

Mosman COUNCIL



ANNUAL REPORT 2011-2012

26 November 2012

His Worship the Mayor
Councillor P Abelson
Mosman Council
PO Box 211
SPIT JUNCTION NSW 2088

Dear Councillor Abelson,

Re: 2011-2012 Annual Report

In conformity with the provision of Section 428 of the Local Government Act 1993, I enclose a copy of Council's Annual Report for the period 1 July 2011 to 30 June 2012 that has been submitted to the Minister for Local Government.

Incorporated as part of this Annual Report are the Environmental Sustainability Action Plan 2011-2013, the State of the Environment 2011-2012 Summary Scorecard and the Community Environmental Contract (CEC) Summary Report. Also attached are Council's Financial Reports for the Year ended 30 June 2012 including Auditor's Report.

The Annual Report is now available as a link from the Council website.

Yours Faithfully,



(V H R May ^{PSM})
GENERAL MANAGER

Mosman COUNCIL

Proud to be Mosman
Protecting our Heritage
Planning our Future
Involving our Community

2011-2012 Annual Report

VISION

Proud to be Mosman
Protecting our Heritage
Planning our Future
Involving our Community

MISSION

To protect and enhance the distinctive qualities
of Mosman in a responsive, friendly and caring way

CUSTOMER SERVICE POLICY

Our Commitment: quality and friendliness
in the provision of service

CONTENTS

Members of Council 2011/2012.....	1
Councillor Attendance at Council Meetings and Workshops 2011/2012	1
Statement of Values	2
Fraud and Corruption Prevention	3
About Mosman's Management Plan - MOSPLAN.....	4
MOSPLAN – Management Plan – Review to 30 June 2011 with Actions and Service Performance	
Indicators 428(2)(b).....	13
Report on Actions within MOSPLAN	14
Report on Performance Measures within MOSPLAN.....	114
Report on the Condition of Public Works s428 (2)(d)	136
Statement of Amounts Incurred in Relation to Legal Costs and Expenses 428 (2)(e).....	138
Statement of Mayoral and Councillor Fees and Expenses 428 (2)(f)	139
Statement of Senior Staff s428 (2)(g) and General Regulation CI 217 (1)(b).....	157
Code of Conduct - Annual Report 2011-2012	158
Reports on Contracts Awarded During the Period s428 (2)(h)	159
Summary of Resolutions Made Under Section 67 Concerning Work Carried Out on Private Land and any Subsidies Related to this Work s428 (2)(k)	160
Amounts Granted Under Section 356 of the Local Government Act, 1993 (Donations and Subsidies) s428 (2)(l)	161
Details of overseas visits by Councillors, Council Staff or other persons representing Council CI 217 (1)(a)	162
Statement of the Activities Undertaken by Council to Implement its Equal Employment Opportunity Management Plan s428 (2)(n).....	163
Statement of External Bodies Exercising Functions Delegated by Council s428 (2)(o).....	164
Statement of Companies in Which Council Held a Controlling Interest s428 (2)(p).....	164
Statement of all Partnerships, Co-Operatives and Joint Ventures which the Council was a Party S428 (2)(q)	164
Statement of Rates and Charges Written off during the Year S428 (2)(r)	165
Annual Report 2011/2012 on Obligations under Government Information (Public Access) Act 2009	166
Companion Animals Act and Regulation s217 (1)(f).....	169
Privacy Management Plan Section 33 Privacy and Personal Information Protection Act 1998.....	170
Planning Agreements Entered into Under Part 4, Division 6 of the Environmental Planning and Assessment Act, 1979.....	171
Infrastructure Levy - Income and Expenditure Statement	172
ADDENDUM 1 Financial Reports for the Year ended 30 June 2012 including Auditor's Report	175
ADDENDUM 2 Environmental Sustainability Action Plan 2011-2013 & Review 2011/2012.....	177
ADDENDUM 3 State of the Environment Report 2011/2012.....	179
ADDENDUM 4 Mosman's Community Environmental Contract - Final Report 2008/2012.....	181

MEMBERS OF COUNCIL 2011/2012

MAYOR

Councillor Anne Spiers CONNON*

DEPUTY MAYOR

Councillor Simon MENZIES (14 Sep 2010 – 13 Sep 2011 and 1 May 2012 – 8 Sep 2012)

Councillor Belinda HALLORAN (13 Sep 2011 – 26 April 2012)

BALMORAL WARD COUNCILLORS

Councillor Dominic Joseph LOPEZ, OAM (Deceased 24 January 2012)

Councillor Thomas SHERLOCK

Councillor Elizabeth MOLINE

MIDDLE HARBOUR WARD COUNCILLORS

Councillor James Thomas REID

Councillor Denise Mary WILTON

Councillor Kenneth Warren YATES

MOSMAN BAY WARD COUNCILLORS

Councillor Simon MENZIES

Councillor Anne Spiers CONNON

Councillor Belinda Louise HALLORAN

**Councillor Connon was re-elected as Mayor for the 2011/2012 Mayoral term.*

COUNCILLOR ATTENDANCE AT COUNCIL MEETINGS AND WORKSHOPS 2011/2012

1 July 2011 - 30 June 2012

Councillor	Ordinary Meetings Attended (16 held)	Traffic Committee Meetings Attended [#] (6 held)	Audit Committee Meetings Attended (4 held)	Workshops Attended (9 held)
Cr D J Lopez*	6	0	0	1
Cr T Sherlock	12	0	2	1
Cr L Moline	15	0	0	6
Cr J T Reid	15	1	0	6
Cr D M Wilton	16	2	0	8
Cr W Yates	16	2	0	9
Cr P S Menzies	16	6	1	8
Cr A S Connon	15	1	0	8
Cr B Halloran [†]	10	0	2	3

*Councillor Lopez passed away 24 January 2012.

†Councillor Halloran resigned her position on Council effective 26 April 2012.

[#]Councillors who attended the three (3) Traffic Committee meetings held between 1 July 2011 – 31 December 2011 are listed as attending. As of 1 January 2012 only the Councillor as listed on the committee will be marked as attending the meeting or his/her delegate if the Councillor is absent. No other Councillor will be listed as attending regardless of whether they addressed the Committee or not.

Council meetings: Ordinary (includes Mayoral Election)

Workshops:

1	Community Gardens/Spit Junction	19 July 2011
1	Development Control Plans	23 August 2011
1	SHOROC Councillor Seminar	15 November 2011
1	Spit Junction Masterplan	13 December 2011
1	Destination 2036 Planning Review	19 January 2012
1	Draft Development Control Plans	14 February 2012
1	MOSPLAN Workshop	21 February 2012
1	Financial Model Briefing	5 March 2012
1	Mosman/Spit Junction	15 May 2012

STATEMENT OF VALUES

We, the Councillors and staff, work under the following key principles:

Integrity	Leadership	Selflessness	Objectivity
Accountability	Openness	Honesty	Respect

We strive:

For our community: to ensure all are treated equitably and have access to information, to have a consistent and transparent decision-making process, and to enable everyone to share and enjoy Mosman's services and resources

For our volunteers: to appreciate and respect their valuable contribution in service and time, to seek their opinion and to provide quality training and friendly and timely support

For our Councillors: to be honest and objective in all our deliberations, to nurture ethical behaviour, to respect the views of the residents, the rights of all Councillors to express their opinions and to be heard with respect and courtesy and to make decisions for the common good of the community.

For our staff: to provide a safe workplace, to nurture ethical behaviour, and to promote professional, frank and honest advice and discussion in a learning environment, where leadership and individual potential are developed, and where excellence and initiative are recognised and rewarded.

For our suppliers and contractors: to communicate our requirements precisely, to exercise and expect honesty in all commercial dealings and to observe all commercial commitments.

FRAUD AND CORRUPTION PREVENTION

Mosman Council is committed to good governance and ethical behaviours as a key ingredient to responsible, transparent, effective and accountable local government. Fraud and corruption control are key components of good governance. Council is committed to protecting its revenue, expenditure and property from any attempt (either by the public, contractors, or its own employees) to gain by deceit, financial or other benefits.

Council has adopted a Prevention of Fraud and Corrupt Conduct Policy which is designed to protect public funds and assets, the integrity, security and reputation of the Council and its employees, and maintain a high level of services to the community. The purpose of this policy is to demonstrate that it does not tolerate dishonest or fraudulent behaviour and is committed to deterring and preventing such behaviour, in line with the community expectation that Council employees acknowledge and fulfil their responsibility to protect public money and property.

This policy is supported by a Prevention of Fraud and Corrupt Conduct Plan and reporting of breaches is supported by Council's Code of Conduct and Internal Reporting Policy and System. Council has appointed Public Interest Disclosure Officers throughout all its operational areas to support this process. In addition Council has also implemented an Audit Committee which includes three external representatives one of whom must be the Chairman. Further, Council has introduced a follow up check on the organisation's compliance with the Policy by using the Fraud Control Health Check provided by the Audit Office.

Council encourages members of the public to report possible fraud or corruption direct to the General Manager, Mayor or Public Interest Disclosure Officers or directly to the Independent Commission Against Corruption.

About Mosman's Management Plan - MOSPLAN

MOSPLAN is our plan for Mosman's future. It has been developed over a number of years and addresses the specific requirements of the NSW Government's Integrated Planning and Reporting legislation.

According to this legislation, Council must adopt:

- A Community Strategic Plan – a 10 year+ strategic direction for Mosman, supported by a Resourcing Strategy which details Council's approach to long term financial planning, workforce planning and asset management planning
- A four year Delivery Program – detailing the principal activities that Council will undertake to achieve the long term vision contained in the Community Strategic Plan
- A one year Operational Plan and Budget – outlining the actions Council will carry out in the coming financial year to achieve the four-year Delivery Program and Council's long-term vision

MOSPLAN is an integrated plan containing each of the three elements referred to above. Not only does it clearly articulate a long-term Vision for the future, it also identifies how Council intends to deliver on that Vision across 10, 4 and 1 year horizons.

MOSPLAN takes into account an extensive range of other strategies and plans prepared by Council to address specific service areas or issues. Examples of these supporting documents include the Community Environmental Contract and the Environmental Sustainability Action Plan.

MOSPLAN ensures that Mosman Council can deliver services to the Mosman community in a manner that is effective, efficient and planned in a logical and financially viable way.

Council has a measurement framework in place to gauge performance against key MOSPLAN deliverables. This framework, described further on pages * - * has both a strategic and operational focus.

Quarterly and annual reports are prepared in relation to MOSPLAN progress and a four-yearly report is also prepared at the end of each Council term. The first of these four-yearly reports – a new legislative requirement - is due at the conclusion of 2008-2012 Council term.

In 2010 Council undertook extensive community consultation, enabling Councillors to develop Vision 2050.

Vision 2050 is a glimpse into the future of Mosman and a reflection of Councillors' long-term aspirations for the Mosman community. It builds on Council's adopted Vision and Mission, providing further detail and focus.

The 10 year objectives contained within this Community Strategic Plan, the 4 year objectives contained in the Delivery Program, and the programs, projects and initiatives detailed in the Delivery Program and Operational Plan are all linked to Vision 2050.

Vision 2050 is based around 5 key priorities – Urban Planning, Environment, Transport, Community and Economy.

Mosman Council's Vision and Mission, Vision 2050, and the underlying values and commitments that support them, are reflected in four (4) MOSPLAN Themes that direct Council operations. These Themes are:

- Governance
- Environment
- Social
- Economic

The GOVERNANCE theme addresses the civic leadership of Council and Council administration. It covers Council meetings, civic involvement, community safety, ranger services, finance and budgeting, maintenance of Council property and assets, and Council operations such as information technology and human resource management.

The ENVIRONMENT theme addresses and encompasses urban planning, heritage planning and protection, development assessment, ecological sustainability, biodiversity conservation, waste management and street cleaning, environmental health management, water, air and noise management, sustainability education, traffic, transport, roads and cycling, open space management, and recreational facilities.

The SOCIAL theme is Council's people theme. It covers areas such as community needs and services for all ages and abilities, volunteering, Aboriginal culture and heritage, library services, Council's website and electronic engagement, art gallery, cultural activities, festive events and friendship communities.

The ECONOMIC theme covers areas such as local business liaison and support, local employment, marketing Mosman, tourism and regional planning and cooperation.

These themes are supported by a series of 12 Programs and 70 Sub-Programs that form Council's 4-year Delivery Program and 1-year Operational Plan.

The themes, programs and sub-programs draw upon and collectively work towards delivering "Vision 2050" - the long-term Visions agreed to by the Council of 2008-2012 in 2010

The following diagram illustrates the integrated nature of MOSPLAN, and how ongoing planning, service delivery, reporting and review processes all contribute to the evolution of this document. The continued engagement and involvement of community members and other stakeholders is also essential.



Details of the 12 programs and 70 sub-programs by theme follow:

THEME ONE - GOVERNANCE

This theme addresses the civic leadership of Council and Council administration. It covers; Council meetings; civic involvement; communication; community safety; ranger services; financing and budgeting; maintenance of Council property and assets; Council itself (internal processes) including information technology and human resources.

Program 1 - Council, Community and Communication

Sub-Programs in place to deliver on the program objectives:

- 1.01 Council, Secretariat and Civic Involvement**
Co-ordinator: Manager Governance
- 1.03 Governance**
Co-ordinator: Manager Governance
- 1.04 Communication**
Co-ordinator: Director Community Development

Program 2 - Resource and Asset Management

Sub-Programs in place to deliver on the program objectives:

- 2.01 Policy and Administration and Customer Focus**
Co-ordinator: Director Corporate Services
- 2.02 Finance**
Co-ordinator: Manager Finance
- 2.03 Information Technology and Infrastructure**
Co-ordinator: Manager Information Technology Services
- 2.04 Insurance and Risk Management**
Co-ordinator: Manager Governance
- 2.05 Human Resources**
Co-ordinator: Manager Organisation Development
- 2.07 Strategic Asset and Property Management**
Co-ordinator: Manager Assets and Services

Program 7 - Community Safety

Sub-Programs in place to deliver on the program objectives:

- 7.01 Collaboration, Communication and Accountability**
Co-ordinator: Director Corporate Services
- 7.03 Combating Offences and Crime**
Co-ordinator: Manager Ranger Services
- 7.05 Event Management - Safety and Traffic Aspects**
Co-ordinator: Manager Ranger Services

- 7.06 Emergency Management**
Co-ordinator: Manager Ranger Services
- 7.08 Safe Communities**
Co-ordinator: Manager Community Services
- 7.09 Companion Animals**
Co-ordinator: Manager Ranger Services

THEME TWO - ENVIRONMENT

This theme addresses and encompasses: urban planning; heritage planning and protection; development assessments; ecological sustainability; biodiversity conservation; waste management and street cleaning; environmental health management; water, air and noise management; sustainability education; transport, traffic, roads and cycling; open space management; recreational facilities including the Swim Centre.

Program 3 - Urban Planning

Sub-Programs in place to deliver on the program objectives:

- 3.03 Plan Making and Implementation**
Co-ordinator: Manager Urban Planning
- 3.04 Heritage Planning**
Co-ordinator: Manager Urban Planning

Program 4 - Planning and Built Environment

Sub-Programs in place to deliver on the program objectives:

- 4.01 Development Assessment and Regulation**
Co-ordinator: Manager Development Services

Program 5 - Sustainability, Environment and Health

Sub-Programs in place to deliver on the program objectives:

- 5.01 Policy and Administration and Customer Focus**
Co-ordinator: Director Environment and Planning
- 5.02 Climate Change and Air Quality**
Co-ordinator: Manager Environment and Services
- 5.03 Total Water Cycle**
Co-ordinator: Manager Assets and Services
- 5.04 Biodiversity**
Co-ordinator: Manager Assets and Services
- 5.05 Trees**
Co-ordinator: Manager Assets and Services
- 5.06 Land and Coast**
Co-ordinator: Manager Environment and Services and Manager Assets and Services
- 5.08 Engagement and Education for Sustainability**
Co-ordinator: Manager Environment and Services
- 5.09 Environmental and Public Health**
Co-ordinator: Manager Environment and Services
- 5.10 Waste**
Co-ordinator: Manager Environment and Services

- 5.11 Environmental Cleaning Services**
Co-ordinator: Manager Environment and Services
- 5.12 Food Safety**
Co-ordinator: Manager Environment and Services

Program 6 - Parks and Recreation

Sub-Programs in place to deliver on the program objectives:

- 6.01 Policy and Administration and Customer Focus**
Co-ordinator: Director Environment and Planning
- 6.02 Parks, Gardens, Playgrounds and Civic Spaces**
Co-ordinator: Manager Assets and Services
- 6.03 Recreational Facilities**
Co-ordinator: Manager Assets and Services
- 6.04 Beaches, Sea Pools and Foreshores**
Co-ordinator: Manager Environment and Services

Program 11 - Transport and Traffic

Sub-Programs in place to deliver on the program objectives:

- 11.01 Policy and Administration and Customer Focus**
Co-ordinator: Director Environment and Planning
- 11.02 Roads**
Co-ordinator: Manager Assets and Services
- 11.03 Traffic Facilities**
Co-ordinator: Manager Assets and Services
- 11.04 Traffic Management**
Co-ordinator: Manager Environment and Services
- 11.05 Road Safety and Pedestrians**
Co-ordinator: Manager Assets and Services
- 11.06 Bicycles**
Co-ordinator: Manager Assets and Services
- 11.07 Public Transport**
Co-ordinator: Manager Assets and Services

THEME THREE - SOCIAL

The social theme is the people theme. It covers areas such as community needs and services for all ages and abilities; volunteering; Aboriginal culture and heritage, library services, the website and electronic engagement; art gallery; cultural activities; festive events and friendship communities.

Program 8 - Community Development and Services

Sub-Programs in place to deliver on the program objectives:

- 8.01 Policy and Administration and Customer Focus**
Co-ordinator: Manager Community Services
- 8.02 Community Connection and Volunteering**
Co-ordinator: Aged and Disability Development Officer
- 8.03 Children and Families**
Co-ordinator: Children's Services Development Officer
- 8.04 Youth**
Co-ordinator: Youth Development Officer
- 8.05 Older People**
Co-ordinator: Aged and Disability Development Officer
- 8.06 People with a Disability**
Co-ordinator: Aged and Disability Development Officer
- 8.07 Primary and Community Health**
Co-ordinator: Manager Community Services
- 8.08 Healthy Lifestyle and Fitness**
Co-ordinator: Manager Community Services
- 8.09 Aboriginal Culture, Heritage and Reconciliation**
Co-ordinator: Manager Community Services
- 8.10 Culturally and Linguistically Diverse People (CALD)**
Co-ordinator: Manager Community Services

Program 9 - Library and Information

Sub-Programs in place to deliver on the program objectives:

- 9.01 Policy and Administration and Customer Focus**
Co-ordinator: Manager Library Resources and Manager Library Services
- 9.02 Library Resources**
Co-ordinator: Manager Library Resources
- 9.03 Library Services**
Co-ordinator: Manager Library Services
- 9.04 Library Information Technology**
Co-ordinator: Manager Library Resources

- 9.05 Library Building**
Co-ordinator: Manager Library Services
- 9.06 Education**
Co-ordinator: Manager Library Services
- 9.07 Local Studies**
Co-ordinator: Local Studies Librarian
- 9.08 Community Information**
Co-ordinator: Manager Library Resources
- 9.09 Mosman Website**
Co-ordinator: Internet Co-ordinator

Program 10 - Cultural Development and Services

Sub-Programs in place to deliver on the program objectives:

- 10.01 Policy and Administration and Customer Focus**
Co-ordinator: Manager Cultural Services
- 10.05 Cultural Development**
Co-ordinator: Manager Cultural Services
- 10.06 Gallery Exhibitions and Activities**
Co-ordinator: Manager Cultural Services
- 10.07 Community Arts, Crafts and Village Markets**
Co-ordinator: Manager Cultural Services
- 10.08 Civic Events organised by Council**
Co-ordinator: Events and Marketing Co-ordinator
- 10.09 Commercial Community Events approved/facilitated by Council**
Co-ordinator: Events and Marketing Co-ordinator
- 10.10 Friendship Agreements**
Co-ordinator: Manager Cultural Services

THEME FOUR - ECONOMIC

The economic theme covers subjects such as local business liaison and support; local employment; marketing Mosman; tourism and regional planning and cooperation.

Program 12 - Local and Regional Economy

Sub-Programs in place to deliver on the program objectives:

12.01 Policy and Administration and Customer Focus
Co-ordinator: Director Community Development

12.02 Business Support and Local Employment
Co-ordinator: Director Community Development

12.03 Marketing Mosman
Co-ordinator: Manager Cultural Services

12.04 Regional Development
Co-ordinator: General Manager

MOSPLAN – Management Plan – Review to 30 June 2012 with Actions and Service Performance Indicators 428(2)(b)

MOSPLAN - MANAGEMENT PLAN

This section contains:

- a MOSPLAN overview and a report on progress of Actions and Service Performance Indicators to 30 June 2012.

