member Councils on the various Committees of the SCCG.

The SCCG Executive Officer is responsible for the effective and efficient delivery of the Strategic Plan and the SCCG's day to day operations, supported by the staff within the Secretariat, and the Executive Committee.

The Operational Plan and budget will be reviewed and updated on an annual basis in consultation with Member Councils to ensure the operational plan continues to meet member Councils' needs, and priority areas are addressed.

The Delivery Program will be reviewed on a three-year basis to ensure it is consistently aligning with the strategic direction and values of our member Councils, and consistently achieving the objectives, mission and vision of the organization

This Strategic Plan also illustrates how SCCG will measure its progress.



SCCG STRATEGIC FRAMEWORK

Vision

- Resilient and healthy coastal and estuarine environments that are protected, conserved and managed in a manner consistent with the principles of ecologically sustainable development

Mission

- Engaging with our members and their communities to lead sustainable management of our region's coastal and estuarine environment through collaboration, capacity building, advocacy and research

Guiding Principles

- P1- Restore, protect and enhance the coastal environment, its associated ecosystems, ecological and physical processes and biodiversity
- P2 - Facilitate the sustainable use of coastal resources, now and in the future
- P3 - Promote adaptive, integrated and participatory management of the coast

3 YEAR DELIVERY PROGRAM

The vision and mission of the SCCG will be achieved through a delivery program comprising six goals and associated objectives, as provided below.

1. People and places adapt to a changing climate and future shocks and stressors

- The resilience of our region to the effects of natural hazards and climate change is increased
- Coastal management programs in our region are delivered effectively and efficiently

2. Waterways and the foreshore are protected and healthier

- Direct and indirect pollution loads are reduced in key hotspots in the region
- Water quality at all beaches in our region are rated as 'good' or 'higher'

3. Marine biodiversity is protected in the bioregion

- Increase the protection of marine biodiversity in the Hawkesbury Shelf marine bioregion
- Improve compliance actions in existing marine protected areas

4. The SCCG Region is comprised of sustainable, livable and 'smart' cities

- Water flows are captured and re-used through Water Sensitive Urban Design practices.
- Important biodiversity/riparian corridors are identified and protected.

5. There is a collaborative, effective and consistent approach to coastal and estuarine management

- Policies and practices are supporting improvements in health and resilience
- Members are actively engaged
- Strong partnerships are built and maintained

6. SCCG is trusted and respected to make representations that reflect the values of its members

- Our strategic objectives align with the concerns, interests and needs of our members
- Members values are reflected in SCCG's work
- Maintain a high standard and ensure relevance of SCCG outputs for members

OPERATIONAL PLAN AND BUDGET 2019-2020

The Operational Plan 2019-2020 includes initiatives for each of the six goals and objectives under the 3 Year Delivery Program and identifies the priority of each initiative to SCCG members.

These initiatives identified with the Operational Plan will be undertaken and progress will be reported on a quarterly basis to members. The Operational Plan will be reviewed annually and measured through specific key performance indicators.

The Operational Plan is provided below.

An operating budget for the 2019/20 financial year has been developed to ensure the efficient running of the SCCG Secretariat and the delivery of the Operational Plan. SCCG income is comprised of membership contributions and supplemented by grant and project engagement funding.

SCCG Income

Memberships (Contributions)	\$340,591.00
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SCCG Operating Expenses

(Inc. wages, training, secretariat office costs, software, legal, consultancy)	\$335,153.62
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Elkington Park Balmain, Courtesy of Inner West Council

