

**SYDNEY COASTAL
COUNCILS GROUP**

Sydney Coastal Councils Group Inc

Strategic Plan 2019-2029

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Please note that the Annual Operational Plan and Budget is a separate appendix to the Strategic Plan 2019-2029.



Tingira Reserve, Courtesy of Woollahra Council

FOREWORD

The Sydney Coastal Councils Group (SCCG) was established in 1989, and for 30 years, has promoted collaboration between Member Councils on environmental issues relating to sustainable management of the urban coastal and estuarine environment.

The Sydney Coastal Councils Group region is defined as the local government areas of 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.

The 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, recreational use, and is impacted on by the effects of climate change.

The Strategic Plan 2019-2029 recognises the pressures and impacts facing the Sydney coastal 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 management.

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

This Strategic Plan 2019-2029 replaces the prior Strategic Plan 2015-2019 and the SCCG Business Plan 2017-2019 and will provide the strategic direction for the SCCG over the next ten year period. This Strategic Plan 2019-2029 seeks to draw together and focus on the outcomes Member Councils and the community will benefit from through joint participation and collaboration on information, sharing, research, capacity building and advocacy. The Plan also allows for measureable performance objectives of the organisation.

The Strategic Plan has been developed in direct consultation with our Member Councils through the Executive Committee, Full Group, GM's Forum and Technical Committee. 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

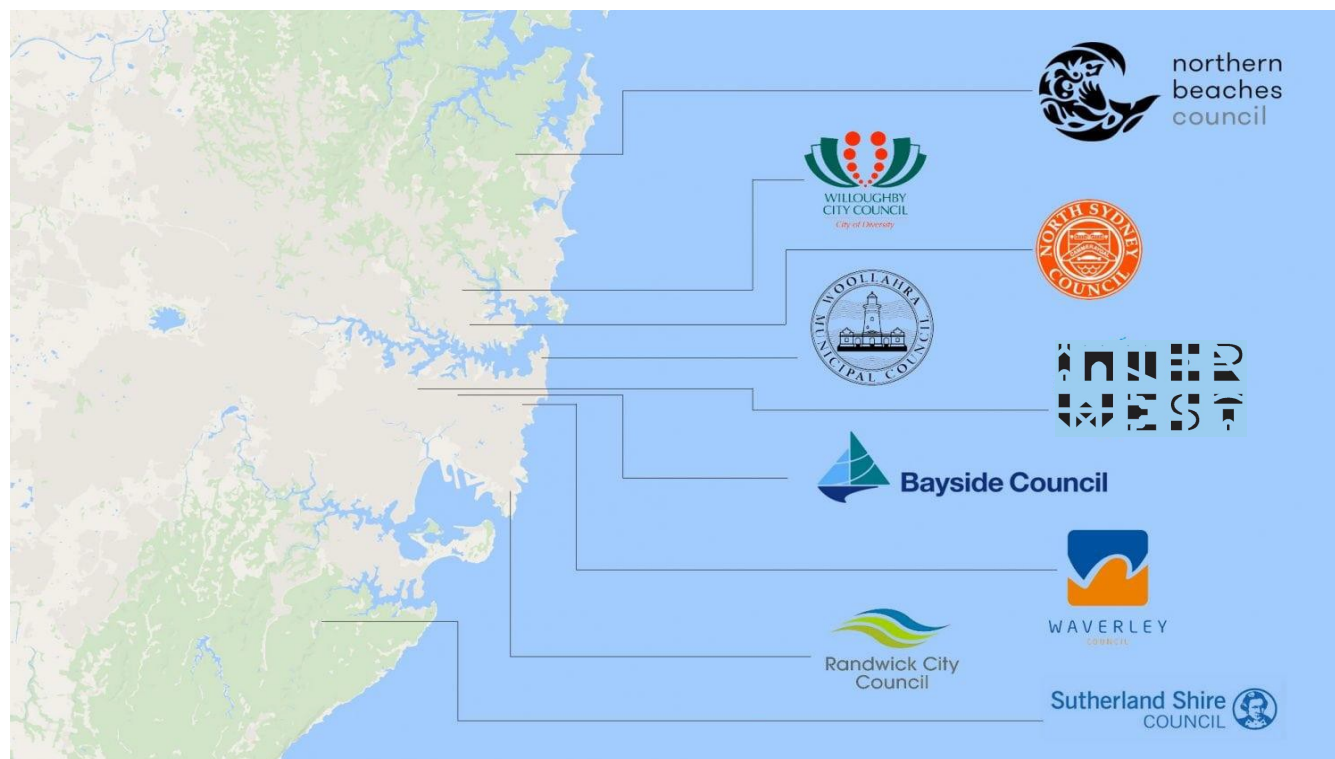
‘Through 30 years of action, SCCG has been a key driver of sustainable and integrated coastal and estuarine management for the Sydney region’.

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 under the *Associations Incorporation Act 1984*, and the SCCG Constitution sets out the objectives and rules of the Group.

Guided by the Strategic Plan 2019-2029 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; and 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 Full time/part-time staff including the Manager Projects and Programs, Support Officer, Coastal Projects Officer (vacant), 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 SCCGPlan as well as the SCCG’s day to day operations. The Executive Officer also takes on the role as the Public Officer.

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*.

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 advise on the review and implementation of the SCCG Business Plan/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 consists of nine member Councils;

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

SCCG will be 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 in the table 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 SCCGPlan. 	<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, and 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 (SCCGPlan) includes:

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



SCCGPlan builds 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 SCCGPlan. SCCGPlan 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 SCCG 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 SCCG Plan.



Watson's Bay, Courtesy of Woollahra Council

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

DELIVERY PROGRAM - GOALS AND OBJECTIVES

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 (WSUD) 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
- Member Council values are reflected in the work of the SCCG
- Maintain a high standard and ensure relevance of SCCG outputs for members