THEME ONE - GOVERNANCE

- PROGRAM 1 COUNCIL, COMMUNITY AND COMMUNICATION**
Practising participative, ethical local government.
- PROGRAM 2 RESOURCE AND ASSET MANAGEMENT**
Building financial strength and enhancing the community's assets.
- PROGRAM 7 COMMUNITY SAFETY**
Keeping the community safe in collaboration with the police and SES.

THEME TWO - ENVIRONMENT

- PROGRAM 3 URBAN PLANNING**
Improving the built environment.
- PROGRAM 4 BUILT ENVIRONMENT**
Providing effective development assessment services.
- PROGRAM 5 ENVIRONMENTAL MANAGEMENT / HEALTH**
Achieving outstanding environmental performance and good health.
- PROGRAM 6 PARKS AND RECREATION**
Encouraging a strong community spirit.
- PROGRAM 11 TRANSPORT AND TRAFFIC**
Driving a sustainable transport solution for Mosman.

THEME THREE - SOCIAL

- PROGRAM 8 COMMUNITY SERVICES**
Redeveloping and maintaining community services and facilities to meet the emerging needs of all members of the community.
- PROGRAM 9 LIBRARY AND INFORMATION**
Satisfying the information, leisure and lifelong learning needs of the community in a welcoming and inclusive place.
- PROGRAM 10 CULTURAL DEVELOPMENT AND SERVICES**
Encourage strong community spirit and pride in our cultural heritage.

THEME FOUR - ECONOMIC

- PROGRAM 12 LOCAL AND REGIONAL ECONOMY**
Promoting our local and regional economy.
- CEC COMMUNITY ENVIRONMENTAL CONTRACT**

REPORT ON ACTIONS WITHIN MOSPLAN

Report on achievements in implementing Council's delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.

The report on Statement of Means for each of the 70 sub-programs by theme for the period 1 July 2011 to 30 June 2012 follows.

PROGRAM 1: COUNCIL, COMMUNITY AND COMMUNICATION

Convenor: Manager Governance

SUBPROGRAM 1.01: COUNCIL, SECRETARIAT AND CIVIC INVOLVEMENT

Co-ordinator: Manager Governance

STATEMENT OF MEANS	DATE	PROGRESS
Review and enhance systems relating to online minute taking, business papers and agenda preparation and distribution.	Review in January	Councillor portal and email notification system operating to expectations providing on-line delivery of meeting Agendas, Minutes and relevant correspondence.
Education, training and support for Councillors.	Review in July	Training and support was provided for Councillors throughout the year, as required. A comprehensive Councillor Induction Program for the Council of the 2012-2016 term was also prepared and endorsed in early 2012.
<ul style="list-style-type: none"> ➤ Citizenship ceremonies ➤ Mayoral and Civic receptions ➤ Annual Citizen of the Year and Young Citizen of the Year Awards ➤ Submissions to State and Federal Government. 	Review in December	5 Citizenship ceremonies were conducted during 2011/12, with a Mayoral reception also held for the 2012 Citizens of the Year, Ian and Eileen Henderson. On Australia Day 2012 Declan McCarthy, Astrid Milne and Claudia Snell were also jointly announced as Mosman's Young Citizens of the Year. The Mayor's Christmas Reception for Volunteers was held in December, with further celebration and recognition of our volunteers at an afternoon harbour cruise in May. A variety of submissions were made by or contributed to by Council, including those relating to the Metropolitan Strategy 2031 Discussion Paper, the NSW Long Term Transport Masterplan Discussion Paper (SHOROC submission), NSW 2021 Regional Action Plan - Northern Beaches (SHOROC submission), and the Expert Panel for Constitutional Recognition of Local Government Discussion Paper.
Support the Local Government and Shires Association (LGSA) in its endeavours regarding constitutional recognition for Local Government.	Review in July	Council has expressed its support for constitutional recognition of local government at numerous times and in different forums. In November 2011 a submission was made in relation a Discussion Paper released by the Expert Panel for Constitutional Recognition of Local Government.
<ul style="list-style-type: none"> ➤ Council Agenda and Minute Preparation and Distribution ➤ Correspondence arising from Council ➤ Updates to Delegations Register. ➤ Review and update indexes for Policies and Delegations Manuals ➤ Review of policies and procedures. 	Ongoing	Review of Delegations undertaken and adopted by Council on 3 July 2012.
Deliver comprehensive induction program for new Councillors.	Ongoing	A comprehensive Councillor Induction Program for the Council of the 2012-2016 term was prepared and endorsed in February for delivery during September - October 2012.
School Citizenship Awards	Ongoing	All requirements fully actioned.

PROGRAM 1: COUNCIL, COMMUNITY AND COMMUNICATION

Convenor: Manager Governance

SUBPROGRAM 1.03: GOVERNANCE

Co-ordinator: Manager Governance

STATEMENT OF MEANS	DATE	PROGRESS
Review Council's policies in regard to access to information and ensure that confidential matters are dealt with appropriately.	Review in March	Policy continues to provide ready access to information by the community and to give direction to staff.
Review Council's Procurement Policy to ensure that it is consistent with sustainability principles and procedures.	Review in June	Procurement Policy and Manual used as basis of all procurement with the templates being adapted to suit specific tenders.
<ul style="list-style-type: none"> ➤ Induction and ongoing training for staff regarding Council's confidentiality, access to information and privacy policies, and the GIPA Act ➤ Maintaining the accolades/complaints reporting system ➤ Monitor complaints and complete investigations of complaints within ten working days of receipt 	Ongoing	Code of Conduct training undertaken for all staff in May as programmed. Requirements under GIPA, Privacy, Fraud & Corrupt Conduct Protected disclosures as well as the Code were covered. Complaints handling is closely monitored and the orientation of new staff conducted.
Public availability of all disclosures of interest, voting and decision making at Council meetings.	Ongoing	All requirements met.
Implementation of Enterprise Risk Management Action Plan.	Ongoing	Work on the implementation of the plan continues.
Review Risk Management Policy.	Ongoing	Policy as adopted provides direction to staff.
Induction and ongoing training and advice for Councillors.	Ongoing	Ongoing.
Regular updates to elected members on customer feedback and results from surveys.	Ongoing	The latest biennial Community Survey was conducted in June 2012 and topline results included in the end of term report for the 2008-2012 Council term. Various other surveys and consultations were also conducted during the year and the results reported to Council. These included consultations relating to proposed Military Road streetscape improvements, the Spit Junction Masterplan, Mosman Health Needs Analysis, and the Mosman Rider review. The Big Ideas online forum also remained open for resident comment, with new postings reported to Councillors quarterly.
<ul style="list-style-type: none"> ➤ Participation in the Northern Councils Internal Audit Group. ➤ Delivery of an internal audit function in accordance with Council's Internal Audit charter and the Audit Committee Charter 	Ongoing	Meeting of North Shore Councils Audit Group attended to draft 2012/13 Audit Program and subsequently adopted by Audit Committee.
Regular updates and promotion of Governance Plan.	Ongoing	Governance Policy updates circulated to Councillors and relevant staff on a quarterly basis. Ethics and Probity policies adequately dealt with at compulsory Code of Conduct training.
Develop and implement an electronic Delegations Register to capture and allocate delegations of authority to every staff position.	Ongoing	Reviewed Delegations Register adopted by Council on 3 July 2012. Anticipated completion of electronic system in August 2012.

STATEMENT OF MEANS	DATE	PROGRESS
Review and improve Delivery Program and Operational Plan.	Ongoing	The MOSPLAN Delivery Program and Operational Plan were updated in 2011/12 and will be subject to further review by the new Council elected for the 2012-2016 term.
Review systems and processes to ensure ongoing compliance with the Government Information (Public Access) Act and Privacy and Personal Information Protection Act including training of staff.	Ongoing	Records Information Policy and Privacy Policy reviewed by Council in March 2012 and November 2011 respectively to ensure compliance with legislation.

PROGRAM 1: COUNCIL, COMMUNITY AND CONSULTATION

Convenor: Manager Governance

SUBPROGRAM 1.04: COMMUNICATION

Co-ordinator: Director Community Development

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Public Council meetings including Open Question Time ➤ Ongoing liaison with State and Federal Government agencies and representatives 	Ongoing	The conduct of Council Meetings and liaison with State and Federal agencies on a range of local issues continued throughout the year.
Regular production and distribution of Mosman News and other media releases/liaison as required.	Review in June	During the 2011/12 financial year 4 editions of Mosman News were published, including a Special Edition focussing on the Spit Junction Masterplan project. A further edition was replaced by the end-of-term community report delivered to households in July 2012. Positive relations have been maintained with the Mosman Daily over the past year, including regular provision of media releases, partnership projects including the Festival of Mosman and Christmas Decoration competition and ongoing publication of Council News and 'What's On' columns on a weekly basis. Mosman News is delivered in hard copy to all households and is also available as an email newsletter, with subscribers to Council's electronic newsletter services continuing to grow.
Undertake a random survey of at least 400 Mosman residents biennially to ascertain community views on local issues and Council performance - Mosman Community Survey.	Review in October	The biennial Mosman Community Survey was conducted in June 2012 and topline results were published in Council's end of term report - MOSPLAN Review 2008-2012.
Undertake a review of current approaches and processes for local community engagement and information dissemination, including comparisons with best practice in Australia and overseas, and relevance to the Mosman community.	Review in July	Review is in progress. Key staff attended seminars on new methods of community engagement.
Resource the Records Team to deliver high level frontline customer service and communication through the call centre.	Ongoing - July	Ongoing.
Regular surveys of customer/community satisfaction, including use of online tools.	Ongoing	Ongoing.
Utilisation of a range of engagement mechanisms to deliver information including meetings, forums, front-line customer service, hard-copy publications, web and e-distribution.		Community engagement continues to be a priority, with a variety of engagement tools used during the year. These include the 'town meeting' with electronic voting utilised for Military Road streetscape proposals, online forums and surveys for issues and services including the Mosman Rider, children's services, local health needs and the Spit Junction Masterplan, regular editions of Mosman News and service-specific letters in hard copy and e-format, the Big Ideas online forum, letter-box drops, community meetings, focus groups, the 2012 (telephone Community Survey and Consultative Group meetings.

PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

SUBPROGRAM 2.01: POLICY AND ADMINISTRATION

Co-ordinator: Director Corporate Services

STATEMENT OF MEANS	DATE	PROGRESS
Assess demand, utilisation and appropriateness of Council's facilities and services and when appropriate market test for their most cost-effective provision.	Review in June	Procurement of goods and services through regional tenders with SHOROC Council's promoted as opportunities present themselves with significant savings achieved by all Councils.
Report to Council within 12 months of Council elections in September 2012 on the organisation structure.	Ongoing	Ongoing.
Identify contract management skills of staff and run training programs to develop those skills.	Ongoing	Contract management training was conducted in November 2011. This training was provided to staff in key roles in Asset Management, facilitated by SAI Global as a joint SHOROC training initiative. Feedback from the training program was very positive.
Enhance the contract management system.	Ongoing	Training is being coordinated via SHOROC.
Review procedures and ensure contractors perform work in accordance with the specification and conditions of contract.	Ongoing	All contracts are closely monitored to ensure compliance with specifications.
Ensure contractors know and comply with their statutory obligations, and understand the community's and Council's expectations.	Ongoing	Tender specifications always include as an annexure Council's Code of Business Ethics and the adopted Code of Conduct. All contractors specifically written to so as to make sure that they are aware of Council's policy of "No Gifts".

PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

SUBPROGRAM 2.02: FINANCE

Co-ordinator: Manager Finance

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Review rating structure annually to ensure fair and reasonable imposition. ➤ Prepare annual financial reports and have audited. ➤ Manage loan program. ➤ Ensure accurate and timely recording of accounts and quarterly reporting. ➤ Maintain and review Council's 10 year Financial Plan. ➤ Raise funds for local purposes by the fair imposition of rates, charges for services, Section 94 contributions, income earned from investments, borrowings and grants, and where possible look to develop public-private partnerships. 	Review in August	All objectives are being met. 2011/2012 Annual Accounts have been audited/adopted by Council. (Mosman first Council to lodge. 10 Year Plan reviewed in line with 12/13 Adopted Budget & will be updated shortly by Consultant to reflect Actuals for 11/12.
Maintain and review Council's Investment Properties Business Plan.	Review in January	Internal Audit of Commercial Leasing reviewed by Audit Committee in March 2012 resulting in a satisfactory report with recommendations accepted and being implemented.
Ensure compliance with new Quarterly Budget Review Statement in accordance with Departmental Circular.	Ongoing	March 2012 QFR was adopted by Council at its meeting on 1/5/12.
Prepare case for expansion of Infrastructure Levy.	Ongoing	This project is still being finalised with reports/recommendations to the new Council in 12/13.
Further improve integration of Council's Budget with the Community Strategic Plan - MOSPLAN.	Ongoing	This is an ongoing objective which is heavily linked to finalisation of asset management plans of key infrastructure assets and adoption of agreed condition standards and intervention levels.
Refine Asset Register to integrate with 10 Year Financial Plan.	Ongoing	This is ongoing and dependant on input from Manager Assets & Services.
Prepare financial funding scenarios for future funding of assets.	Ongoing	This is ongoing and will be actioned during 2012 and 2013.
Complete review of all payment options as a means to improve customer service in relation to Council receivables.	Ongoing	Finalised.
<ul style="list-style-type: none"> ➤ Encourage, train and assist staff responsible for a budget. ➤ Account to the community in respect of expenditure of funds raised through the CEC and Infrastructure Levies. 	Ongoing	Training of staff in use of Council's financial system will be organised during 2012/2013.

PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

SUBPROGRAM 2.03: INFORMATION TECHNOLOGY AND INFRASTRUCTURE

Co-ordinator: Manager Information Technology Services

STATEMENT OF MEANS	DATE	PROGRESS
Review, enhance and document the IT strategy to meet Council's future needs.	Review in May	Ongoing.
Expand on external and secure access to Council's internal computer network to facilitate staff out-of-office hour's access.	Review in June	Investigations and trials conducted on VM Ware Products.
Review, enhance and update (as appropriate) all IT related software for internal process improvements (including specialised software solutions such as asset, works, waste and traffic management systems).	Review in March	Upgrades to the Financial & Property System and Document Management System completed within the year.
Review and enhance existing physical file retrieval and storage processes.	Monthly Review - January	Ongoing.
Conduct an audit of Council's records management system to ensure compliance with the State Records Act, Privacy Act and GIPA.	Review in September	Ongoing.
<ul style="list-style-type: none"> ➤ Coordinate internal user group meetings ➤ Education, training and support for key and end users including Councillors ➤ Maintain user guides for computer systems 	Ongoing	Achieved and ongoing.
<ul style="list-style-type: none"> ➤ Maintenance of network infrastructure ➤ Maintenance of internal business process workflows ➤ Plan growth in IT facilities to meet service requirements ➤ Maintenance of 24 hour access to on-line IT resources for internal and external customers ➤ Maintenance of IT policies and procedures ➤ Maintenance of scanning, copying and image management systems ➤ System administration of all corporate computer systems, software, data and field capture devices ensuring organisational needs are met ➤ Patch management ➤ Maintenance of integrated Web services ➤ Maintenance of PABX and internal telecommunications infrastructure ➤ Maintain Internet facilities and services 	Ongoing	Maintained a regular quarterly patch upgrades of Server Operating Systems, and core systems packages, with a replacement of over 50 PC's due to end-of-lease rollover. Server hardware replaced as per hardware replacement schedule.
Maintain Internet facilities and services.	Ongoing	Achieved and ongoing.
Record and capture all incoming correspondence into electronic document management system.	Ongoing	Ongoing.

STATEMENT OF MEANS	DATE	PROGRESS
Enhance secure access for dissemination of information to Councillors.	Ongoing	Facilities for Councillor Portal were upgraded to include Question Without Notice functions and record of Documents Viewed.
Research and develop a Hardware (Tablet based) and Software support program for Councillors to facilitate (non paper based) electronic delivery, distribution, creation and editing of documents and correspondence.	Ongoing	Investigations and Security Considerations settled on the use of iPad devices, as the most appropriate given current Application developments.
<ul style="list-style-type: none"> ➤ Maintain an appropriate hardware acquisition and disposal program to ensure environmental and sustainable objectives ➤ Liaison with managers to determine information management needs ➤ Facilitation of change processes in information management systems ➤ Maintain skills and research in IT technology trends 	Ongoing	Achieved and ongoing.
<ul style="list-style-type: none"> ➤ Provide quality support for key users and end users ➤ Liaison with managers on information management needs ➤ Facilitation of change processes in information management systems 	Ongoing	Achieved and ongoing.
<ul style="list-style-type: none"> ➤ Ensure ongoing, timely and accurate capture and distribution of documents and information ➤ Review and enhance existing physical file retrieval and storage processes 	Ongoing	SHOROC joint tender accepted and new contract entered into with significant savings being achieved.
Ensure system administration and business workflows are compliant with State Records Act, Privacy Act and GIPA	Ongoing	Records and Information Policy reviewed and adopted by Council in March 2012 to meet legislative requirements.
Audit Council's records management system to ensure compliance with State Records Act, Privacy Act and GIPA.	Ongoing	Records and Information Policy reviewed and adopted by Council in March 2012 to meet legislative requirements. Recommendations by Internal Auditor to be actioned within specified time frame.

PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

SUBPROGRAM 2.04: INSURANCE AND RISK MANAGEMENT

Co-ordinator: Manager Governance

STATEMENT OF MEANS	DATE	PROGRESS
Audit all public open space and bushland areas to ensure that the necessary regulatory and information signs are in existence, readable and comply with Australian Standards.	Review in December	Signage audited and where changes and replacement necessary these are being actioned.
<ul style="list-style-type: none"> ➤ Review and document all risk management procedures and processes ➤ Develop awareness of and promote information gathering by staff to identify, report and record potential hazards and witness accounts of accidents 	Ongoing	Risk Assessments are continuously being undertaken to access work place processes and activities. Staff are regularly reminded of their obligations to report hazards both in their work places and within the community. Workflows have been created to record and to refer matters for action and to escalate if not.
Review and maintain an effective Business Recovery Plan for the Civic Centre, Community and Cultural Centre, Depot, Library complex and Drill Hall Common facilities.	Ongoing	A major review of the Plan is underway and to incorporate desk top trial upon completion.
Review insurance portfolio and obtain most cost-effective renewal terms	Ongoing	Major review of policies undertaken prior to renewal of insurance for 2012/13. Premiums in general kept to CPI.
<ul style="list-style-type: none"> ➤ Audit footpaths for trips ➤ Condition audit of trees on Council land. 	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Review insurance policies to ensure cover adequately addresses exposure to claims ➤ Process claims lodged against Council equitably and fairly. 	Ongoing	Major review of policies undertaken prior to renewal of insurance for 2012/13. Premiums in general kept to CPI. Claims received are considered in line with policies and procedures and in close consultation with insurers.
Implement an effective Enterprise Risk Management strategy	Ongoing	Work continues in determining, assessing and reviewing all risks.

PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

SUBPROGRAM 2.05: HUMAN RESOURCES

Co-ordinator: Manager Organisation Development

STATEMENT OF MEANS	DATE	PROGRESS
Develop Workforce Plan with HR Strategy.	Review in December	Work on the new Workforce Plan review was completed early in 2012. The plan will be further reviewed in 2012/13.
<ul style="list-style-type: none"> ➤ Ensure that appropriate quality training and skill development is identified and scheduled for staff (including contract management, regulatory, safety) - to encourage staff career development opportunities. ➤ Ensure Employee Performance and Development Plans are completed and reviewed on an annual basis, in line with the Annual Performance Review cycle. 	Review in July	Staff training needs have been consistently assessed and delivered as appropriate. A specialised contract management training program was rolled out for staff with key roles in Asset Management. Council's annual performance review process includes discussion of individual training needs and expectations. The 2011/12 performance review program extended from June-August 2012.
<ul style="list-style-type: none"> ➤ Encourage employment opportunities that reflect the make-up of the community, attract appropriate talent and keep the principle of merit, while meeting Council's legislative obligations. ➤ Continually seek opportunities for the employment of people with disabilities. ➤ Measure culture and respond to results of biennial employee engagement survey. 	Review in July	The most recent Employee Engagement Survey was conducted in 2011, with the overall employee satisfaction score (79% trending up from the previous result (77% in 2008).
<ul style="list-style-type: none"> ➤ Investigate opportunities to encourage work-life balance, and ensure Council is a lifestyle/family friendly workplace. ➤ Conduct regular Occupational Health and Safety (OHS) audits, inspections and report to Senior Staff. Develop and implement action plans to address OHS across the organisation and focus on continuous improvement of audit results. ➤ Monitor Council's work injury rehabilitation, Workers Compensation insurance and return to work program. ➤ Continue immunisation and Employee Assistance counselling programs for Council staff. 	Ongoing	Council has a number of policies/practices that support work-life balance and encourage a family friendly workplace. Workplace safety was maintained during the year with regular workplace audits conducted and incidents dealt with in a timely manner. Council staff continue to have access to the EAP counselling program. Sound systems are in place to deal with matters relating to workers compensation and return-to-work programs.