1. PEOPLE AND PLACES ADAPT TO CLIMATE CHANGE AND FUTURE SHOCKS/STRESSORS

Objectives	Initiatives	Priority	Potential KPIs
a. Coastal management programs in our region are delivered effectively and efficiently	<ul style="list-style-type: none"> Lead and facilitate the Greater Sydney Harbour Coastal Management Program (CMP) Steering Committee 	1	<ul style="list-style-type: none"> No. of Steering Committee Meetings CMPs delivered/on-track No. of CMP actions funded/ completed Information/resources available to members
	<ul style="list-style-type: none"> Project management role in the development of the Greater Sydney Harbour CMP 	2	
	<ul style="list-style-type: none"> Continue to identify impediments to the CMP process and advocate for these to be addressed on behalf of members 	1	
	<ul style="list-style-type: none"> Establish a community of practice for Council staff responsible for delivering CMPs in their local government area 	2	
b. The resilience of our region to the effects of natural hazards and climate change is increased	<ul style="list-style-type: none"> Identify funding opportunities for research and implementation of actions on climate change adaptation and resilience 	1	
	<ul style="list-style-type: none"> Advocate for planning principles, controls and policy frameworks to minimise development pressures and enhance community resilience to natural hazards and climate change impacts. 	2	
	<ul style="list-style-type: none"> Collaborate with members and stakeholders to identify community values and increase community understanding of vulnerability to natural hazards/climate change impacts. 	2	
	<ul style="list-style-type: none"> Establish the sand management working group and investigate funding opportunities and/or research partnerships for beach erosion and sand management programs. 	2	

2. WATERWAYS AND THE FORESHORE ARE PROTECTED AND HEALTHIER

Objectives	Initiatives	Priority	Potential KPIs
a. Direct and indirect pollution loads are reduced in key hotspots in our region	• Develop an SCCG region map of water pollution hotspots.	1	<ul style="list-style-type: none"> • SCCG region water pollution hotspots map completed • No. of consultation meetings held with Sydney Water • Completion of an updated MOU between Sydney Water and SCCG • No. of actions completed in the Healthy Waterways Action Plan
	• Collaborate with Sydney Water on initiatives to identify pollution sources and reduce pollution levels at hotspots in the SCCG region.	1	
	• Work collaboratively with government agencies and academic institutions to identify and address existing and emerging water quality/pollution issues.	1	
	• Implementation of the Healthy Waterways Action Plan	1	
b. Improved water quality at beaches and estuaries in our region	• Continue to prepare quarterly Beachwatch reports for our Committees	1	<ul style="list-style-type: none"> • Beachwatch Reports for Committee Agenda • No. of consultation opportunities • Opportunities to apply the risk-based framework • Complete monitor to manage review
	• Collaborate with State Government agencies on water quality strategies/projects	1	
	• Utilise the risk-based framework as a model for consistent water quality monitoring across the SCCG region	1	
	• Update the monitor to manage tool, providing a regional protocol for water quality monitoring	2	
	• Investigate funding opportunities to develop water quality modelling across the SCCG region	2	
	• Collaborate with members and other stakeholders on engagement campaigns such as stormwater and pollution sources.	2	
	• Advocate for the Greater Sydney Commission/DPIE to develop a dashboard/data portal for water quality data across greater Sydney.	1	

3. MARINE BIODIVERSITY IS PROTECTED IN THE BIOREGION

Objectives	Initiatives	Priority	Potential KPIs
a. Marine biodiversity in the Hawkesbury Shelf marine bioregion is maintained or improved	<ul style="list-style-type: none"> Continue to advocate for the establishment of marine protected areas in the marine bioregion that meet the internationally binding principles of CAR (comprehensive, adequate and representative) and seek to minimise priority threats identified in the NSW Government's Threat and Risk Assessment (2017) 	2	<ul style="list-style-type: none"> Marine Parks Proposal Submission No. correspondence to NSW Government Departments
	<ul style="list-style-type: none"> Represent member Councils on working groups and committees established to implement initiatives identified in the Marine Estate Management Strategy 	2	
	<ul style="list-style-type: none"> Seek opportunities to strengthen protection for threatened species, populations and ecological communities that reside in the SCCG region 	2	
	<ul style="list-style-type: none"> Explore opportunities with the NSW Government to finalise plans of management for marine protected areas in the bioregion 	2	
b. Compliance actions in existing marine protected areas is improved	<ul style="list-style-type: none"> Liaison with MEMA to address compliance issues at marine protected areas identified by our member Councils. 	2	<ul style="list-style-type: none"> No. of non-compliance actions reported