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Develop, maintain and review a relevant Workforce Plan with HR Strategy ➤ Source and develop Workforce Plan electronic systems to improve access to HR information/data and HR processes ➤ Review and negotiate Employment Agreements as required ➤ Investigate Equal Employment Opportunity (EEO) issues, promote awareness throughout Council and review EEO Management Plan. 	Ongoing	A revised Workforce Plan was completed in early 2012. A review of Council's EEO Management Plan was also undertaken, including a survey circulated to all Council staff. Development of a new Authority-based HR Module commenced, with the module due to be operational later in 2012. Council's Enterprise Agreement was also reviewed early in 2012, with no significant amendments proposed as a result.
Review and maintain Workforce Plan and HR Strategy.	Ongoing	Work on the new Workforce Plan review was completed early in 2012. The plan will be further reviewed in 2012/13.
Review EEO Management Plan.	Ongoing	The EEO Management Plan was reviewed in early 2012, including distribution of an EEO survey to all Council staff. The plan will be further reviewed in 2012/13.
Investigate options for a cost effective HR Information System to assist streamlining processes and improve data access and integrity.	Ongoing	Development of a new Authority-based HR Module commenced in early 2012, with the module expected to be completed for roll-out by the end of the year.
Formalise and maintain HR Training Calendar	Ongoing	A training calendar has been developed and information shared amongst SHOROC Councils generating delivery of joint training programs (e.g. contract management). Mosman Council continues to foster relationships with other Councils to access a wider network of training opportunities for staff as it is not always feasible and cost effective to send staff to public courses or run in-house courses for small numbers. The work with SHOROC Councils, in particular, continues to provide Mosman with access to a wider range of training opportunities.
Implement standard Key Performance Indicators (KPIs) for Directors and Managers detailing requirement to complete an Annual Performance Review with staff during the Performance Review period (June-August).	Ongoing	In the absence of a HR Manager or HR Co-ordinator during the latter part of the year this project has not progressed. It was programmed to be undertaken in the 4th quarter in conjunction with the annual performance review period.
Conduct employee engagement survey.	Ongoing	The most recent Employee Engagement Survey was conducted in May/June 2011, with a subsequent workshop held to brainstorm improvement ideas in September 2011. As a result a number of initiatives have been implemented to assist organisational culture and employee well-being.
Encourage and promote work-life balance.	Ongoing	A Weight Watchers at Work program, implemented in September 2011, was well-received with positive feedback from the 19 staff participating in the initial program. Council's various programs and policies relating to work-life balance are promoted on the Council website for the information of prospective applicants.

STATEMENT OF MEANS	DATE	PROGRESS
Conduct regular OHS audits, inspections and report to Senior Staff.	Ongoing	Changes to Work, Health & Safety legislation have ensured that there has been even further attention given to safety in the workplace. WHS audits and inspections have been undertaken regularly and matters relating to WHS discussed at meetings of Council's senior staff. WHS Awareness training programs were held for senior staff and Managers in preparation for the new legislation which came into effect on 1 January 2012.

PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

SUBPROGRAM 2.07: STRATEGIC ASSET & PROPERTY MANAGEMENT

Co-ordinator: Manager Assets and Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Provide a 24 hour incident and make-safe callout system for Council's assets ➤ Conduct an annual environmental compliance audit of the Depot. 	Review in July	Compliance audit undertaken annually and make safe call out system provided by Council Depot Staff.
Complete Mosman Flood Study.	Ongoing	Manly Hydraulics Laboratory submitted the preliminary report. Further data collection and modelling has been recommended. Most of the asset data collected for Stormwater Asset Management Plan can be used for this purpose. Council applied for a grant for a flood study from NSW Department of Environment and Heritage and matching funding has been allocated in the 2012/13 budget. Outcome of the grants has not yet been announced.
Undertake a review of existing CCTV surveillance and investigate other areas where CCTV could be installed.	Ongoing	Council was not successful in its grant application, however existing audit of CCTV systems completed and list of works established. Maintenance tender for CCTV system is currently being prepared. Upgrades undertaken on a priority basis and where budget allows. Investigation of other areas undertaken where need arises.
<ul style="list-style-type: none"> ➤ Inspect/audit all assets in accordance with Asset Management Plans (AMPs) to ensure risk is minimised ➤ Repair/replace assets in accordance with AMPs and funding availability ➤ Implement public transport asset improvements in conjunction with Public Domain improvements where permitted. 	Ongoing	Ongoing.
Undertake restoration of Balmoral Sea Wall and footpath in accordance with conditional audit completed in 2010/2011.	Ongoing	Consultants appointed for the preparation of specifications. Tender documents will be completed by the end of 2012 with works to be tendered in early 2013.

STATEMENT OF MEANS	DATE	PROGRESS
Review Levels of Service for Asset Types.	Ongoing	<p>Review Levels of Service for Marine Assets undertaken with the Marine Structure Asset Management Plan.</p> <p>Review of Levels of Service for Stormwater Assets is being done (to be completed by November 2012 with the contract for Stormwater Asset Management Plan. Review of Levels of Service for Building Assets undertaken by Council Staff to be completed by end of 2012. Review of Levels of Service for Open Space Assets undertaken by Council Staff to be completed by end of 2012. Review of Levels of Service for Road Assets is ongoing as per the draft Road Assets Management Plan. Discussion on levels of service on Road assets has been subject to discussion with Asset Management Reference Group. Discussions on other asset classes with Reference Group due to occur in 2013 with further reports to Council.</p>
Increase available information via CCTV or other means to improve the conditional assessment of Council's Stormwater Pipeline network and update Stormwater Asset Management Plan.	Ongoing	Under the Stormwater Asset Management Plan contract, 15% of the Council's stormwater pipe network has been investigated with CCTV.
Develop, implement and keep up-to-date a contract management system.	Ongoing	Ongoing. Contract systems reviewed and documented system will be completed in 2012.
Keep up to date with current Asset Management Principles	Ongoing	Ongoing.
Undertake formal review of Asset Management Systems and Process.	Ongoing	2009 Asset Management Policy and Strategy to be updated in 2013 with completion of individual Asset Management Plans.
Update Council's Asset Management Strategy.	Ongoing	Is scheduled to be completed in 2013 to coincide with completion of individual Asset Classes Asset Management Plans.
Complete Version 2 of Buildings, Stormwater and Roads AMP.	Ongoing	Buildings AMP currently being updated in house and Revision 2 draft has been completed. Will be reported to Council in late 2012 early 2013. Stormwater AMP Revision 2 being undertaken by Cardno NSW and will be completed late 2012 and reported to Council in late 2012 early 2013. Roads AMP Revision 2 will be undertaken in 2015. Roads AMP still in draft and being updated in accordance with review of service levels by Asset Management Reference Group. Will be reported to Council in late 2012.
Complete Version 1 of Open Space, Marine Structures, and Retaining Wall Asset Management Plans.	Ongoing	Retaining Walls included in Roads AMP. Marine Structures AMP adopted by Council in 2012. Draft Open Space AMP completed and will be reported to Council in late 2012.

PROGRAM 3: URBAN PLANNING
 Convenor: Director Environment & Planning

SUBPROGRAM 3.03: PLAN MAKING AND IMPLEMENTATION
 Co-ordinator: Manager Urban Planning

STATEMENT OF MEANS	DATE	PROGRESS
Monitor Mosman LEP 2010 and prepare planning proposals for better planning outcomes.	Review in December	With the completion of Mosman LEP2012 on 9 December 2011 the planning proposal for 5 Mandolong Road was finalised on 25 May 2012. This amendment changed the zoning of the site from residential to business. The planning proposal for Mosman Police Station has not been proceeded with and an amended proposal will be prepared to allow for a limited range of additional uses on the site.
Implement relevant actions and recommendations of the Inner North Sub-regional Plan into Mosman strategic planning.	Review in March	The Inner North Sub-regional Plan is still a draft plan. The NSW Government is currently reviewing its Metropolitan Strategy and its sub-regional plans. The content of the draft sub-regional plan informed the content of Mosman LEP2012 regarding housing and employment targets.
Undertake a Civic Improvement Plan for the business centres including updated street furniture manual.	Review in December	Civic Improvement Plan completed with upgrade of Avenue Road and Military Road Intersection; installation of new furniture suite; new street tree plantings and landscaping works.
Undertake a feasibility study of the civic centre site as part of a co-ordinated approach to redevelopment of Spit Junction.	Review in December	The Feasibility Study for the Civic Centre Site is part of the larger Spit Junction Masterplan study which commenced in November 2011. Draft concept plans and site feasibility for two options have been prepared and presented to the community for feedback.
<ul style="list-style-type: none"> ➤ Implement appropriate recommendations in current Plans of Management, Recreation Strategy Actions Plans and Management frameworks. ➤ Monitor implementation of existing open space Plans of Management. Identify any 'missing links'. ➤ Undertake planning studies/plans of management for open space sites without current plans. 	Review in July	Ongoing.
Undertake a study of open space provision to ensure a healthy community.	Review in March	This project is scheduled for 2012/13.
Review community land plans of management after exhibition of new LEP.	Review in March	Draft Plans of Management were prepared for Parks and Natural Areas (Bushland) community land consistent with Mosman LEP2012. Council resolved to exhibit the draft Plans for public comment. The exhibition period commenced on 21 June 2012.
Ensure plans provide for sea level rise and sustainable transport options, including cycling and walking.	Review in March	Mosman LEP 2012 land use zones and foreshore building line are consistent with protection of the foreshore against sea level rise. The Spit Junction Masterplan is considering the walkability of the centre and builds on work already undertaken, eg the Mosman Pedestrian and Mobility Plan (PAMP).

STATEMENT OF MEANS	DATE	PROGRESS
Promote sustainable lifestyle options including community gardens and domestic gardens.	Annual Review - March	Ongoing.
<ul style="list-style-type: none"> ➤ Accurate planning certificates ➤ Monitor the demographics of the Mosman community and make information available to staff and community 	Ongoing	<p>The current procedures for checking planning certificates has ensured that all certificates are distributed with 100% accuracy.</p> <p>Demographic profiles of Mosman will be updated with the progressive release of ABS 2011 Census data.</p>
Prepare new plans of management for community land.	Ongoing	Draft Plans of Management were prepared for Parks and Natural Areas (Bushland) community land consistent with Mosman LEP2012. Council resolved to exhibit the draft Plans for public comment. The exhibition period commenced on 21 June 2012.
Seek and obtain permanent exemption from the Codes SEPP for the scenic protection area.	Ongoing	The NSW Department of Planning and Infrastructure called for submissions from councils seeking permanent exclusion or exemption from the Codes SEPP in September 2011. As at 30 June 2012 the Department has yet to refer submissions to an Independent Panel to make recommendations.
Prepare a Masterplan for Spit Junction	Ongoing	<p>After successfully obtaining a significant NSW Government grant Council appointed a team of consultants to undertake the project. Work commenced in November 2011 and is on track to be completed in October 2012. Key points of progress to date have included:</p> <ul style="list-style-type: none"> ➤ preparation of an Engagement Plan ➤ development of project brand ➤ establishment of and meetings with a Community Reference Group ➤ Development of website content, Facebook and twitter accounts ➤ community consultation events in March and June 2012, including market stalls, workshops, blogs and website updates, Facebook and twitter, council wide newsletter. ➤ Development of concept plans and draft Masterplan.
Undertake a land use study.	Ongoing	This study is scheduled for 2012/13.
Provide detailed planning guidelines (DCPs) for residential, business and other areas to ensure that development is well designed and environmentally sustainable.	Ongoing	Following public exhibition in 2009 the draft development control plans for Residential, Business Centres and Open Space and Infrastructure zones were amended and reported to Council in March 2012 for adoption after the finalisation of Mosman LEP2012. The three DCPs came into force on 29 March 2012.
Undertake (host) the Mosman Design Awards 2013.	Ongoing	This project is scheduled for 2012/13.
<ul style="list-style-type: none"> ➤ Review and update contribution plans including quarterly CPI adjustments. 	Ongoing	Existing Contributions Plans were replaced by a single Section 94A Development Contributions Plan which commenced on 23 February 2012.
Prepare a new contributions plan for Mosman Junction (car parking)	Ongoing	Work on this project is still dependant upon the final outcome of negotiations with land owners over the potential redevelopment of the Raglan Street West car park.
Prepare a new contributions plan for Spit Junction (car parking)	Ongoing	Any new Contributions Plan for car parking at Spit Junction is contingent upon the outcomes of the Spit Junction Masterplan.

STATEMENT OF MEANS	DATE	PROGRESS
Review existing contributions plan for open space.	Ongoing	Existing Contributions Plans were replaced by a single Section 94A Development Contributions Plan which commenced on 23 February 2012.
<ul style="list-style-type: none"> ➤ Advocate in the interests of Mosman and lobby government to protect those interests by preparing submissions on relevant Government Policy, Inquiries and Legislation. ➤ Attend and contribute to workshops/information sessions on State policy and legislative change. ➤ Attend and contribute to SHOROC groups and other planning networks. 	Ongoing	Submissions have been made on the following: <ul style="list-style-type: none"> ➤ Draft SEPP (State and Regional Development 2011) ➤ Deemed SEPPs repeal ➤ Codes SEPP discussion paper ➤ Amendment to ISEPP (Educational Establishments) ➤ Draft planning circular 'Calculating the genuine estimated cost of development' ➤ Group Homes ➤ Metro Strategy Discussion Paper ➤ Infrastructure SEPP amendment (educational establishments) ➤ LEP Delegations - draft Policy ➤ Standard Instrument Amendments.
Prepare a Masterplan for Spit Junction.	Ongoing	After successfully obtaining a significant NSW Government grant Council appointed a team of consultants to undertake the project. Work commenced in November 2011 and is on track to be completed in October 2012. Key points of progress to date have included: <ul style="list-style-type: none"> ➤ preparation of an Engagement Plan ➤ development of project brand ➤ establishment of and meetings with a Community Reference Group ➤ Development of website content, Facebook and twitter accounts ➤ community consultation events in March and June 2012, including market stalls, workshops, blogs and website updates, Facebook and twitter, council wide newsletter. ➤ Development of concept plans and draft Masterplan.
<ul style="list-style-type: none"> ➤ E-newsletters ➤ Host practitioner workshops ➤ Use of film and You Tube ➤ Undertake periodic surveys of the community to measure the effectiveness of strategic planning projects and consultation. 	Ongoing	The Urban Planning newsletter is produced every two months and is distributed to 530 subscribers. The numbers of subscribers continues to grow with around 170 new subscribers this year. Part of the consultation for the Spit Junction Masterplan in March included the production of a short video compilation of people's thoughts and ideas about how to revitalise the business centre.
Development of new planning website www.mosmanplanning.net	Ongoing	The Mosman planning website has been developed to showcase current projects and provide an alternative platform for public consultation. The content changes regularly and provides the opportunity to highlight a particular project, which this year has been the Spit Junction Masterplan. Visitors to the site are also using the "Ask Joe" enquiry facility as well as finding out about the new LEP.
Implement increased use of social media.	Ongoing	The Urban Planning team is increasing our use of social media through the Spit Junction Masterplan by creating a People's Junction Facebook page and a twitter account. The Facebook page has been effective at developing a following and providing opportunities for discussion and comment.

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Ensure plans provide for opportunities for development which would include a range of housing choices. ➤ Maintain a housing strategy which seeks to satisfy both local and State Government objectives. ➤ Monitor State policies and Plans on this issue (eg Metropolitan Strategy and SEPP Affordable Rental Housing). 	Ongoing	<p>The Mosman LEP2012 provides opportunities for a range of housing choices in Mosman, building on the housing diversity that is an established part of the built environment. Planners continue to be involved in the metropolitan and sub-regional planning facilitated by the NSW Government and other organisations.</p>
<ul style="list-style-type: none"> ➤ Internal collaboration within Council. ➤ Promotion of sustainable buildings and lifestyle choices. ➤ Guidelines and controls within the LEP and DCPs. 	Ongoing	<p>The newly adopted DCPs include guidelines for sustainability. The provisions contained in Mosman LEP2012 were largely constrained by the rigidity of the Standard Instrument format, however, there are provisions such as the foreshore building line that address climate change adaptation.</p>

PROGRAM 3: URBAN PLANNING
 Convenor: Director Environment & Planning

SUBPROGRAM 3.04: HERITAGE PLANNING
 Co-ordinator: Manager Urban Planning

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Identify, list and review heritage items and heritage conservation areas. ➤ Implement any relevant, outstanding recommendations of previous heritage studies including 2007 Heritage Study, Boronia Conservation Management Plan. ➤ Investigate and utilise funding opportunities for heritage projects. ➤ Implement relevant recommendations of the Aboriginal Heritage Study. 	Review in April	The completion of Mosman LEP 2012 resulted in the listing of seven additional heritage items and two new heritage conservation areas, <i>Lower Boyle Street</i> and <i>Glover and Nathan's Estates</i> .
Develop and prepare a co-ordinated program of on-site interpretation of significant sites in Mosman.	Review in March	This initiative is scheduled for 2012/13.
<ul style="list-style-type: none"> ➤ Investigate and utilise opportunities to promote heritage conservation and educate the community, including Mosman Design Awards. ➤ Provide high level customer service and information via website and other media. 	Review in July	<p>A new heritage information flyer was produced and distributed to all properties with a new heritage listing under Mosman LEP2012. The Local Heritage Fund was promoted with a brochure distributed to all households and Mosman which resulted in an increased level of awareness and interest in the Fund. In addition a promotional flyer for the Mosman Design Awards was produced which is distributed with all development consents for building works.</p> <p>Heritage information on the website continues to be updated.</p>
Prepare photographic surveys of all heritage conservation areas.	Review in December	Photographic surveys for all heritage conservation areas under the previous Mosman LEP1998 were completed. The finalisation of Mosman LEP2012 has resulted in the listing of two new heritage conservation areas. Photographing all properties within these areas is underway.
<ul style="list-style-type: none"> ➤ Provide a heritage advisory service for advice on heritage matters and for community education. ➤ Continue with Local Heritage Fund on an annual basis. ➤ Update the State Heritage Inventory as required 	Review in July	<p>The heritage advisory service continues to provide specialist heritage advice to owners of heritage properties. Council's heritage advisor visited council 13 times providing advice on 170 matters.</p> <p>Under the Local Heritage Fund \$19,120 was awarded to thirteen maintenance and restoration projects which made a positive contribution to the heritage landscape of Mosman.</p>

PROGRAM 4: PLANNING AND BUILT ENVIRONMENT

Convenor: Manager Development Services

SUBPROGRAM 4.01: DEVELOPMENT ASSESSMENT AND REGULATION

Co-ordinator: Manager Development Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Provide planning information and documents of a high standard ➤ Process applications ➤ Provide pre-lodgement advice to prospective applicants and community ➤ Maintain consistent standards and policies with other departments ➤ Complaints investigation, resolution and provision of feedback to community ➤ Review and implement procedure improvements 	Review in July	Ongoing.
<ul style="list-style-type: none"> ➤ Monitor and review approved development ➤ Negotiate outcomes which align with policy objectives and community expectations while having regard to design intent ➤ Carry out regulatory enforcement and ensure appropriate management of building sites, environmental controls and to minimise obstructions on Council property ➤ In assessing Development Application and framing consent conditions, ensure relevant performance standards, legislation codes and policies are taken into consideration 	Review in July	Council continues to operate across the range of approval and regulatory planning and development areas having regard to achieving good customer service, high quality design and effective regulation and enforcement.
<ul style="list-style-type: none"> ➤ Undertake inspections and provide information to achieve required regulatory safety standards ➤ Continue to monitor fire safety issues and implement outcomes of Fire Safety Upgrade Program ➤ Periodically inspect swimming pools and fencing in accordance with the Swimming Pools Act 	Review in July	Periodic and opportunistic inspections are made in respect of fire safety and swimming pool safety within Mosman.
Review of existing and development of revised Compliance Policy for investigating and prioritising complaints, actions and feedback.	Ongoing	The draft policy was placed on public exhibition and the final Compliance and Enforcement Policy was adopted by Council.
Inspect the municipality from the Harbour.	Ongoing	Deferred until the election of the new Council in 2012.
<ul style="list-style-type: none"> ➤ Provide pre-lodgement advice to prospective applicants and community ➤ Negotiate outcomes and apply conditions. 	Ongoing	Free advice is provided by the Duty Planner and all assessment staff as well as Council's Heritage Advisor. Where possible and appropriate negotiated outcomes are pursued with suitable conditions applied to all applications.

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Provide training and promote sustainable building practices to staff, home owners and development proponents ➤ Negotiate with developers and home owners to achieve better building performance. 	Ongoing	<p>Staff are provided opportunities to undertake training both internally and externally on good environmental performance and information and resources are provided to customers. Achievement of high quality outcomes in all areas of building design applies in all applications.</p>

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment & Planning

SUBPROGRAM 5.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Director Environment & Planning

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Facilitate the Green Revolving Fund mechanism to provide ongoing funding for future sustainability initiatives ➤ Incorporate sustainable design principles in new and existing buildings ➤ Implement the actions in the Greenhouse Gas Reduction Plan and Sustainable Purchasing Action Plan ➤ Implement Council's Environmental Sustainability Policy ➤ Collaboration between Council divisions to implement sustainability initiatives . 	Review in July	Actions in the environmental policies and plans are being implemented as per the action table schedule. Documents have been developed to assist in the facilitation of the Green Revolving Fund.
Develop and prepare an integrated State of the Environment Report for Mosman Council.	Review in March	Data collection has begun for the 2011/12 State of the Environment Report. To be completed by November 2012.
<ul style="list-style-type: none"> ➤ Monitor environmental legislative developments, update the register of environmental legislation and communicate to staff (and Councillors where required) with environmental responsibilities accordingly. 	Ongoing	Register updated as required.
Revise the Environment Management Plan (EMP) utilising ISO 14001 and EMS frameworks.	Review in November	Ongoing.
<ul style="list-style-type: none"> ➤ Facilitate the Sustainability Group Participate in collaborative initiatives, regional forums and networking groups on environmental and sustainability issues as relevant 	Review in March	The Sustainability Group met on 12 July 2012. The member Councillors were thanked for their contributions to the group. Networking forums attended as required.
Develop and adopt a Sustainable Events Policy for Council.	Ongoing	Council submitted its first annual evaluation report on the outcomes of the Sustainable Event Management Policy to the Office of Environment and Heritage in May 2012.
Participate in the CEE Change project and provide support for the PIRATES group in implementing sustainability actions across Council.	Ongoing	The CEE Change Program is near completion - this program was extended until 31 August 2012. Final reporting and dissemination events for NSW Council's will be undertaken during August. The PIRATES will continue to implement internal sustainability projects.

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Conduct an annual independent financial audit of CEC program. ➤ Continue to investigate and pursue external funding for CEC projects ➤ Investigate opportunities for and develop CEC projects that combine elements from the different CEC programs and include a comprehensive education component ➤ Report directly to the community and Council on the progress of the CEC ➤ Pursue opportunities to work with local community groups on CEC projects. 	Ongoing	CEC program has been completed with the construction of the last remaining SQID in Pearl Bay.
Complete remaining CEC projects.	Ongoing	CEC program has been completed with the construction of the last remaining SQID in Pearl Bay.
<ul style="list-style-type: none"> ➤ Monitor environmental legislative developments, update the register of environmental legislation and communicate to staff (and Councillors where required) with environmental responsibilities accordingly ➤ Ensure the application of environmental impact assessment guidelines and procedures for Council works and services, by Council staff ➤ Enforce relevant legislation where necessary to reduce pollution and to reduce harm to human health and the environment (including Local Government Act, Protection of the Environment Operations (POEO) Act, Noxious Weeds Act, and relevant sections to the Sydney Water Act). 	Ongoing	Legislation enforced as required. Environmental Impact Assessment Manual to be updated based on feedback from consultation.
<ul style="list-style-type: none"> ➤ Prepare environmental procedures manuals for internal continuous improvement ➤ Report to the Office of Environment and Heritage (OEH) on the Environmental Sustainability Action Plan ➤ Report to OEH on required Waste and Sustainability Improvement Payments (WASIP) standards. 	Ongoing	All reports on the WASIP Standards for 2011/12 were submitted to the Office of Environment and Heritage in May 2012. Environmental Sustainability Action Plan to be reported on by December 2012 and included in the Annual Report for 11/12.
Implement Council's Sustainable Transport and Fleet Program	Ongoing	Ongoing.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment & Planning

SUBPROGRAM 5.02: CLIMATE CHANGE AND AIR QUALITY

Co-ordinator: Manager Environment and Services

STATEMENT OF MEANS	DATE	PROGRESS
Commence energy efficient lighting retrofit for selected Council buildings	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Implement actions identified in the Climate Change Risk Assessment Adaptation Report ➤ Monitor State and Federal Government programs and policies on Climate Change 	Ongoing	Government climate change policies monitored on an ongoing basis.
Implement actions identified in the Energy Management Plan.	Ongoing	Actions being implemented as per the action plan schedule. Energy efficient hand dryers have been installed at the Civic Centre, and the third phase of the energy efficient lighting retrofit at Vista Street car park will commence in August 2012.
Partner with Eurobodalla Council to implement the Green Precincts Solar project.	Ongoing	Council is no longer involved in this program.
<ul style="list-style-type: none"> ➤ Review and implement actions in the Greenhouse Gas Reduction Plan 	Ongoing	Actions are being implemented as per the action plan schedule.
Undertake an inventory of Council's greenhouse gas emissions, and reset Council's greenhouse gas reduction targets.	Ongoing	The corporate greenhouse gas reduction target will be reset by Council prior to the end of 2012.
Undertake an energy efficient lighting retrofit of selected Council buildings.	Ongoing	Second stage of the lighting retrofit program has been completed. Stage 3 of the lighting retrofit program will commence in August 2012.
<ul style="list-style-type: none"> ➤ Continue to implement sustainable transport education programs for the community to reduce reliance on motor vehicles 	Ongoing	Sustainable Transport programs have been implemented during 2011/12 and will continue in 2012/13.
<ul style="list-style-type: none"> ➤ Increase Council's uptake of renewable energy ➤ Continue to purchase 10% Green Power for Council's primary sites and 100% Green Power for street lighting ➤ Inclusion of solar panels and other forms of renewable energy in building design plans, and installation of solar panels on Council buildings as appropriate 	Ongoing	Investigation of Solar Power on Council Buildings has been completed. Solar Panels installed on Marie Bashir Sports Centre.
Develop and implement a community education program for renewable energy.	Ongoing	The Green Strata workshop was held for the community in April. Council has continued its participation in the Climate Clever Program.
Support CEFE and other Mosman community groups, as appropriate, in delivering sustainability programs in the Mosman community.	Ongoing	Support continued to be provided as required.

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Continue to maintain and provide infrastructure to support sustainable transport (e.g. bike paths, bike racks) ➤ Continue to provide updated sustainable transport maps of Mosman ➤ Revise and implement actions in the Sustainable Transport and Fleet Action Plan 	Ongoing	Sustainable transport actions implemented. Outcomes of the Sustainable Transport and Fleet Action Plan were reported to the Office of Environment and Heritage in May 2012.
Promote the Car Share Scheme to the community and identify further potential locations as required.	Ongoing	There are now 5 car spaces for Go Get Car share in the Mosman LGA. Reports show the car share vehicles are being well used by the community and membership in Mosman has increased.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment & Planning

SUBPROGRAM 5.03: TOTAL WATER CYCLE

Co-ordinator: Manager Assets and Services

STATEMENT OF MEANS	DATE	PROGRESS
Install a SQID to filter Plunkett Road sub catchment HB8.	Review in December	Plunkett Road SQID has been constructed and is in operation.
Install a SQID in Pearl Bay Avenue to filter Pearl Bay sub catchment TS2.	Review in December	Pearl Bay SQID has been constructed and is in operation.
Install a SQID in Reginald Street to filter part of Mosman Bay West sub catchment subject to negotiation with North Sydney Council MB3.	Review in June	Project cancelled due to no funding commitment from North Sydney Council. (SQID catchment is shared between North Sydney and Mosman).
Install a SQID in Brierley Street to filter part of Mosman Bay West subject to negotiation with North Sydney Council MB7.	Review in June	Project cancelled due to no funding commitment from North Sydney Council. (SQID catchment is shared between North Sydney and Mosman).
Undertake video analysis of stormwater pipelines which are suspected to require rehabilitation and incorporate required works into Council's Stormwater Asset Management Plan.	Review in April	Ongoing.
Undertake rehabilitation on pipelines identified in Council's Asset Management Plan.	Review in July	Ongoing.
Continue involvement in the Sydney Water Overflow Abatement Program.	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Review and evaluate cleanout frequency of SQIDs to ensure ongoing effectiveness and efficiency of the devices and removal of pollutants ➤ Collect relevant information on pollutants captured from SQIDs and report annually ➤ Collect, collate and report upon data from the State Government's Beachwatch program ➤ Continue involvement in the Sydney Water Overflow Abatement Program as required 	Ongoing	Ongoing. Reported annually as part of CEC report.
<ul style="list-style-type: none"> ➤ Continue to investigate opportunities for large-scale water-sensitive urban design asset renewal projects consistent with the development of asset management plans, public domain improvement projects and open space improvements ➤ Implement outstanding Every Drop Counts recommendations 	Ongoing	Ongoing.
Implement and report annually on actions identified in the Water Efficiency Management Plan.	Ongoing	Ongoing.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment & Planning

SUBPROGRAM 5.04: BIODIVERSITY

Co-ordinator: Manager Environment and Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Review, revise and implement the 5 year rolling program for the upgrade of walking tracks and trails through Council's bushland areas ➤ Implement the feral animal control program ➤ Support and participate in the Native Bogul/Black Rat Project in partnership with UNSW, USydney, Taronga Zoo, NSW NPWS, Rentokil 	Ongoing	Ongoing with works to Quakers Hat Bay paths and Parriwi path scheduled for 2012/13 financial year.
Investigate the development of bushland corridors through Mosman.	Ongoing	Ongoing.
Develop and implement the Backyard Biodiversity Assessment and Responsible Pet Ownership community education program.	Ongoing	The program is continuing. The two wildlife mortality signs have been installed in the Mosman LGA, and the responsible pet ownership brochure is currently being developed for completion and distribution in time for Pets Day Out 2012.
<ul style="list-style-type: none"> ➤ Coordinate, support and promote Council's volunteer Bushcare Program ➤ Implement the plan for the future management of Phytophthora Cinnamomi 	Ongoing	Ongoing.
Undertake tender for Manage the Middle Harbour and Port Jackson catchments Bushland Restoration 2012 - 2017.	Ongoing	Contracts for work have been entered into.
Implement a sustainable bushland management program	Ongoing	Ongoing.
Progressively implement the Unmade Roads Rehabilitation Strategy.	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Redesign seawalls to provide habitat for intertidal communities (when repair/restoration works are required) ➤ Incorporate environmental considerations into marine assets contracts and the management of marine assets, facility development, and asset refurbishment and renewal ➤ Continue to hand rake Chinamans Beach, under the Beach Cleaning Contract to reduce impacts on intertidal and sandy beach ecology 	Ongoing	Ongoing. Council has also begun the preparation of the Mosman Coastal Zone Management Plan examining risks and impact to coastal assets.
Include an option in the Beach Cleaning Contract to hand rake other Mosman Beaches including Clifton Gardens.	Ongoing	Option included in the contract extension for the Spit and Little Sirius Cove - mechanical raking only as necessary in consultation with the contract supervisor.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment & Planning

SUBPROGRAM 5.05: TREES

Co-ordinator: Team Leader Open Space

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Update and provide user-friendly information to communicate Council's tree policies. ➤ Continue to implement the five year forward planting program for street trees in accordance with the Street Tree Master Plan ➤ Monitor and review the contract for the proactive management and maintenance of Council's street trees and trees in parkland reserves ➤ Participate in National Tree Day activities ➤ Contribute to the development of statutory recognition of the Urban Forest as an element in the natural and urban environment ➤ Update annually the Urban Forest Management Register 	Review in July	Ongoing.
Implement recommendations of report on Balmoral Figs subject to available funds.	Ongoing	Works continue to progress including fencing, decompaction, fertilising and application of root hormone treatments.
Review and revise tree preservation application processes and procedures following gazettal of Mosman Local Environmental Plan 2010.	Ongoing	Works continue to progress including fencing, decompaction, fertilising and application of root hormone treatments.
Audit Tree Preservation Order (TPO) approvals where replacement trees have been required to ensure they are planted.	Ongoing	Ongoing.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment & Planning

SUBPROGRAM 5.06: LAND AND COAST

Co-ordinator: Manager Environment and Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none">➤ Develop environmental management plans for Council sites as required➤ Ensure compliance with the Site Environmental Management Plan for Lots 13 - 15 Julian Street➤ Ensure compliance with the Environmental Management Plan for the Northern Nursery School➤ Ensure compliance with the Site Environmental Management Plan for Balmoral Oval/Park	Review in September	Compliance with EMP's ongoing.
<ul style="list-style-type: none">➤ Design and construct foreshore works using the 'sea-level rise' benchmarks adopted by the NSW State Government	Review in July	Benchmarks observed with all works. Council is currently undertaking a Stormwater Asset Management Plan, a Flood Study and a Coastal Zone Management Plan. All projects are being coordinated to examine impact of sea level rise.
Establish a community garden open to all Mosman residents in an accessible location.	Ongoing	Ongoing.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment & Planning

SUBPROGRAM 5.08: ENGAGEMENT AND EDUCATION FOR SUSTAINABILITY

Co-ordinator: Manager Environment and Services

STATEMENT OF MEANS	DATE	PROGRESS
Conduct programs that encourage water and energy conservation and efficiency including home audits and retrofit programs.	Quarterly Review	Ongoing.
Implement Mosman's sustainable Business Champions Program	Half Year Review - March, September	Ongoing.
<ul style="list-style-type: none"> ➤ Continue to promote the Sydney Water Rainwater Tank Rebate and community water efficiency programs ➤ Continue to implement community programs to encourage waste minimisation, reuse and recycling ➤ Continue to implement community education and awareness programs to encourage energy efficiency and uptake of renewable energy in the community 	Ongoing	Programs continuing.
Implement the new Living Mosman, Living Environment Program.	Ongoing	The Living Mosman Program for 2012 is currently being implemented.
Promote and utilise the branding of the 'Living Mosman' concept for all external community programs.	Ongoing	The Living Mosman branding has been used in all sustainability programs/advertising.
Develop and implement a Multi-Unit Dwelling sustainability awareness and behaviour change program.	Ongoing	Multi-Unit Dwelling Program completed. The pilot program involved the participation of 4 Multi-Unit Dwellings in Mosman. The program involved blitz days, composting/worm farming, planting native gardens, workshops/talks on energy and water efficiency and green strata.
Implement the Mosman Sustainable Business Champions Program.	Ongoing	The program is scheduled to be completed by October 2012, due to delay in delivery of program materials.
Develop and implement the Backyard Biodiversity Assessment and Responsible Pet Ownership Education Program.	Ongoing	Program has commenced. The wildlife mortality signs have been installed in the Mosman LGA. The Responsible pet ownership brochure will be developed ready for distribution on Pets Day Out 2012.
Implement an environment and the arts program.	Ongoing	Program currently being reviewed.
Design and implement a Community Sustainable Transport Event.	Ongoing	Program to be reviewed - with possibility of being implemented in 2012/13.
<ul style="list-style-type: none"> ➤ Continue to implement staff awareness programs on all aspects of sustainability ➤ Implement the Mosman Council Leading Change for Sustainability (CEE Change) Program 	Ongoing	Staff programs implemented during 2012, and to continue in 2013.
Utilise results from environmental social research to improve effectiveness of environmental education and engagement.	Ongoing	Achieved.
Develop an Education for Sustainability Strategy and Community Engagement Plan.	Ongoing	To be developed in 2012/13.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment & Planning

SUBPROGRAM 5.09: ENVIRONMENTAL AND PUBLIC HEALTH

Co-ordinator: Manager Environment and Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none">➤ Regulate premises that offer skin penetration services, premises that have public swimming pools, and premises with water cooling and warming systems➤ Enforce provisions of the Public Health Act 1991, Local Government Act 1993, Environmental Planning and Assessment Act 1979 and associated regulations➤ Continue to review, revise or develop environmental health policies and procedures➤ Deliver community education initiatives to support regulatory activities	Ongoing	Ongoing.
Review and finalise the Environmental Incidents Response Plan.	Ongoing	To be revised and finalised during 2012/13.
Develop, adopt and implement a grey water policy.	Ongoing	Grey Water Policy adopted by Council.
<ul style="list-style-type: none">➤ Investigate offensive noise complaints and enforce the provisions of the Protection of the Environment Operations Act 1997, and associated noise regulations	Ongoing	Ongoing.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment & Planning

SUBPROGRAM 5.10: WASTE

Co-ordinator: Manager Environment and Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Promote disposal and recycling schemes for household and commercial hazardous waste ➤ Undertake an annual audit of hazardous materials used by Council contractors ➤ Implement community programs including Second Hand Saturday and Clothes Swap to encourage material reuse ➤ Undertake waste audits of Council facilities as often as required ➤ Continue to provide public place recycling stations in Mosman ➤ In partnership with SHOROC and Kimbriki investigate and deliver a regional waste facility that recovers resources and sustainability manages organic by-products ➤ Implement the Waste action plans to meet OEH targets for waste diversion to landfill ➤ Administer the Waste and Recycling Services Contract to ensure the contractor performs the services in accordance with the full requirements of the contract ➤ Undertake an audit of the Waste contractor's compliance with the Contract Safety Plan 	Review in July	Programs completed for 2011/12. Clothes Swap event planned for November 2012 and Second Hand Saturday to be implemented on 4 August 2012.
Renew waste bins in Military Road Business Centres as part of upgrade works.	Review in September	Ongoing.
Deliver a new bin service to the community including organics collection, upon operation of the Alternative Waste Technology at Kimbriki.	Monthly Review	Phase one of education plan has been completed. Community feedback has been compiled for use in developing the education program. At this stage timeframe for operation is 2015.
Renew the Waste and Recycling Services Contract in line with the new bin service.	Ongoing	New waste and recycling contract has commenced.
Implement the litter prevention strategy in conjunction with public place recycling and the waste education strategy Provide support for Clean Up Australia Day	Ongoing	Ongoing.
Renew waste bins in Military Road Business Centres as part of upgrade works.	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Implement the litter prevention strategy in conjunction with public place recycling and the waste education strategy ➤ Provide support for Clean Up Australia Day 	Ongoing	Clean Up Australia Day supported. Outcomes of the litter strategy reported to the Office of Environment and Heritage in May 2012.

STATEMENT OF MEANS	DATE	PROGRESS
Implement the actions in Council's Litter and Illegal Dumping Program.	Ongoing	Actions implemented as per the program schedule.
Prepare a procedure for dealing with waste dumping.	Ongoing	To be developed for inclusion in the Incident Response Plan - for completion during 2012/13.
Review and implement the e-waste collection strategy.	Ongoing	E-waste Kerbside collection undertaken during 2012.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment & Planning

SUBPROGRAM 5.11: ENVIRONMENTAL CLEANING SERVICES

Co-ordinator: Manager Environment and Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Administer the Street and Gutter Cleaning Services Contract, Beach and Reserves Cleaning Services Contract, Civic and Public Amenity Buildings Cleaning Contract, and the Graffiti Management Contract, to ensure that services are performed in accordance with the full requirements of each Contract ➤ Benchmark and review the existing graffiti contract against best practice, and review the levels of service to ensure ongoing provision of efficient and effective services ➤ Benchmark and review the Street and Gutter Cleaning Contract against recommendations to ensure the ongoing provision of efficient and effective services ➤ Periodically audit all services to ensure contractor compliance with specifications 	Review in July	Ongoing.
<ul style="list-style-type: none"> ➤ Ensure that contracts stipulate minimisation of toxic and harmful substances ➤ Audit contractors on a quarterly or biannual basis to ensure use of toxic and harmful substances has been minimised 	Review in July	Ongoing.
Renew the Street and Gutter Cleaning Contract.	Ongoing	Achieved.
Review the Beach and Reserves Cleaning Contract.	Ongoing	Achieved - contract renewed.
Review the Public Amenities Building Cleaning Contract.	Ongoing	Contract has gone to tender. Recommendation to be adopted by Council at August meeting. New contract to commence in October.
Review the Graffiti Management Contract.	Ongoing	Contract has gone to tender. Recommendation to be adopted by Council at the August meeting. New contract to commence in October.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment & Planning

SUBPROGRAM 5.12: FOOD SAFETY

Co-ordinator: Manager Environment and Services

STATEMENT OF MEANS	DATE	PROGRESS
Develop and implement an education strategy for the delivery of food safety information (fact sheets, newsletters etc) to local industry, the community and relevant Council officers	Review in October	Distribution of the Mosbites newsletter, and workshops provided on food safety/food handling.
Develop and implement an IT based integrated data management system	Ongoing	Ongoing.
Participate in Council's sustainability projects relevant to food businesses.	Annual Review	Ongoing.
<ul style="list-style-type: none"> ➤ Regulate premises offering food for sale in accordance with the Food Service Plan and Food Surveillance and Enforcement Policy ➤ Implement standard operating procedures for food premises inspections and assessments ➤ Evaluate the Food Service Plan, inspection outcomes and service quality, and Report (internal and external) in accordance with the Food Service Plan 	Ongoing	Ongoing inspections and reporting. Report completed and submitted to the NSW Food Authority in July 2012.
<ul style="list-style-type: none"> ➤ Develop and deliver regular food handler training sessions to local businesses, Council staff and volunteers ➤ Implement programs introduced by the NSW Food Authority, including Scores on Doors and ensuring all food premises have a trained supervisor on site 	Ongoing	Continuing to work on the Food Safety Supervisors Program. Two food handler workshops held per year.
Develop procedures and a communication strategy for management of food stalls at events.	Ongoing	Procedures in place for food stalls at events.