4. THE SCCG REGION IS COMPRISED OF SUSTAINABLE, LIVEABLE AND 'SMART' CITIES

Objectives	Initiatives	Priority	Potential KPIs
a. Water flows are captured and re-used through Water Sensitive Urban Design (WSUD) practices.	<ul style="list-style-type: none"> Advocate for mandatory WSUD model provisions in planning controls (LEP/DCP) 	1	<ul style="list-style-type: none"> Advocacy register No. of capacity building programs
	<ul style="list-style-type: none"> Advocate for the increase in BASIX targets and applicable measures, and the implementation of further compliance monitoring and reporting requirements. 		
	<ul style="list-style-type: none"> Facilitate and/or raise awareness of Water management/WSUD capacity building programs and forums for members 	1	
	<ul style="list-style-type: none"> Identify opportunities for research and/or on-ground regional projects on green infrastructure 		
b. Important biodiversity/riparian corridors are identified and protected.	<ul style="list-style-type: none"> Continue to work with SSROC to update biodiversity corridors mapping 	2	<ul style="list-style-type: none"> Annual mapping update Grant opportunities
	<ul style="list-style-type: none"> Advocate for state government mapping integrating the green and blue grids across the Sydney region 		
	<ul style="list-style-type: none"> Apply for grants which support regional biodiversity corridors in the coastal zone being strengthened 	2	
c. Identification of best practice examples of sustainable, liveable, smart cities.	<ul style="list-style-type: none"> Research emerging trends and technologies, and distribution of information/case study material to our members on examples of actions to achieve liveable, smart cities. 	2	<ul style="list-style-type: none"> Distribution of information

5. THERE IS A COLLABORATIVE, EFFECTIVE AND CONSISTENT APPROACH TO COASTAL AND ESTUARINE MANAGEMENT

Objectives	Initiatives	Priority	Potential KPIs
a. SCCG outputs are improving the capacity of its member Councils to protect and manage its coastal and marine environments	<ul style="list-style-type: none"> Develop strategies, training and tools to support members through future changes to the regulation and management of the coastal and estuarine environment. 	1	<ul style="list-style-type: none"> Community of Practice – no. of meetings No. of capacity building workshops Availability of information/resources on the 'resource hub' No. of submissions, correspondence and advocacy policy documents prepared.
	<ul style="list-style-type: none"> Advocate regionally and at a state and federal level on behalf of members on sustainable coastal management. 	1	
	<ul style="list-style-type: none"> Identify expert members who can be engaged in policy development and communication processes and leverage connections and expertise 	2	
	<ul style="list-style-type: none"> Establish an evaluation protocol to monitor the effectiveness of all SCCG projects and their uptake by member Councils and incorporate learnings into future programs 	1	
b. Members are actively engaged	<ul style="list-style-type: none"> Continue to enable members to participate in decision-making by providing a range of engagement opportunities at all levels 	1	<ul style="list-style-type: none"> Members given 2 weeks to comment on proposed submissions No. committee/consultation meetings per annum Summerama activities /website /Facebook/feedback survey results Website updates /hits No. newsletters distributed
	<ul style="list-style-type: none"> Implement the Summerama Program 	1	
	<ul style="list-style-type: none"> Continue to provide information via communication channels (website, newsletter, materials, surveys) 	1	
c. Strong partnerships are built and maintained with key stakeholders	<ul style="list-style-type: none"> Re-establish Memorandum of Understanding with Sydney Water 	1	<ul style="list-style-type: none"> MOU recommitment/preparation Options paper developed Honorary membership per annum
	<ul style="list-style-type: none"> Advocate for the establishment of an MOU with MEMA 	2	
	<ul style="list-style-type: none"> Explore options for other types of members and partnerships such as LGNSW, EPA, Sydney Water, and universities 	2	

6. SCCG IS TRUSTED AND RESPECTED TO MAKE REPRESENTATIONS THAT REFLECT THE VALUE OF ITS MEMBERS

Objectives	Initiatives	Priority	Potential KPIs
a. Our strategic objectives align with the concerns, interests and needs of our members	• Undertake the annual members survey	1	<ul style="list-style-type: none"> Survey sent to members annually No. of meetings and engagement with member Councils
	• Meet with members regularly, and consult at committee meetings	1	
b. Member Councils' values are reflected in the work of the SCCG	• Survey members to determine values	1	<ul style="list-style-type: none"> Survey sent to members
	• Alignment of values with the Strategic Plan review	1	
c. Maintain a high standard and ensure relevance of SCCG outputs for members	• Ensure SCCG outputs meet the needs of members	1	<ul style="list-style-type: none"> Assessment of outputs Grants Committee re-established Strategic plan review completed
	• Establish and support grant sub-committee to ensure that grants that are applied for are relevant to member needs	1	
	• Review all member council strategic plans and local strategic planning statements, to ensure alignment and consideration of relevant objectives in SCCG activities	1	



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