PROGRAM 6: PARKS & RECREATION
 Convenor: Director Environment & Planning

SUBPROGRAM 6.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS
 Co-ordinator: Director Environment & Planning

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Ensure that information on parks and recreational facilities is widely available and easily accessed ➤ Carry out user satisfaction surveys of all sporting groups using Council's sporting fields on a seasonal basis ➤ Prepare strategies to facilitate prompt and effective decision-making concerning the management of open space and recreational services ➤ Undertake inspections of parks, reserves and recreation areas and facilities to ensure their safety and condition ➤ Provide opportunities for community involvement in, and consultation on, recreational development ➤ Participate in industry benchmarking programs relating to parks assets 	Review in July	Ongoing. Currently Open Space Assets are benchmarked against Australia and New Zealand data; Contractor and condition assessments undertaken on playground assets and other open space maintenance contracts.
Carry out user satisfaction surveys of all sporting groups using Council's sporting fields on a seasonal basis.	Ongoing - July	Ongoing.
Prepare strategies to facilitate prompt and effective decision-making concerning the management of open space and recreational services.	Quarterly Review - July	Ongoing.
Undertake inspections of parks, reserves and recreation areas and facilities to ensure their safety and condition.	Ongoing - July	Ongoing.
Provide opportunities for community involvement in, and consultation on, recreational development.	Ongoing - July	Ongoing.
Participate in industry benchmarking programs relating to parks assets.	Ongoing - July	Ongoing.
Review of respective planning projects with a view to seeking joint funding for cooperative projects	Ongoing	Ongoing. Grants with the SHFT applied for on an annual basis.
Complete existing Drill Hall Common projects and work to provide linkages to Headland Park for pedestrians and cyclists.	Ongoing	Ongoing.
Complete existing Drill Hall Common projects and work to provide linkages to Headland Park for pedestrians and cyclists.	Ongoing	Completed.

PROGRAM 6: PARKS & RECREATION
 Convenor: Director Environment & Planning

SUBPROGRAM 6.02: PARKS, GARDENS, PLAYGROUNDS AND CIVIC SPACES
 Co-ordinator: Manager Assets and Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Undertake projects in accordance with relevant priority programs and Plans of Management ➤ Implement, where appropriate, public domain improvements for Mosman's civic spaces in accordance with the Public Domain Improvement Program 	Review in July	Ongoing.
Develop and adopt a standard suite of street/park furniture and implement a full maintenance program and upgrade for all.	Review in June	Street furniture suite for Military Road adopted by Council and installed in June 2012. Maintenance schedule incorporated in existing maintenance regime for Street Furniture Assets under the Road Asset Management Plan.
Continue to work with the community and across the organisation regarding improving accessibility to open space areas for people in wheelchairs, and those with prams, people with sight impairment and elderly	Review in July	Ongoing. Map of unformed footpaths completed with inclusion of kerb ramps scheduled for end of 2012. Matter will be subject to discussions with Accessibility Committee. Grant received for the improvement to accessibility to Balmoral Baths. Consultants currently being sought to prepare a design. Consultation will occur late 2012 with improvements undertaken in 2013. Assessment of Disability Parking Spaces underway at Balmoral and Bradley's Head with work to improve spaces scheduled for early 2013.
<ul style="list-style-type: none"> ➤ Continue to review off-leash dog areas ➤ Incorporate public art and heritage features in key informal open spaces, as part of Plans of Management and playground planning subject to funding 	Review in July	Ongoing.
Undertake a review of walking paths and develop strategies to address issues and improve the provision of the paths, associated signage and disability access.	Ongoing	Ongoing. Map of unformed footpaths completed with inclusion of kerb ramps scheduled for end of 2012. Matter will be subject to discussions with Accessibility Committee. Grant received for the improvement to accessibility to Balmoral Baths. Consultants currently being sought to prepare a design. Consultation will occur late 2012 with improvements undertaken in 2013.
Undertake upgrades of playgrounds at The Spit and Rosherville.	Ongoing	Public consultation for Rosherville Playground complete and construction scheduled for September 2012. Consultation for Spit Playground to commence in late 2012 with construction complete by June 2013.

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Continue to implement the Playground Improvement Program while consulting with Community Services personnel, children, parents and Ward Councillors, and including consideration of a fully accessible playground at the Spit Reserve ➤ Investigate, identify and seek external funding opportunities to support the implementation of Open Space Capital Improvement Program ➤ Complete acquisition of Mosman Bowling Club 	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Continue to implement the Playground Improvement Program while consulting with Community Services personnel, children, parents and Ward Councillors, and including consideration of a fully accessible playground at the Spit Reserve ➤ Investigate, identify and seek external funding opportunities to support the implementation of Open Space Capital Improvement Program ➤ Complete acquisition of Mosman Bowling Club 	Ongoing	Ongoing. Consultation undertaken on all playground upgrades.

PROGRAM 6: PARKS & RECREATION
 Convenor: Director Environment & Planning

SUBPROGRAM 6.03: RECREATIONAL FACILITIES
 Co-ordinator: Manager Assets and Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Implement and audit the maintenance program for structures and furniture in sporting fields and surrounds ➤ Continue to progress water reuse projects endorsed by Council to reduce dependency on mains water supply for irrigation and maintenance of sporting fields ➤ Ensure that environmental implications are considered when developing or reviewing works and maintenance programs in an effort to reduce environmental impacts 	Review in July	Ongoing.
Ensure the Swim Centre Operators practices are consistent with Ecologically Sustainable Development principles.	Ongoing - July	Ongoing.
Ensure that funds returned to Council under the Lease agreement are allocated annually to Reserve to fund plant replacement.	Ongoing - July	Ongoing.
Ensure the Swim Centre Specifications and Lease requirements are fulfilled in accordance with Facilities Management Plan.	Ongoing - July	Ongoing.
Review the irrigation requirements and irrigation maintenance programs for systems within sporting fields through Sydney Water ILEP Program.	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Continue to provide a booking service that facilitates public use of Council's parks, gardens, sporting fields, reserves and sporting halls. ➤ Ensure that users of sporting fields and facilities meet their financial obligations to the Council promptly and comply with user guidelines 	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Provide opportunities for community involvement in sports planning and ensure the needs of sporting field user groups are understood ➤ Review and update the Sporting Fields Capital Improvement program and report changes in the priority list to Council for endorsement 	Ongoing	Ongoing.
Fully commission Drill Hall Common projects.	Ongoing	Works completed and facilities operational.
Subject to part third party funding by the Mosman Cricket Club, investigate opportunities to improve sporting accommodation within the Allan Border Oval pavilion.	Ongoing	Ongoing.
Undertake replacement of Rawson Oval fence.	Ongoing	Completed August 2011.

STATEMENT OF MEANS	DATE	PROGRESS
➤ Review the Policy for Use and Maintenance of Sporting Fields	Ongoing	Ongoing.
Review use characteristics and operation of Drill Hall Common sporting facilities with a view to increasing opportunities for use and access.	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Ensure the Swim Centre Operators practices are consistent with Ecologically Sustainable Development principles ➤ Ensure that funds returned to Council under the Lease agreement are allocated annually to Reserve to fund plant replacement ➤ Ensure the Swim Centre Specifications and Lease requirements are fulfilled in accordance with Facilities Management Plan 	Ongoing	Major refurbishment undertaken in 2011/2012. Works have successfully been completed to design.
Undertake complete audit of plant and equipment at Swim Centre.	Ongoing	Completed with major refurbishment in 2011/2012.
Upgrade Plant and equipment at Swim Centre and rectify other construction issues.	Ongoing	Completed.

PROGRAM 6: PARKS & RECREATION
 Convenor: Director Environment & Planning

SUBPROGRAM 6.04: BEACHES, SEA POOLS AND FORESHORES
 Co-ordinator: Manager Environment and Services

STATEMENT OF MEANS	DATE	PROGRESS
Monitor climate change reports in order to safeguard sea walls and beach frontages.	Review in July	Ongoing and is being assessed with the Flood Study and Coastal Zone Management Plan.
Review adequacy and condition of boat/dinghy storage in reserves.	Review in July	Ongoing.
Prepare brief for development of Marine Structures Asset Management Plan.	Ongoing	Completed and adopted by Council.
Undertake Marine Structures Asset Management Plan.	Ongoing	Completed and adopted by Council.
Value all marine structures assets.	Ongoing	Completed and adopted by Council.
Review consultation for Clem Morath Pool and undertake any follow-up actions as determined by Council.	Ongoing	Construction on damaged area completed. However due to another storm event, more damage to the older part of the pool has occurred. Currently estimates of costs are being sought and a grant application for repair is being prepared.

PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

SUBPROGRAM 7.01: COLLABORATION, COMMUNICATION AND ACCOUNTABILITY

Co-ordinator: Director Corporate Services

STATEMENT OF MEANS	DATE	PROGRESS
Promote appropriate use of Emergency services and Rangers' contact numbers.	Quarterly Review	Ongoing.
Use the Council website and media including the Mosman Daily, Mosman News and newsletters to inform the community about community safety, crime and good news.	Quarterly Review - April	Ongoing.
Recognise (in consultation with Harbourside Local Area Command) those who make a major contribution to improving community safety and reducing crime.	Quarterly Review - September	Ongoing.
Lobby State government to retain Mosman Police Station as a 24 hour manned Police Station.	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Deliver Collaborative Management Plan: Local Solutions to Local Crime and Safety Issues (reviewed with the appointment of each new Local Area Commander) ➤ Ongoing partnerships and collaboration with Harbourside Local Area Command (HBLAC) 	Ongoing	Harbourside Command still reviewing document prior to meeting.
Foster ongoing partnership with HBLAC through formal meetings.	Ongoing	<p>Meetings regularly held particularly in regards to Local Emergency Operations.</p> <p>Disaster Plan (DISPlan currently under review by Mosman and North Sydney Councils with Harbourside LAC).</p>
<ul style="list-style-type: none"> ➤ Rangers provide Police contact details and promote reporting of community crime and suspicious activity. ➤ Work with Harbourside Local Area Command to develop strategies to improve visibility of Police. ➤ Promote crime prevention to the community using local media, the website and other technologies. ➤ Support Police open days and street talks. ➤ Council Rangers provide a regular overview of the function of Rangers and the support and assistance required from the Police to new personnel at Harbourside Local Area Command. ➤ Support Police Remembrance Day (29 September) and emergency services open days. 	Ongoing	Police assistance given whenever requested.
Coordinate and attend Community Safety Consultative Group meetings	Ongoing	Representatives attend meetings when convened.

PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

SUBPROGRAM 7.03: COMBATING OFFENCES AND CRIME

Co-ordinator: Manager Ranger Services

STATEMENT OF MEANS	DATE	PROGRESS
Council Rangers provide a regular overview of the function of Rangers and the support and assistance required from the Police to new personnel at Harbourside Local Area Command. Involve Council Rangers where appropriate in the Harbourside Local Area Command training days.	Ongoing - February	Ongoing.
Continue education in appropriate artistic expressions for young people.	Ongoing - September	Ongoing.
Promote the SHOROC Safe Parties Kit and the Party Register at Harbourside Police.	Ongoing - September	Ongoing.
Regularly review and if necessary enhance CCTV surveillance in Civic areas.	Ongoing - September	Ongoing.
Provide Police contact information to the community and encourage the reporting of all crimes.	Ongoing - September	Ongoing.
Support Police Remembrance Day (29 September) and Police Open Day (usually first Sunday in November).	Ongoing - September	Ongoing.
In association with the Police, promote personal and home safety using Council's website, the Mosman Daily and Mosman News.	Ongoing - September	Ongoing.
Continue the Youth Peer Program to encourage young people to keep safe and to report crime.	Ongoing - September	Ongoing.
Recognise and address the needs of older residents and invite Police to seniors' functions as guest speakers.	Ongoing - September	Ongoing.
Implement anti-graffiti strategies including reporting graffiti to Police, reporting graffiti on utilities and monitoring anti graffiti strategies.	Ongoing - September	Ongoing.
Advise the School Principals Liaison Group of safety and crime related issues and use this group to promote Police educational visits to schools.	Ongoing - September	Ongoing.
Continue the relationship between Council Youth Development staff and Harbourside Police, particularly with the Police YLO and North Sydney PCYC to develop relationships, confidence and trust with young people.	Ongoing - December	Ongoing.
Develop education strategies for parents regarding the safety of children and young people.	Ongoing - July	Ongoing.
➤ Advise the School Principals Liaison Group of safety and crime related issues and use this group to promote Police educational visits to schools		Attendance at meetings when convened.

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Continue education in appropriate artistic expressions for young people ➤ Promote the SHOROC Safe Parties Kit and the Party Register at Harbourside Police ➤ Continue the relationship between Council Youth Development staff and Harbourside Police, particularly with the Police Youth Liaison Officer and North Sydney Police and Community Youth Club to develop relationships, confidence and trust with young people ➤ Develop education strategies for parents regarding the safety of children and young people 	Ongoing	<p>- A range of artistic projects have been conducted engaging young people from across the LGA including mural painting, film making competition workshops and competitions, photography competitions, and many smaller scale localised arts and crafts activities through the Youth Centre.</p> <p>- The Youth Services team support promotion of the My Nite In pack as well as the party register.</p> <p>- Council's Youth Development Officer recently attended a liquor accord meeting and spoke in detail with the Harbourside LAC commander on issues relating to youth in Mosman. Both parties have identified an interest in further developing the working relationship to ensure community safety outcomes and general safety outcomes for young people.</p> <p>- Several parent education seminars have been conducted this year covering issues of drug and alcohol use by adolescents, as well as the implications of secondary supply of alcohol to minors. Other items addressing body image, back chat, and practical parenting have been conducted ensuring parents are best equipped to meet the developmental needs of their young people and to have educated discussions with them about things which impact their health and safety.</p>
Regularly review and if necessary enhance CCTV surveillance in Civic areas.	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ In association with the Police, promote personal and home safety using Council's website, the Mosman Daily and Mosman News ➤ Recognise and address the needs of older residents and invite Police to seniors' functions as guest speakers 	Ongoing	A successful Safety Forum was held and attended by a number of residents and service providers who provided information on a range of issues included safety at home and falls prevention.
<ul style="list-style-type: none"> ➤ Facilitate the provision of road safety information to all schools ➤ Provide road safety information to all schools and ensure high visibility parking patrols of schools zones by Rangers 	Ongoing	High visibility parking patrols completed daily and enforcement action taken where offences are observed.
Implement anti-graffiti strategies	Ongoing	Graffiti on public and private property reported promptly for removal by contractor.
Develop smart phone applications to report graffiti and public safety issues.	Ongoing	Project still under development by Internet Co-ordinator and IT Manager.
Ensure high visibility parking patrols of school zones.	Ongoing	Parking patrols completed daily and enforcement action taken where offences are observed.

PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

SUBPROGRAM 7.05: EVENT MANAGEMENT - SAFETY AND TRAFFIC ASPECTS

Co-ordinator: Manager Ranger Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none">➤ Ensure special events are organised in accordance with Council's Special Event Management Policy, and that special event organisers are aware of their responsibilities and meet all OHS and statutory requirements➤ Ensure ongoing coordination between Council, Police and special event organisers and relevant agencies including bookings for events, filming, facilities and reserves.	Review in September	Ongoing.
Provide safety information to residents and applicants holding events or street parties and ensure compliance	Review in September	Ongoing.
Ensure Mosman Festival 2011 is managed in accordance with Council's Special Event Management Policy particularly in regards to traffic management and risk management.	Ongoing	Mosman Festival 2011 held and managed in accordance with Council's Special Event Policy. No traffic incidents or community safety issues.
Ensure ongoing coordination between Council, Police, special event organisers and other relevant agencies regarding New Year's Eve, Boxing Day and Australia Day.	Ongoing	Coordination and planning between Council and Police was carried out prior to Boxing Day and NYE. No issues arising and preplanning for Australia Day completed. Meetings re 2012/13 festive season commenced.

PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

SUBPROGRAM 7.06: EMERGENCY MANAGEMENT

Co-ordinator: Manager Ranger Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none">➤ Provision of the Local Emergency Management Officer (LEMO) for Mosman-North Sydney and attend Local Emergency Management Committee meetings➤ Inform the community about Local Emergency Management	Review in September	Ongoing.
Maintain close relationships and support Mosman State Emergency Service, Fire Brigade and Ambulance services	Review in September	Assistance given to all emergency service units when required.
Coordinate and participate in desktop and emergency exercises	Ongoing	Council's Manager Ranger Services is Council's appointed representative in the Local Emergency Management program coordinated by the Commander of Harbourside Police.
<ul style="list-style-type: none">➤ Incorporate bushfire hazard reduction strategies into Bushland Rehabilitation Contracts➤ Implement the recommendations of the Manly-Mosman District Bushfire Management Plan	Ongoing	Ongoing.

PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

SUBPROGRAM 7.08: SAFE COMMUNITIES

Co-ordinator: Manager Community Services

STATEMENT OF MEANS	DATE	PROGRESS
Work with residents and businesses to improve safety by cooperating with Police, Fire Brigade, Ambulance and State Emergency Services.	Review in June	Ongoing.
Develop and implement community risk management strategies and projects that address safety issues in the Mosman community.	Review in November	A successful Forum was held with residents and service providers in attendance.
Ensure any development in Mosman addresses safety issues particularly in relation to traffic and work on public land.	Review in July	Ongoing.

PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

SUBPROGRAM 7.09: COMPANION ANIMALS

Co-ordinator: Manager Ranger Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none">➤ Enforce the provisions of the Companion Animals Act.➤ Provide information and education on responsible dog and cat ownership, leash-free areas and registration.➤ Utilise Council's website for the provision of information on Council's policies, leash-free areas and registration requirements for companion animals.	Review in July	Council Rangers carry out daily patrols to enforce the Companion Animals Act and information on responsible pet ownership provided when appropriate.
Promotion and attendance at Mosman Festival 2011 - People and Pets day.	Ongoing	Pets Day conducted in 2011.

PROGRAM 8: COMMUNITY DEVELOPMENT & SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Manager Community Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Demographic research ➤ Social planning ➤ Facilitation of new or improved community services and programs for Mosman residents by government and non-government agencies 	Ongoing	Demographic research and social planning completed for a Health Needs analysis and an Aged Services analysis to assist in reviewing current service provision. Consultation and social planning analysis undertaken of current social policy trends completed for the development of a Social Directions report. Further demographic analysis will be completed with the progressive release of ABS data in mid to late 2012. Support provided to community organisations and services to establish programs in Mosman, including a Lifeline 'Transition to Parenthood' group and therapy programs for local children with a disability.
<ul style="list-style-type: none"> ➤ Participation in regional planning and development ➤ Participation in State and Commonwealth government planning processes for community services 	Ongoing	Participation continues. Discussions have been held with Department of Health in relation to the future of the Cremorne Mental Health Centre and ongoing negotiation is underway in relation to funding transitions.
Undertake a preliminary review of data from the 2011 ABS census as it pertains to Mosman and the wider region.	Ongoing	2011 ABS Census data first released in late June 2012 and initial data from ABS 'Quickstats' was reviewed. Detailed analysis will be undertaken as progressive releases of data from ABS occur and as id population profile, atlas and population forecast information is available.
Prepare 'Social Directions - Mosman', a social research and directions paper that will support development of MOSPLAN 2013.	Ongoing	A Social Directions project was undertaken in the first half of 2012, involving extensive research, consultation with relevant target groups and service providers, and analysis of Commonwealth/State policy directions and current provision of services, programs and facilities. The resulting draft paper has been circulated for initial internal comment and will be presented for further discussion and refinement to support the development of MOSPLAN 2013.
Contribute to the development and implementation of SHOROC Regional Sustainability and Liveability Strategies.	Ongoing	Ongoing.
Service, target-group and issues-based consultations	Ongoing	A major consultation process has been undertaken to provide information for the Social Directions paper. Consultation has involved various sections of the community as well as service providers.
<ul style="list-style-type: none"> ➤ Coordinate Access Consultative Group ➤ Coordinate Safety Consultative Group 	Ongoing	Achieved.
Coordinate School Principal Liaison Group	Ongoing	Ongoing.

STATEMENT OF MEANS	DATE	PROGRESS
Undertake a review of current approaches and processes for local community engagement, including comparisons with best practice in Australia and overseas, and relevance to the Mosman community.	Ongoing	Review is in progress. Key staff attended seminars on new methods of community engagement.
Review Council's Community Engagement Strategy, including preparation of an Engagement Resource Kit for staff.	Ongoing	Scheduled for 2012-2013.
Undertake a survey and consultation forum on service development for children 0-12.	Ongoing	A range of consultative processes were undertaken in 2011/12 with families and children and family service providers to elicit information on needs and issues. These included a consultative workshop with service providers in April 2012 of the Lower North Shore Child & Family Interagency that indicated access to information to be a major need that local government could play a key role in addressing. A survey was also undertaken in early 2012 on the needs and preferences of parents in receiving information on services, programs and activities which will inform future information provision.
Undertake a survey and consultation forum on community needs and service development for older people.	Ongoing	A consultative forum on 'Positive Ageing' was conducted for the Social Directions project on community needs and service development for older people. The forum targeted people 65 years and over and provided opportunity to explore community needs and issues in facilitating health, wellbeing, and independence including service development requirements. Participants provided valuable feedback on the need for improved service coordination and collaboration and information provision.
Participation in community inter-agencies, networks and project groups at sub-regional and regional level - including: <ul style="list-style-type: none"> ➤ Mosman Children's and Family Services Forum ➤ Lower North Shore Child & Family Interagency ➤ Northern Sydney Families NSW Project Management Group ➤ Lower North Shore Domestic Violence Network ➤ Lower North Shore Multicultural Network 	Ongoing	Representation and support provided by the Social Planner to these inter-agencies and service networks was provided, including circulation of information, support for strategic planning processes, meeting organisation, and facilitation of improved coordination. Participation assisted in raising the profile of local residents' needs and improved outreach by agencies to Mosman and helped build productive working relationships with key State government agency and non-government agency staff.
<ul style="list-style-type: none"> ➤ Annual Community Grants Program ➤ Contribution to collaborative SHOROC planning and projects 	Ongoing	The grants process was reviewed and refined and now includes an online submission option. Subsidies were reviewed and recommendations adopted by Council. The funding process is on track for the 2012/2013 funding period.
Review opportunities for combined provision of Family Day Care services with adjoining local government areas.	Ongoing	Discussions with other Councils have been unsuccessful and other options are now being investigated.
Review Council's Community Grants and Donation Policy	Ongoing	Achieved, and recommendations adopted by Council.

STATEMENT OF MEANS	DATE	PROGRESS
Undertake targeted consultation with general practitioners and health providers to identify further opportunities for collaboration and support and to provide input into State and Federal planning processes.	Ongoing	Achieved.
Participation in ongoing planning and feasibility studies for the Civic Centre site	Ongoing	Participation is ongoing with input having been provided to the studies at key points.
Review the naming of the Mosman Square Seniors Centre in terms of its appeal to the wider community.	Ongoing	Resource constraints have delayed this project. It will be renominated for the 2012/2013 period.
Negotiate and implement relocation of the Mosman Before and After School Care Service.	Ongoing	The relocation has been achieved and the service is functioning well.
Undertake an audit of current Council community services accommodation taking into account specific program requirements and future directions.	Ongoing	Scheduled for 2013/2014 period.
Follow up Commonwealth and State Government capital funding to upgrade Council community services accommodation as necessary.	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Targeted promotion strategies for children, families, young people and the aged ➤ Production of community services newsletters, brochures, and website information/promotions ➤ Community services events, expos, information sessions 	Ongoing	Ongoing. Banners have been produced for the Division to help improve marketing, a networking session for service providers and agencies was held during the period and staff are investigating options for better use of electronic information.
Review and improve Council's current approach to providing community services information, particularly in the on-line environment.	Ongoing	Youth Services is leading the understanding of how information can be provided in the online environment and this will continue to be explored and implemented in the coming year.
Produce a digital display of Council's core community services that can run on a regular basis on digital screens in customer contact areas and/or during other events and information sessions.	Ongoing	Scheduled for 2012-2013.
Ongoing consideration of intergenerational recreation and socialisation opportunities across age groups and service models	Ongoing	Intergenerational initiatives begun in this period include young people from local schools attending the Community Restaurant and a knitting project for young people being mentored by older people.
Undertake an intergenerational forum with upper primary, young people and older people that assists Council to respond appropriately to community needs.	Ongoing	Opportunities are taken when they present themselves, but resources are still not available to be pro-active in this matter.
Develop innovative project proposals and apply for State and Commonwealth funding to facilitate intergenerational connections.	Ongoing	Scheduled for 2012/2013.

PROGRAM 8: COMMUNITY DEVELOPMENT & SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.02: COMMUNITY CONNECTION AND VOLUNTEERING

Co-ordinator: Aged & Disability Development Officer

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Volunteer recruitment, orientation and support ➤ Volunteer recognition program ➤ Maintenance of volunteer database ➤ Ongoing Risk Assessments for volunteer program ➤ Ongoing volunteer training programs 	Ongoing	<p>Volunteers regularly recruited through local media, on Council website, on noticeboards and in libraries.</p> <p>Volunteers recognised with 2 Mayoral receptions, one in December and at the May reception when certificates and awards are presented for 5, 10 and 15+ years of service. 15+ volunteers also have details and photo in Honour Roll Book and attend an afternoon tea with the Mayor.</p> <p>This year the May reception and presentation held on Harbour Cruise with great success.</p> <p>Individual risk assessments for all volunteer programs, ongoing training offered to all Council volunteers. Volunteer database regularly updated.</p>
Volunteer's Lounge	Ongoing	The Volunteer's Lounge continues to be used by the Meals on Wheels volunteers before and after delivering meals. Refreshments are provided and it is a good way to relax and socialise with other volunteers. It has also proven to be an excellent venue for carrying out training for the Meals on Wheels volunteers who come a half hour before their run on such days. The Lounge is also used by external groups such as Lifeline in the provision of valuable services to support the community.
<ul style="list-style-type: none"> ➤ Volunteer information packages ➤ Promotion of volunteering at Open Days, Mosman Markets, local media 	Ongoing	Volunteer packages available on Councils website and in print outlining volunteering opportunities and job descriptions. Volunteering promoted on Councils website, at open days, markets and local media. Volunteer Co-ordinator and Support Officer promote volunteering opportunities when speaking at group talks etc.
Develop and implement a new promotional video to be viewed on council's website.	Ongoing	Video promoting and acknowledging volunteers available on Councils website.
New Resident's Morning Teas	Ongoing	Ongoing.

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Community Restaurant Tuesdays and Fridays - socially isolated residents picked up and returned home on the Community Bus ➤ Lower North Shore Social Isolation Working Party ➤ Mosman Square Seniors' Centre and Lounge 	Ongoing	<p>The Community Restaurant service and Community Transport service work closely together to bring in socially isolated residents that have been identified by the Community Support staff, for lunch on Tuesdays and Fridays. The Community Support Officer attends the Lower North Shore Social Isolation Forum and implements strategies as discussed at the forum. An information day for volunteers was run in 2011, discussing what the signs are that indicate social isolation. The Seniors Centre is a welcoming environment and staff encourages people to drop in for a cup of tea and pick up a newsletter with information on the variety of activities available to attend. There are a number of people who just drop in for some refreshments, read the paper or use the NEC computer.</p>
Connections Playgroup	Ongoing	Ongoing.
Community Visitor's Scheme	Ongoing	<p>Community Visitors Scheme run and maintained according to Dept Health and Ageing guidelines.</p> <p>Volunteer Co-ordinator is Regional Rep. for Northern Met area of program.</p>
Review further opportunities to facilitate community connections, neighbourliness and prevention of social isolation.	Ongoing	Ongoing.
Establish a community garden open to all Mosman residents in an accessible location.	Ongoing	Ongoing.

PROGRAM 8: COMMUNITY DEVELOPMENT & SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.03: CHILDREN/FAMILY

Co-ordinator: Children's Services Development Officer

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Operate child care services including Family Day Care (FDC), Occasional Child Care (MOCC), Before and After School Care and Vacation Care (OOSH) ➤ Achieve and maintain accreditation for MOCC, OOSH, Vacation Care and FDC ➤ Compliance with DoCS licensing and regular spot checks for MOCC and FDC ➤ Facilitate and promote ongoing partnerships with Mosman children's services providers to meet service gaps, share resources and increase accessibility to services 	Ongoing	Accreditation was achieved across all service areas with ongoing compliance with DEC licensing and spot checks. The Mosman Children's Services Network was developed in October 2011 and continues to meet on a regular basis and provide opportunities for all Mosman children services providers to network and share information and resources across services. In March 2012 a SHOROC network group for Children's Services managers across the region was formed to meet regularly to work together and share information and resources with a particular focus on the National Quality Framework (NQF).
Develop a common policy framework that applies to all children's services.	Ongoing	On target. Policies have been implemented in line with the current changes to Children's Services Regulation and Standards and include Child Protection, Sun Protection, Service Provider and Nominated and Certified Supervisor certification.
Investigate and develop a transition to school project in partnership with Department of Education, local children's service providers and primary schools.	Ongoing	This objective has been reviewed with the expectation that individual service providers will develop and implement their own transition to school policy and procedure and has been followed up in the Children's Service Providers network meetings.
Implementation of National Quality Framework (NQF) changes: <ul style="list-style-type: none"> ➤ At least 50% of staff are to have (or be actively engaged in working towards) a Diploma level qualification or above. Other staff are to have a Certificate III 	Ongoing	All staff are aware of and working towards this objective.
Implementation of National Quality Framework (NQF) changes: <ul style="list-style-type: none"> ➤ Implement improvements to staff/child ratios. The ratio for babies maintained at 1:4 ➤ Implementation of a 'play-based' learning program; planned and delivered by a qualified early childhood teacher and running for a minimum of 10 hours a week (15 hours a week from 1 January 2013) for 40 weeks per year 	Ongoing	Improvements to staff/child ratios for babies at MOCC were implemented as of January 2012 in line with National Regulation and legislation.

STATEMENT OF MEANS	DATE	PROGRESS
Implementation of National Quality Framework (NQF) changes: <ul style="list-style-type: none"> ➤ Implementation of the National Standard ➤ Implementation of the Early Years Learning Framework (EYLF) for MOCC and FDC ➤ Implementation of the School Aged Care Framework for OOSH programs 	Ongoing	All staff are continuing to receive and attend relevant training and workshops and are all working diligently towards this objective. Both MOCC and FDC have commenced the implementation of the EYLF and all OOSH programs have commenced the implementation of the School Aged Care Framework.
Review the delivery of Out of School Hours Care services (OOSH)	Ongoing	In April 2012 the OOSH service was successfully re-located from the Mosman Art Gallery & Community Centre to the Drill Hall. Service viability and access to Mosman Public school was reviewed and user fees were increased and bus transportation was implemented.
<ul style="list-style-type: none"> ➤ Facilitation of 10 affordable child care places at Jack & Jill Kindergarten and Pippies at Balmoral ➤ Provide, support and/or facilitate a range of child care services ➤ Support additional needs children in all services 	Ongoing	It continues to be a struggle to ensure the compliance of the facilitated 10 affordable places at both the Jack & Jill Kindergarten and Pippies at Balmoral. Support and facilitation of child care services has regularly been monitored and provided through the Children's Service provider's network and SHOROC Children's Services Managers network.
Review the delivery of Family Day Care.	Ongoing	The delivery of the family day care scheme is still currently under review. Ongoing viability and risk in maintaining such a small scheme are still a concern. Council is currently in the process of recruiting a scheme co-ordinator and investigating alternate auspice bodies for the scheme.
Review Council's approach to the provision/facilitation of affordable child care places in terms of criteria and cost efficiencies.	Ongoing	Review is underway, with the project scheduled for 2012/13.

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Monthly Immunisation Clinic ➤ Quarterly Parent Educational Workshops ➤ Leisure and Learning programs: Baby Ballet, French Class, Tae Kwon Do ➤ Weekly Connections Playgroup for new residents and parents ➤ Information and referral service for children and families ➤ Annual Children's Fair 	Ongoing	<p>In January 2012 the monthly immunisation clinic was successfully re-located from the Art Gallery & Community Centre to the Drill Hall and has immunised 519 children in the past financial year.</p> <p>The quarterly parent workshops have provided families with education and information on a range of topics including Older Sibling/New Baby, Raising Resilient Children, Toddler Taming, and a workshop for grandparents caring for grandchildren.</p> <p>Baby Ballet was unfortunately unable to be re-located from the Art Gallery & Community Centre to the Drill with French Fun and The Kwon Do continuing at the new location.</p> <p>The weekly Connections Playgroup continues to go from strength to strength and currently has an average attendance of approximately 60 parents/grandparents and nannies children each week. There are 36 playgroups held each year during school terms and the group provides support, networking, information and referral opportunities to new families and residents.</p> <p>The annual children's fair was another huge success in 2011 attracting approximately 1200-1500 children and their families. The free event offered face painting, jumping castle, amusement rides, animal farm, zoo animals, storytelling, painting and baby ballet performances.</p>
Implement E-Payment options for Children's Services.	Ongoing	Time constraints with the re-location of children's services have delayed this process. A meeting has been scheduled with Manager Finance to get things back on track.
Review Leisure and Learning programs in terms of cost efficiencies and programs offered.	Ongoing	Review still ongoing. Baby Ballet was unable to be re-located with the recent move from the Mosman Art Gallery & Community Centre to the Drill Hall.
Expand activities available at the annual Children's Fair to cater for strong demand.	Ongoing	An additional amusement ride and face painters employed at the annual children's fair better met the increased demand.
Determine the best model of child care service delivery at Mosman Bowling Club in financial and quality terms, and having regard to current and forecasted need.	Ongoing	As advised in Q3, the decision has been made by Council not to proceed at this time.
Prepare plans for the child care centre and associated works, in consultation with the Bowling Club and other relevant stakeholders.	Ongoing	No further action at this time.
Commence construction of the Child Care Centre and other associated works at Mosman Bowling Club.	Ongoing	No further action.

STATEMENT OF MEANS	DATE	PROGRESS
Coordinate the Biannual Children's Services Forums	Ongoing	With all of the changes within the Children's Services sector in 2012 the focus for first Children's Services forum for the year included a presentation from the Department Education Communities (DEC) on the new Children's Services Regulation and Standard and National Quality Framework (NQF). The forum was opened up to all service providers in the Northern beaches region and included a question/answer time. The second forum was reflected in the development and implementation of a Children's Service Providers survey and consultation.

PROGRAM 8: COMMUNITY DEVELOPMENT & SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.04: YOUTH

Co-ordinator: Youth Development Officer

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Youth Centre drop-in ➤ Club 114 ➤ Girls Only ➤ Youth Health Forums ➤ 24/7 Youth Film Festival ➤ ShoreFest Youth Week event ➤ Saturday Youth Group ➤ Youth Consultation Forum ➤ Parent education seminars ➤ Collaborative Interagency projects ➤ Collaborative Schools based projects 	<p>Ongoing</p>	<p>- Drop in has been accessed by over 7000 young people over the past 12 months with an average of 35 young people accessing the youth centre daily for after school activities.</p> <p>- Club 114 has been expanded to cater to a broader range of young people and is now open to all high school aged students. The program offers supervised recreational excursions on Friday nights several times a term.</p> <p>- Girls Only has run several times this financial year offering self esteem and pampering opportunities to young women aged 11-14. The program has historically run over a period of a week however an abridged version of the program is being developed to provide similar outcomes in a one night program that will run with greater frequency.</p> <p>- Youth Health Forums run twice annually and provide targeted information to year 8 and year 10 student groups at Mosman High (200+ students annually). Topics include sexual health, drug and alcohol education, body image and eating disorders, stress management, and bullying.</p> <p>- The 24/7 Youth Film Festival ran for the 9th time and attracted over 300 young participants. The festival is award winning (Local Government culture awards, cultural industries) and is one of the largest youth specific film festivals in Australia.</p> <p>- ShoreFest ran for the third time and attracted over 3000 young people. The event was recognised by Indent and won the prestigious Best Event category at their Isaac awards ceremony for all age's events in NSW.</p> <p>- Saturday Youth Group continues to run but is currently under redevelopment due to the aging group currently attending the program. The revised program will see the program refocused onto the 11-17 years demographic ensuring it accurately reflects the intended nature of the program as a youth focused program. Opportunities for a recreation based group catering to the aging members of the Saturday Youth Group are being explored by Aged and Disability Services.</p>

STATEMENT OF MEANS	DATE	PROGRESS
		<p>- The annual Youth Consultation forum took place in term four 2011 and was attended by a range of schools including SCEGGS, Mosman High, and St Aloysius College. Outcomes indicated young people locally identify mental health, drug and alcohol use, and bullying as key issues for young people. An additional 100 year 10 students from Mosman High completed surveys on content similar to that of the forum and their feedback reflected the same items as being the core issues affecting young people locally at this time.</p> <p>- A range of parent education seminars addressing drug and alcohol use on the developing brain, back chat workshops, and practical parenting seminars were conducted for local families.</p>
Explore opportunities to provide a program catering to existing Saturday Youth Group members who fall outside the age parameters of the youth program.	Ongoing	Initial meeting carried out with YDO to discuss project. Further meetings have been set to discuss project further and prepare a proposal to give to MCS and DCD.
Increase participation by young people with disabilities aged 11 - 17 years in the Saturday Youth group program.	Ongoing	Attendance figures by young people aged 11-17 remain low for the Saturday Youth Group program at this time whilst a comprehensive program review is undertaken. The review is nearing completion and a well considered marketing approach of the program to families of young people with a disability and schools providing education for young people with a disability within the Mosman local government area is a high priority for the remainder of 2012.
Explore opportunities to develop a soundproof music room at the Youth Development Centre to increase the recreational and cultural opportunities available to young people through the Centre.	Ongoing	The music room has been completed ahead of schedule. Usage is consistent and a series of guitar tuition workshops for beginner level students have commenced with positive response from participants.
<ul style="list-style-type: none"> ➤ 24/7 Youth Film Festival ➤ ShoreFest Youth Week event ➤ Mosman Youth Art Prize ➤ Mosman Youth Awards in Literature ➤ Youth Consultation Forum 	Ongoing	<p>- The 24/7 Youth Film Festival continues to be one of the major cultural engagements for young people interested in film across the region. Finalist films from the festival continue to be screened within the Cube at the Mosman Art Gallery providing a suitably high profile venue within which the artistic pursuits of young people facilitated by Council can be viewed by the broader community.</p> <p>- ShoreFest continues to engage the Mosman Library youth staff and their customers via a range of artistic avenues linked to photography.</p>
Explore opportunities to exhibit 24/7 Youth Film Festival finalist films at the Mosman Art Gallery to further showcase local youth culture through the Gallery.	Ongoing	Opportunities for the exhibition of the finalist films from the 24/7 Youth Film Festival are currently being explored. The finalist films from 2011 were screened in the cube for a week in late 2011 and helped raise the profile of the festival within the municipality.

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ High School Youth Health Forums ➤ Lower North Shore Youth Interagency ➤ Youth Interagency Executive Committee ➤ Youth Interagency Guide ➤ Girls Only Self Esteem Workshops ➤ Girls Only Body Image Forums ➤ Parent education seminars ➤ Youth Consultation Forum 	Ongoing	<p>- The Youth Development Officer has supported the regional application for a local Headspace Unit which has been awarded to Northern Sydney and is due to open for service in early 2013 based out of Chatswood. The Headspace unit will provide specialist youth mental health support to young people across the region inclusive of case management, counselling, and additional referral support.</p> <p>- A range of ongoing programs addressing the health needs of young people continue to run through the Youth Development Centre and through schools facilitated by the Youth Services team and regional partner agencies. These programs cover a diverse range of issues facing young people's health including body image, eating disorders, drug and alcohol use, peer pressure, stress management, depression, anxiety, and other mental health disorders, and incorporate a parent education focus to up-skill parents in dealing with the health needs of their children.</p>
Facilitate a reprinting of the Lower North Shore Interagency Youth Guide to ensure a comprehensive, up to date, youth friendly health resource is available to young people in Mosman.	Ongoing	Funds are allocated and the guide is currently in development by a contractor to Lane Cove Council with a view to printing by late 2012.
Explore opportunities to create an online copy of the Lower North Shore Youth Guide.	Ongoing	An online copy of the current youth services guide is available and ongoing editions will continue to have an online version available.
Explore opportunities to facilitate youth health and cyber safety forums at a range of local schools.	Ongoing	Mosman High forums continue to be delivered however discussions with Queenwood are yet to be formalised to consider the suitability and interest of the school in having the forums run for their students. Council's Youth Development Officer will be discussing this with the Queenwood principal during term four 2012 with an aim to deliver the program to the school in term two 2013 pending the schools interest.
Promote awareness of youth mental health issues through a 'Beat the Blues' concert for young people.	Ongoing	Report adopted by Council. Effective means of promoting youth health will be explored in 2012/2013.
<ul style="list-style-type: none"> ➤ 24/7 Youth Film Festival ➤ Reelability ➤ ShoreFest, National Youth Week Event ➤ International Day of Disability ➤ Collaborative Interagency projects ➤ Collaborative Schools based projects ➤ Youth Consultation Forum 	Ongoing	The Youth Services team offer a diverse range of programs and events to young people in the area as well as undertaking comprehensive consultations with local young people annually in multiple forms (annual consultation forums, postcards for the future project, surveys, program feedback forms and evaluations) to ensure the broadest spread of program awareness amongst our target demographics, their families, and school. All of the programs the Youth Services department offer to young people are underpinned by principals of community engagement, community connectedness, and community safety and all programs and events are regularly evaluated to ensure their currency amongst community need.

PROGRAM 8: COMMUNITY DEVELOPMENT & SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.05: OLDER PEOPLE

Co-ordinator: Aged & Disability Development Officer

STATEMENT OF MEANS	DATE	PROGRESS
Review further opportunities to address social isolation in the community.	Review in July	Training has been given to volunteers and staff with regard to identifying those in the community who are in danger of social isolation. The Community Support Officer attends regular meetings of the LNS Social Isolation Working Party. A Friendship Lunch is held 1 - 2 times a year in the Community Restaurant whereby regular attendees can invite one to two 'new' guests to the restaurant for a free lunch with a view to their continued attendance in the future. The Seniors' Activities Co-ordinator looks for opportunities to introduce new activities that will appeal to the community.
<ul style="list-style-type: none"> ➤ Participation in Ageing, Disability & Home Care related Forums, Network Meetings, Working Parties and Consultations ➤ Mosman Square Seniors' Centre ➤ Community Restaurant ➤ Meals on Wheels ➤ Community Transport ➤ Social Support Program ➤ Community Information, Referral and Support program ➤ Saturday Respite Program ➤ Saturday Bus Trips 	Ongoing	Aged & Disability Services staff participate regularly in forums, network meetings and working parties across the Northern Region and implements strategies to improve services. The Mosman Square Seniors Centre provides a variety of activities to attract older Mosman residents and is venue for training and forums that provide information to staff, volunteers and residents. Following the success of the Information Day run in conjunction with the Multicultural Access Project, a Health & Safety Forum was held during Seniors Week 2012 and was attended by 25 people. Five Home and Community Care Services are funded by the State and Commonwealth Governments and regular meetings attended with representatives of ADHC with the Aged & Disability Development Officer. The Saturday Respite Program moved to the Seniors Centre and has been regularly attended by 9 - 12 clients. Saturday Bus trips continue to be popular with the more active aged population.
Mosman Carers Group	Ongoing	<p>Mosman Carers Group continues to meet weekly with regular guest speakers. Carers receive support, information, outings and referrals.</p> <p>Group well regarded by external sources and receives referrals from social workers, GPs, organisations such as Alzheimer's NSW and Carers NSW.</p> <p>Mosman Carers Group won Local Carers Group award.</p>

STATEMENT OF MEANS	DATE	PROGRESS
Implement revised Home and Community Care Common Standards.	Ongoing	Meetings with HACC service Co-ordinators have been held with a general consensus in the employment of an external provider to review and make amendments to the current Aged & Disability Policy & Procedures Manual in accordance with the revised Community Common Care Standards. The Aged & Disability Services Development Officer is preparing the EOI document. Continued meetings with the Co-ordinators ongoing to gather the evidence required to verify that Council's Aged & Disability Services meets all the requirements.
Participate in Council of Australian Governments (COAG) consultations regarding proposed amendments to Home & Community Care funding.	Ongoing	All meetings, workshops and training opportunities by COAG attended.
Undertake a review of aged and disability services including the Seniors Centre administered by Council.	Ongoing	Review scheduled for 2012/2013.
<ul style="list-style-type: none"> ➤ Participation in Lower North Shore and regional working parties on social isolation. ➤ Meals on Wheels ➤ Community Restaurant ➤ Community Transport ➤ Mosman Square Seniors' Centre ➤ Saturday Respite Program ➤ Wednesday & Saturday Bus Trips ➤ Social Support Program 	Ongoing	Aged & Disability Services maintains high standards in the provision of services and the implementation of positive changes to enrich the lives of the target group so they may remain independent at home should they choose to do so. Council receives State and Federal funding to support Food Services, Community Transport, Social Support, Information Referral & Support services and the Aged & Disability Worker position. Changes as dictated by the funding bodies are implemented in a timely manner and statistics are forwarded quarterly. Mosman Square Seniors Centre is a welcoming venue not only for social interaction but also as a means to involve Mosman's older residents in a variety of activities both physical and mental.
Mosman Rider Bus	Ongoing	The Rider tender has been successfully negotiated and the tender awarded. In addition, the tracker has been redeveloped. The new Rider service is scheduled to begin on 23 July 2012.
Home Library Service	Ongoing	Ongoing.
Senior Art Lovers Morning Teas	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Healthy ageing programs at the Mosman Square Seniors Centre eg. Tai Chi, Healthy Lifestyle Exercise Classes, Table Tennis, Dancing, U3A, Art Classes, Computer Pals ➤ Stepping On program and Upright & Active program (Healthy Lifestyle) 	Ongoing	Mosman Square Seniors' Centre continues to offer a variety of healthy ageing activities for older Mosman residents to join including Tai Chi, Gentle Exercises, Table Tennis, U3A, Chess, Art Classes as well as information forums and workshops. The opening of the Mosman Men's Shed provides an opportunity for older men to interact socially while working on projects together. Staff welcome suggestions for the implementation for new and interesting activities.
Establish the Mosman Men's Shed program under the management of a community based committee.	Ongoing	The Occupation Certificate has been received for the Shed. Minor work will be completed early in August and the Shed will be opened as soon as possible after that.

STATEMENT OF MEANS	DATE	PROGRESS
Facilitate development of further activities for active people over 55 years of age by Council and other service providers.	Ongoing	The implementation of Table Tennis and Chess at the Seniors' Centre has drawn in a new crowd of active 55+ year olds. The opening of the Men's Shed is an opportunity for newly retired men to interact with other similar minded men in the community.
Ensure ongoing viability for a weekend day respite program for frail older people and their carers.	Ongoing	Continued attempts made to secure funding for the program. The Aged & Disability Development Officer puts forward the need at meetings attended by representatives of Ageing, Disability & Home Care.
<ul style="list-style-type: none"> ➤ Attendance at Social Isolation Working Party ➤ Annual service providers get together ➤ Collaboration with sub-regional and regional service providers e.g. Client Liaison Agency Meetings (CLAM) meetings ➤ Participation in aged services forums, network meetings, consultations etc. 	Ongoing	Aged & Disability staff attend a variety of network meetings across the Northern Region. Collaborative efforts were used in the presentation of forums such as the Information Forum in February and the Health Forum held in Seniors' Week 2012.

PROGRAM 8: COMMUNITY DEVELOPMENT & SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.06: PEOPLE WITH A DISABILITY

Co-ordinator: Aged & Disability Development Officer

STATEMENT OF MEANS	DATE	PROGRESS
Coordinate the Access Group to provide community engagement into the planning and development of Mosman as an accessible community.	Annual Review - July	Ongoing.
<ul style="list-style-type: none"> ➤ International Day of People with a Disability ➤ Access Consultative Group ➤ Mental Health promotional activities 	Ongoing	Access Committee Meetings have been held as scheduled as well as the Beat the Blues Concert.
Regular updating of accessible public amenities, maps and the MLAK system.	Ongoing	Ongoing.
Saturday Youth Group	Ongoing	<p>The Saturday Youth Group continues to run with consistent attendance figures and is a highly valued community program. A comprehensive program redevelopment to bring the program back in line with its initial demographic scope (11-17 years is currently being undertaken with Aged and Disability Services as the majority of current SYG members fall well outside of the upper age range of the program. A well considered promotional campaign to the community, schools, and families of young people with disabilities within the 11-17 years range will be undertaken during Q4 2012 to grow participation in the program by the target clientele. Older members of the SYG will have access to a program tailored to their age and developmental needs facilitated by ADS.</p> <p>Council continue to run activities for International Day of Disability, the Reelability program as part of the 24/7 Youth Film Festival, and the range of programs offered through the Youth Development centre are all accessible by young people with disabilities from our community.</p>
Explore the opportunities for a mature age activity for people with a disability.	Ongoing	Options have been explored and a meeting will be held with parents in the near future.
<ul style="list-style-type: none"> ➤ Support community based groups including the Fortitude Group, My Time Parent Group, Mental Health Awareness Group ➤ Mosman Access Consultative Group 	Ongoing	Access Group meetings have been held as scheduled.
<ul style="list-style-type: none"> ➤ Saturday Respite Program ➤ Lifeline Men's Anger Management Program 	Ongoing	Ongoing.
Mosman Carers Group	Ongoing	<p>Mosman Carers Group continues to meet weekly offering support, information, referrals and outings.</p> <p>The group is well regarded by external groups and receives referrals from external sources such as GPs, Social Workers, Alzheimer's Assoc and Carers NSW. Mosman Carers Group won Local Carers Group award.</p>

STATEMENT OF MEANS	DATE	PROGRESS
Saturday Youth Group	Ongoing	Saturday Youth Group continue to meet the third Saturday of each month for recreational activities.

PROGRAM 8: COMMUNITY DEVELOPMENT & SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.07: PRIMARY AND COMMUNITY HEALTH

Co-ordinator: Manager Community Services

STATEMENT OF MEANS	DATE	PROGRESS
Conduct a Health Needs Analysis for the Mosman community, involving research and engagement with local stakeholders including general practitioners.	Review in July	Achieved.
Review opportunities to provide 'best value' information on local services to general practitioners.	Review in July	Information packs have been developed and will be distributed as soon as resources are available.
Ongoing discussions and collaboration with North Sydney Council regarding the current and future operation of Cremorne Early Childhood Health Centre	Ongoing	Ongoing. Redevelopment of the site is under discussion.
Work with lower north shore councils, SHOROC, and Northern Sydney Local Health Network and NSW Department of Human Services for retention and enhancement of health services, including RNSH, Cremorne Community Mental Health and Early Childhood Health Centres, and Mosman Day Centre.	Ongoing	Ongoing.
<ul style="list-style-type: none">➤ Partner with North Sydney Council in relation to operation of the Cremorne Early Childhood Health Centre➤ Dissemination of information resources through local General Practitioners	Ongoing	Support has been given to North Sydney Council in relation to the possible redevelopment of the Cremorne Early Childhood Health Centre.
Promotion and monthly delivery of local immunisation clinic	Ongoing	Monthly clinics conducted.

PROGRAM 8: COMMUNITY DEVELOPMENT & SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.08: HEALTHY LIFESTYLE AND FITNESS

Co-ordinator: Aged and Disability Development Officer

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Short term and ongoing healthy lifestyle and fitness programs including the Active After School Communities Program, health & wellbeing workshops for young men and women, and healthy ageing programs including table tennis, tai chi, Stepping On, Upright and Active, Old Time Dance and gentle exercise. ➤ Recreational opportunities and programming - Marie Bashir Mosman Sports Centre 	Ongoing	Ongoing.

PROGRAM 8: COMMUNITY DEVELOPMENT & SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.09: ABORIGINAL CULTURE, HERITAGE AND RECONCILIATION

Co-ordinator: Manager Community Services

STATEMENT OF MEANS	DATE	PROGRESS
Celebrations of Aboriginal culture, heritage and reconciliation with programs and events, including the annual Guringai Festival and NAIDOC Week.	Ongoing	Ongoing.
Investigate further partnership opportunities with the National Parks and Wildlife Service (NPWS), Sydney Harbour Federation Trust (SHFT), Metropolitan Land Council and other key stakeholders to deliver community education/awareness programs focussing on Mosman's Aboriginal heritage.	Ongoing	Strategic partnerships have been developed with NPWS and SHFT on the Bungaree project. Further engagement is anticipated in the second half of 2012 to develop an Aboriginal heritage trail, with associated programming.
Implementation and review of the Northern Sydney Aboriginal Social Plan.	Ongoing	An independent evaluation was undertaken of the Northern Sydney Aboriginal Social Plan in late 2011 and 2012 and input was provided by Council throughout the evaluation process. A draft report was received and comment provided and following receipt of the Final Report (July 2012) further discussions will be held with other local councils and relevant stakeholders on possible future local and regional strategies.
<ul style="list-style-type: none"> ➤ Promotion and support of issues and initiatives relevant to Aboriginal reconciliation ➤ Support the Mosman Reconciliation Group 	Ongoing	Ongoing.
Investigate delivery of appropriate cultural awareness training for staff and Councillors	Ongoing	Ongoing.

PROGRAM 8: COMMUNITY DEVELOPMENT & SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.10: CULTURALLY AND LINGUISTICALLY DIVERSE PEOPLE (CALD)

Co-ordinator: Manager Community Services

STATEMENT OF MEANS	DATE	PROGRESS
Harmony Week celebrations	Ongoing	Ongoing.
Friendship community projects and events	Ongoing	Council continues the process of negotiating a tour of the Attack: Japanese Submarines in Sydney Harbour exhibition to Otsu and other centres in Japan.
Themed events and projects - Children's, Youth and Aged Services	Ongoing	Ongoing.
Deliver events as part of the Mosman Festival that draw upon and celebrate Australia's cultural diversity.	Ongoing	Festival of Mosman planned and conducted highlighting events that draw upon and celebrate Australia's cultural diversity.
Promotion of Council and other local services to people of culturally, spiritually and linguistically diverse backgrounds	Ongoing	Information provided at an individual and organisational level on Council and other local services to support people from culturally and linguistically diverse backgrounds. Contact made with Australian Chinese Community Association to assist local residents recently arrived to Mosman. Advice provided to Settlement Services Officer at Crows Nest Centre and participation in Lower North Shore Multicultural Network to inform and promote collaboration.
Investigate delivery of appropriate cultural awareness training to staff and Councillors.	Ongoing	Ongoing.
Review Mosman demographics following release of 2011 ABS Census data, with particular reference to cultural, linguistic and spiritual diversity, and consider implications for future service delivery.	Ongoing	Pending release of ABS Census data in late June 2012, analysis was undertaken of 2006 data in reference to cultural and language diversity of Mosman and Northern Sydney Local Health District demographic and health data relevant to people from CALD background. Following progressive release of ABS data, analysis and comparison of trends between 2006 and 2011 data will be made.
<ul style="list-style-type: none"> ➤ Collaboration and partnerships - Northern Sydney service providers ➤ Participation in Northern Sydney Multicultural Network 	Ongoing	Partnerships maintained with key Northern Sydney service providers to promote access to services for Mosman residents from culturally and linguistically diverse backgrounds. Participation in the Lower North Shore Multicultural Network included facilitation by Council's Social Planner of a consultative workshop and planning session to identify needs and issues. This information will help inform Council's Social Directions project.
Participate in development of the SHOROC Regional Liveability Strategy.	Ongoing	Participation is on an as needs basis.

PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

SUBPROGRAM 9.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Mgrs Library Resources & Library Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Feedback through Library Annual User Survey, social networking tools and face to face customer contact ➤ Review and evaluation of services 	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Participate in a nation-wide network of Library and information services ➤ Seek grant funding ➤ Lobby State and Federal Governments to increase public library funding 	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Market and promote the Library using a range of media ➤ Provide programs and activities for all age groups 	Ongoing	The marketing and promotion of the Library and its services has continued to be high priority this year with increasing use of social media tools such as Facebook and Twitter as part of the Library's strategy.

PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

SUBPROGRAM 9.02: LIBRARY RESOURCES

Co-ordinator: Manager Library Resources

STATEMENT OF MEANS	DATE	PROGRESS
Maintain, develop and evaluate the collection	Ongoing	High level of satisfaction with the collection (96% - Library Survey June 2012).
Develop digital resources (audio books and eBooks) and investigate downloading options.	Ongoing	More than 500 titles have been downloaded. Training sessions held for staff and Library customers. Loans of MP3 format audio books have increased 92% over the past year.
Review Resources Selection Guidelines.	Ongoing	Review is in progress - to be updated with 2011 Census/Community Profile data.
<ul style="list-style-type: none"> ➤ Provide print, audiovisual and electronic resources ➤ Analyse customer feedback to ensure that resources meet community needs 	Ongoing	High level of satisfaction with Library collection (96% - Library Survey June 2012).
Improve the Literacy Collection.	Ongoing	Online resources expanded with subscriptions to IELTS (International English Language Testing System) and Transparent Learning Online (courses in more than 80 languages). Both of these resources are accessible within the Library and remotely.
<ul style="list-style-type: none"> ➤ Access to document delivery services and online resources ➤ Awareness of developments in electronic publishing and document delivery 	Ongoing	902 items were borrowed on Inter-Library Loan. Increased usage of electronic resources, including full text databases, most of which are available remotely.

PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

SUBPROGRAM 9.03: LIBRARY SERVICES

Co-ordinator: Manager Library Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Home Library Service, Inter Library Loan Service ➤ Excellent customer service ➤ Staff training 	Ongoing	Since the introduction of the Self-Checkout Kiosks in August 2011, the quality of customer service provided by the Library staff has improved. Customer service benefits include reduction in queuing times, more time spent by staff in assisting customers with enquiries and the provision of readers' advisory service. Staff have also been able to spend more time conducting training on the use of technology and e-resources and delivering programs to support the Library's role as a community hub and lifelong learning centre.
Provide a self service checkout facility to improve customer service.	Ongoing	More than 50% of loans are now processed using the self-checkout kiosks, confirming that library users appreciate this facility. In the annual user survey, conducted in June 2012, 97% of users were satisfied with this service.
<ul style="list-style-type: none"> ➤ Reader Education to develop information literacy skills ➤ Information accessible to Library customers in-house and electronically ➤ Provide lifelong learning programs such as 'Monday Matters' 	Ongoing	<p>10 "Monday Matters" Talks, targeting active retirees, were held in 2011/12 with an average of 25 attendees per talk.</p> <p>Workshops on the use of e-readers and downloading eBooks were held during Seniors Week in March 2012.</p> <p>Readers' Advisory sessions on "How to find your next great read" using online databases and social networking sites were conducted by key library staff in 2011/12.</p> <p>In the annual user survey conducted in June 2012 there was a 98% satisfaction rate with services and assistance received from staff.</p>
<ul style="list-style-type: none"> ➤ Services for children and teens ➤ Library visits by school classes ➤ Services to high school students including HSC Lock-Ins ➤ Home Library Service 	Ongoing	<p>School classes visited the Library throughout the year with a special emphasis during Children's Book Week in August 2011.</p> <p>HSC Lock-ins continued and this year tutors were available on some Lock-Ins to assist students with revision and preparation for exams.</p>
<ul style="list-style-type: none"> ➤ Coordinate the Annual Mosman Youth Awards in Literature Competition ➤ Provide a program of regular author events ➤ Regular visits to schools ➤ Home Library Service ➤ Continue to develop outreach and promotional activities such as Library Lovers Day, Seniors Week and Australian Information and Library Week 	Ongoing	A wide variety of programs and activities were held throughout the year for all age and interest groups. Highlights this year were the special events for National Year of Reading including Big Book Club Party in February 2012 and the Big Day In held in May 2012.
Implement an online booking facility for Library events.	Ongoing	The Online Booking System has been expanded since first introduced and this facility is now available for all Library events.

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Reader education ➤ Reader Advisory Services including Book Clubs, Mosman Readers and Reading Lounge 	Ongoing	Readers' Advisory sessions on "How to find your next great read" using online databases and social networking sites were conducted by key library staff in 2011/12.
Develop programs and activities to celebrate Australian National Year of Reading 2012.	Ongoing	Programs and activities have taken place to coincide with National Year of Reading 2012. The year was launched with the Big Book Club Party in February and children's library activities, school holiday programs, Monday Matters have been themed around NYR2012. Special author visits and performers have been organised to promote the special year.

PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

SUBPROGRAM 9.04: LIBRARY INFORMATION TECHNOLOGY

Co-ordinator: Manager Library Resources

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Obtain best value from SirsiDynix library management system ➤ Monitor and review system ➤ Implement new user services as they become available 	Review in July	2 self-checkout units implemented August 2011 as first stage in Library RFID Project. Holds notifications via SMS implemented December 2011. Shorelink Committee resolved in February 2012 to go to tender for a new library management system.
Review the strategic direction and operations of the Shorelink Library Network.	Review in December	New communications (Internet & wi-fi network) implementation commenced June 2012. Shorelink Library Management System tender will be advertised August 2012.
Improve Children's Library Webpage.	Review in July	Limited improvements to Children's webpage due to extended vacancies in key positions (Children's Librarian & Web Developer).
Evaluate outcomes and service levels delivered following Shorelink's move to managed services.	Ongoing	Reported to Shorelink Committee February 2012 - outcomes of move to managed services increased capacity for growth , 24/7 monitoring and after hours support, reduced capital costs, improved security through hosting of library management system and telecommunications hardware in secure data centres.
Improve the content, appearance and functionality of the Shorelink online catalogue.	Ongoing	Enhanced eLibrary webcat implemented November 2011.
<ul style="list-style-type: none"> ➤ Seek grant funding for cooperative projects ➤ Shared knowledge and expertise ➤ Cooperative purchasing initiatives 	Ongoing	Specialist staff from all libraries contributed their expertise in developing the specifications for the library management system tender. eBook resources are purchased cooperatively.
Improve the wireless public access internet service.	Ongoing	New wireless controller installed in July 2011. 73% of customers are satisfied with this service & this rating is expected to improve with the implementation of the new communications network, which will resolve response time issues.
<ul style="list-style-type: none"> ➤ Train staff and customers in the use of the Library's IT resources ➤ Maintain staff awareness of ICT research and development 	Ongoing	New online resources/projects are reported on Library blog. Staff receive regular training in use of online databases & attend relevant workshops & seminars.
Further develop the Cumulus digital image management system and investigate provision of web access to images.	Ongoing	Planning underway for implementation of public access to images via Internet.
<ul style="list-style-type: none"> ➤ A dynamic and interactive home page ➤ Opportunities for customer participation such as Mosman Readers and Wired 4 Teens Blog 	Ongoing	Ongoing.
Improve Children's Library webpage.	Ongoing	Ongoing.
Review and refresh Library home page.	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ A dynamic and interactive home page ➤ Opportunities for customer participation such as Mosman Readers and Wired 4 Teens Blog 	Ongoing	Library blogs & Mosman readers are updated regularly.
Review and refresh Library home page.	Ongoing	Scheduled for 2012-2013 in conjunction with Council website redesign.

PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

SUBPROGRAM 9.05: LIBRARY BUILDING

Co-ordinator: Manager Library Services

STATEMENT OF MEANS	DATE	PROGRESS
Review the layout and location of collections and service areas	Review in July	A new Reference Library layout was implemented in June 2012. The collection was reduced and the shelves moved to the walls which allowed the space for reading and study to be increased. New furniture was purchased with more flexible seating arrangements especially for the use of Library's Wi-Fi facility. An extra 30 seats were provided for students and readers.
Investigate options for extending the Library in conjunction with the Spit Junction Master Plan.	Review in May	The Manager Library Services participated in the consultation on options for extending and redevelopment the Library building in the People's Junction Project as part of the development of the Spit Junction Master Plan.
Investigate improvements to customer service and layout of library through redesign of Level 1 (information desk and reference collection area)	Ongoing	The old customer service desk was replaced with a smaller /movable desk using Local Priority Grant Funds.
Investigate improvements to customer service and layout of library through redesign of level 2 foyer area and information desk	Ongoing	The redesign of the Level 2 Foyer area has been postponed to be incorporated into Stage 2 of Library's RFID Implementation Project in 2012/13.
Monitor staff and public areas for cleanliness and safety	Ongoing	All areas of the library building are monitored on a regular basis to ensure cleanliness and safety for both staff and public.
Carry out asset replacement in accordance with Council's Asset Management Plan	Ongoing	Ongoing.

PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

SUBPROGRAM 9.06: EDUCATION

Co-ordinator: Manager Library Services

STATEMENT OF MEANS	DATE	PROGRESS
Host and service the School Principals' Liaison Group.	Ongoing	4 School Principals' Liaison Group meetings, facilitated by the Manager Library Services, were held throughout the year. 1 meeting was held per school term.
Co-ordinate and promote the range of services to the schools and their students including HSC programs	Ongoing	Library services were promoted through staff visits and via the School Principals' Liaison Group Meetings.
School Principals' Liaison Group	Ongoing	Council Staff from all departments attended the School Principals' Liaison Group meetings throughout the year to promote Council services, to gather input from school communities and to gain the local schools' participation in various programs and activities.
Arrange visits by school classes to Council departments and facilities	Ongoing	Ongoing.

PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

SUBPROGRAM 9.07: LOCAL STUDIES

Co-ordinator: Local Studies Librarian

STATEMENT OF MEANS	DATE	PROGRESS
Merge digital images from external host to in-house system.	Review in July	Investigations have been completed. Staff are looking into transferring the images to Council's Cumulus Image Database in 2012/13.
<ul style="list-style-type: none"> ➤ Develop, manage and evaluate the collection ➤ Ensure conservation and preservation of fragile material 	Ongoing	<p>Conservation and indexing of Local Studies Collection is ongoing. Volunteers are assisting the Local Studies Librarian in sorting archival material.</p> <p>Donations from the community are encouraged and this year the Mosman Home Gardeners' Association donated their archives to the collection archives.</p>
Merge digital images from external host to in-house system.	Ongoing	Ongoing.
Investigate options of digitally preserving the BA/DA architectural plans for the period 1935-1967.	Ongoing	Work is continuing on the digitising of these plans.
Conduct workshops and training for individuals, groups and Council staff.	Ongoing	Three workshops on genealogy and family history held in 2011/12.
<ul style="list-style-type: none"> ➤ Curate displays and exhibitions ➤ Support the Mosman Historical Society ➤ Support and develop the Local Studies volunteers team ➤ Develop and maintain online projects including Mosman Memories of Your Street', Mosman Voices' and Mosman Faces' 	Ongoing	<p>Two new interviews recorded for Mosman Faces in February 2012 focussing on the first Festival of Mosman in the 1980s.</p> <p>Mosman Memories of Street site was upgraded in March 2012.</p> <p>3 Exhibitions were held in 2011/12.</p>

PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

SUBPROGRAM 9.08: COMMUNITY INFORMATION

Co-ordinator: Community Information Librarian

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Regularly update the LINCS database ➤ Produce printed directories, lists of services and facilities, brochures etc. 	Review in July	Each organisation listed in Lincs is updated annually. Directories are produced as required. There has been a decrease in demand for printed directories due to the information being available online via the Lincs database.
Ensure that the mailing-list database of local organisations is updated annually and accessible on Council's network	Ongoing	Ongoing.
Investigate new ways to inform the community of services and facilities e.g. using augmented reality, QR codes, information pushed out to mobile devices.	Ongoing	Extensive work on LINCS Community Directory including new template that adapts to mobiles, tablets and desktop devices. QR codes trialled in Festival of Mosman advertising in the Mosman Daily; on the Curlew Camp sign at Sirius Cove; on interpretive signage for Military Road Upgrade Trial. During the Festival, trialled making live calendar event information available to iPhones and Google Calendar and produced an augmented reality app for the In Situ sculpture and installation festival. Historical images from Local Studies Collection added to Historypin.com, a new service that overlays old photos on contemporary views where you are.
<ul style="list-style-type: none"> ➤ Ensure that information is current and widely accessible via a range of media (press, Council website, noticeboards, brochures etc.) ➤ Produce a printed and online events calendar. 	Ongoing	Information is advertised in all these media. Online & printed calendars maintained. New online calendar in development.
<ul style="list-style-type: none"> ➤ Coordinate events to welcome new residents ➤ Produce New Residents' Information Guide 	Ongoing	Functions held November 2011 & May 2012. Attendees appreciate the opportunity to learn about their community in an informal setting.

PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

SUBPROGRAM 9.09: INTERNET SERVICES

Co-ordinator: Internet Co-ordinator

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Council business papers, policies, forms, etc available online. ➤ Improve facilities for community consultation and feedback online ➤ Implement online strategies identified in Council's Community Engagement Strategy ➤ Raise profile and ownership of website and online spaces with community and staff ➤ Assist staff and customers in use of Internet resources and online technologies ➤ Investigate internet-based initiatives by governments around the world and successful models of community' online 	Ongoing	<p>Key projects: mosmanplanning.net & People's Junction consultation & engagement project; Council Meetings tracker implemented; Mosman Memories of Your Street redesign launched; Festival of Mosman website with innovative functionality & apps; blogs updated & consolidated.</p> <p>53% of respondents to the 2012 Community Survey nominated Council websites & social media spaces as their main source of information on Council activities & programs - a 10% increase over 2010 result. - 17% nominated email newsletters as their main source - an increase of 4% over 2010 result. - 12 % increase in visits to all Council web properties - 5% increase in visits to Council's website.</p> <p>Won \$30,000 project for community collaborative history project looking at Mosman and the Great War, using linked open data, and with a focus on community education and interaction.</p>
Develop and deploy a community space to capture ideas to feed into MOSPLAN.	Ongoing	Big Ideas for Mosman site maintained & moderated.
Host a public session along the lines of IBM's Innovation Jam and the Guardian's Hack Day to promote availability of Council data and encourage innovative reuse.	Ongoing	Limited progress due to delay in recruitment of web developer position. Mosman Great War project hack day on Sat 11 August will pilot this approach and work in advance has been done on infrastructure provision and other logistics.
Work with Council staff to extend the range and quality of information published online in open, machine-readable formats.	Ongoing	Ongoing.
Coordinate digital culture talks and workshops for constituents and staff to give practical support for community participation and collaboration online.	Ongoing	Three events held in the Library: 'Digital Photography and the Web', 'Open Source Communities' and 'Social Media for Teens'.
<ul style="list-style-type: none"> ➤ Maintain and improve website functionality and efficiency ➤ Ensure that content is accurate, timely, meets user requirements and corporate standards 	Ongoing	Council has continued to publish at a good tempo across all online channels - via its website and satellite sites, and social media. Content provision is accurate and timely.
Develop Mosman Council DATAstore to publish information in open, machine-readable formats for Council and third-party web services.	Ongoing	Festival of Mosman event data made available in open, machine-readable formats. Council data was indexed and made available via data.gov.au. Stories & photos from Mosman Memories of Your Street were geo-tagged and made available in open formats via the DATAstore. Creative Commons licensing is now included as an option for contributors. Development work ongoing with regards to incorporating DATAstore layers in website mapping.

STATEMENT OF MEANS	DATE	PROGRESS
Develop a mobile version of the Council website optimised for phones and mobile devices.	Ongoing	Adaptive web design techniques implemented in Community Directory, Mosman Memories of Your Street & Mosman Rider website redesigns. All new sites are being built with responsive templates; this experience will inform the larger Council website redesign project.
Extend opportunities for customer requests and reports online, including reporting tools for mobile devices.	Ongoing	Development is in a scoping phase. Design elements have been drafted, and IT Services have been provided with a development path for testing & feedback.
Provide a single sign-on for integrated online Council services.	Monthly Review	Long term goal scheduled for 2014/2015.
Redesign Mosman Council's home page to better highlight key messages, consultations and real-time updates.	Ongoing	This standalone project is now part of larger Council website redesign which is in progress, to be completed 2012-2013. A briefing paper has been completed that looks specifically at migration of corporate website content. Work on task-based information architecture is also in progress. As part of this project, significant development work has been done on moving 'events' into a standalone, mobile & community friendly site with additional functionality (including community event submission processes).

PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 10.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Manager Cultural Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none">➤ Promotion of community events and recreational and cultural services and facilities➤ Resident engagement in the cultural life and development of Mosman.	Ongoing	Resident engagement for cultural planning has largely related to the community consultation and evaluation process for the 2011 Festival of Mosman, which involved extensive community engagement. Ongoing forums include the Mosman Art Gallery Consultative Group which meets quarterly, visitor surveys to the Gallery and direct feedback to Cultural Services staff.
Develop a business plan for Council's Cultural Services, including the Mosman Art Gallery.	Ongoing	A strategic plan has been developed for Council's Cultural Services, with business planning details incorporated into MOSPLAN development. The development of business planning activities is ongoing.

PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 10.05: CULTURAL DEVELOPMENT

Co-ordinator: Manager Cultural Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Commissioning of public art works in partnership with the Mosman Public Art Trust ➤ Annual Mosman Address ➤ Maintenance of Public Art works. 	Review in June	Work continues on developing and realising public art projects in Mosman. The major work in development has been the commissioning of a bronze bust of Dom Lopez OAM as a centrepiece of refurbishment works in Military Road. This project is due to be launched in July 2012.
Finalise new inductees and commission additional art panels for the Mosman Sporting Wall of Fame.	Review in June	A community call out for potential additional inductees has been conducted and nominees are currently under consideration for inclusion on the Wall of Fame.
<ul style="list-style-type: none"> ➤ Annual program of cultural events - Mosman Art Gallery ➤ Mosman Festival ➤ Engage residents, volunteers and community organisations in the planning and provision of cultural activities for education, recreation and enjoyment ➤ Stimulate the Mosman music scene by presenting, facilitating and encouraging music festivals, concerts and eisteddfods. 	Ongoing	The annual program of events was interrupted due to building works at the Gallery take took place between January to June 2012. During this time a limited number of exhibitions, performances and events were scheduled due to construction works. An expanded program of events is planned to coincide with the reopening of the refurbished Gallery space in July 2012.
Celebration of Harmony Day, International Women's Day Participation in annual Guringai Festival.	Ongoing	Harmony Day celebrations were conducted with a staff multicultural morning tea held. A breakfast event was organised to mark International Women's Day. A number of activities have been developed and staged for the Guringai Festival including schools exhibition and seniors events - planning continues of the Bungaree: the First Australian exhibition scheduled to open in the Gallery in September 2012.
Establish a limited season of musical performances at the Mosman Art Gallery.	Ongoing	Due to refurbishment only limited performances were scheduled between January and June 2012 with a limited program of performances due to commence in the second half of 2012 to coincide with the completion of capital works at the Gallery.
Introduce regular seasons of musical performances at Mosman Art Gallery.	Ongoing	As above.
Expand the variety of cultural events presented in the Mosman Art Gallery and Community Centre (subject to building and equipment limitations and competing demands).	Ongoing	The completion of Gallery works has allowed for a greater variety of cultural events and programming including experimental works in The Cube, display of artisans works in the Gallery shop, the regular display of collection works in the Ground Floor Gallery and the featuring of local artists in the In Profile space.
Create online database of Public Art in Mosman.	Ongoing	This is an on-going project with further work scheduled for the first half of 2013.

STATEMENT OF MEANS	DATE	PROGRESS
Promotion and marketing of Mosman Art Gallery and Community Centre programs, activities and opportunities for venue hire	Ongoing	The Gallery has instigated a number of new marketing initiatives including the contracting of a publicist for event specific marketing, improved on-line profile, increased use of social media and selective advertising. The Gallery has also developed a new look for signage and re-branding that has been linked with completion of refurbishment works.
Ensure that opportunities for a well equipped performing arts venue are considered as part of the Mosman Civic Centre site feasibility study.	Ongoing	Representations were made to inform the consultants to consider opportunities for the inclusion of a well equipped performing arts centre as part of the Mosman Civic Centre site feasibility study.

PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 10.06: GALLERY EXHIBITIONS AND ACTIVITIES

Co-ordinator: Manager Cultural Services

STATEMENT OF MEANS	DATE	PROGRESS
Investigate the provision of RTA directional tourist signage to the Mosman Art Gallery.	Review in July	Discussions on this matter continued with the RTA with further representation planned in late 2012.
Promotion of the Art Gallery's location and services.	Ongoing	In 2012 the Gallery has developed a structured promotional campaign for its location and services including attracting major publicity (most notably for the Attack exhibition which featured on national TV, radio and throughout metropolitan and local print media. The Gallery also launched a Facebook page in May 2012 to supplement the range of other online promotions including the website, e-newsletter and direct mail.
Provide improved facade treatment/external signage for the Mosman Art Gallery.	Ongoing	Planning for improved outside presence of the Gallery is due to commence in the second half of 2012, after internal works have been completed.
Re-brand the Mosman Art Gallery, including update of logo.	Ongoing	A new logo design has been completed for the Gallery with signage installed in the Gallery foyer.
<ul style="list-style-type: none"> ➤ High quality, income generating public/education programs and special events ➤ Annual acquisitive Mosman Art Prize and Allan Gamble Memorial Art Prize ➤ Recruitment, support, training and acknowledgement of Gallery volunteers ➤ Activities program for Friends of the Gallery and Volunteers linked with other Galleries and Arts Centres ➤ Regular customer surveys and opportunities for feedback ➤ Community involvement in Gallery programming. 	Ongoing	The Gallery continues to operate a changing program of temporary exhibitions including the Mosman Art Prize, Youth Art Prize and Artists of Mosman exhibitions. 17 exhibitions were on display in 2011 with a range of associated Gallery public programs including artist talks, workshops, performances and special events. The Gallery education program continues to be well attended. Recruitment and training of volunteers is ongoing with specific focus on the Gallery Guide program. The Friends program continues to be well supported with a number of special events for Friends planned each year. Community feedback is sought through visitor comment books and also through formal forums such as the Gallery Consultative Group.
Increase Mosman Art Prize to \$30,000 first prize.	Ongoing	The first prize for the Mosman Art Prize was increased to \$30,000 in 2011 and maintained at this level in 2012.
Explore opportunities to increase private giving including the possibility of establishing a philanthropy officer position.	Ongoing	A Philanthropy Officer position has been created and was filled in February 2012. This position is actively developing a wide ranging donor program for the Gallery, including the creation of the Creative Circle giving program.
Review Mosman Art Gallery Friends and Volunteer programs.	Ongoing	A review of the Gallery's Friends and Volunteer programs is currently underway.
<ul style="list-style-type: none"> ➤ Maintain, conserve and properly document and catalogue the Mosman Art Collection ➤ Exhibitions, public programs and online resources. 	Ongoing	Additional storage for the Collection has been established through the recent capital works program at the Gallery. A Preservation Needs Assessment report has been completed and a grant application has been lodged to obtain additional resources to act on the recommendations of the report. Parts of the Collection are now on semi-permanent display in the Gallery foyer.

STATEMENT OF MEANS	DATE	PROGRESS
Establish Balnaves Room within the Mosman Art Gallery.	Ongoing	A Collection Gallery space has been established within the Mosman Art Gallery and currently houses the Balnaves Gift.
Complete electronic database of Council's Art Collection.	Ongoing	Ongoing. Database information is being rechecked with new works being included in the lists. Progress has been made in the professional photographic digitisation of the collection with this work ongoing and dependant on financial resources.
Complete online database of Council's Art Collection.	Ongoing	Ongoing. The Gallery continues to work on making the Council's Art Collection available on-line with further work scheduled for the second half of 2012.
Review storage needs for Mosman Council's Art Collection.	Ongoing	Storage problems were identified as part of the Preservation Needs Assessment and have been partially addressed through the recent capital works program at the Gallery.
<ul style="list-style-type: none"> ➤ Promotion of Mosman's artistic heritage ➤ Facilitation, advocacy and promotion on behalf of local artists, craft practitioners and designers 	Ongoing	The completion of the new collection room at the Gallery will allow for ongoing promotion of key artworks highlighting Mosman's artistic heritage. The introduction of new spaces as part of the refurbishment including the Cube, In Profile and artisan retail areas will greatly assist in the promotion of local artists, craft practitioners and designers.
Establish a small retail presence for local artists and craft practitioners in the Gallery foyer area.	Ongoing	A small retail space has been created through the capital works process and further fit out will occur in the second half of 2012.
Develop a program of artisan works on display and for sale in the Gallery.	Ongoing	A regular program of local art and artisans' works for sale has commenced as part of the In Profile space and the new retail area in the Gallery.
Commission an architect to prepare plans for possible alterations and changes of use in space at Mosman Art Gallery.	Ongoing	Architect was commissioned and works have been completed.
Conduct minor alterations to Gallery, replace lighting system in Gallery areas with energy efficient LED lights and adjust air conditioning system.	Ongoing	LED lighting has been included in limited areas including the new Collection Gallery and a new air conditioning system has been installed.
Refurbishment of Gallery Foyer, Harmony and Melody Rooms.	Ongoing	These works have been completed.
Convert Grand Hall into a flexible space suitable for concerts and exhibitions and possibly convert outside area of Gallery building into an outside cafe.	Ongoing	Conversion of the Grand Hall remains tied to budgetary constraints. This project is scheduled for 2013/2014.

PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 10.07: COMMUNITY ARTS, CRAFTS AND VILLAGE MARKETS

Co-ordinator: Manager Cultural Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none">➤ Liaise with and assist community organisations in the planning and provision of arts and craft activities and events➤ Link market activities to the Mosman Art Gallery and Community Centre precinct/activities	Ongoing	Mosman Council supports and assists community organisations in the provision of arts and craft activities hosting meetings of the Night Quilters and Embroiders groups as well as the Mosman Art Society within the Gallery. The Gallery regularly hosts community exhibitions such as Mosman Art Society, Australian Society of Marine Artists, Australian Watercolour Institute as well as local artists through the 2088 exhibition and the new In Profile gallery space. The Gallery links its activities to the Markets, holding concurrent open days and special events as well as linking the new retail section of the Gallery to local artisans.
Planning and administration of monthly Mosman Village Market	Ongoing	The Mosman Village Art and Craft Market continues to be professionally organised and operates 12 times per year. Registration and payment methods for Stallholders are currently being reviewed.
Redesign branding/logo for the Mosman Village Arts and Craft Market.	Ongoing	A draft redesign of the branding/logo for the Markets has been completed and is currently under consideration for planned implementation.
Create new signage/banners for the Mosman Village Arts and Craft Market.	Ongoing	Creation of new signage is due to be scheduled after final acceptance of new draft logo.

PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 10.08: CIVIC EVENTS ORGANISED BY COUNCIL

Co-ordinator: Events & Marketing Co-ordinator

STATEMENT OF MEANS	DATE	PROGRESS
Delivery and facilitation of community celebrations and entertainment	Ongoing	The Festival of Mosman remains the major focus of community celebrations and entertainment and Council have resolved that it occur every second year, with some components, such as the associated Children's Fair, running annually under the banner of 'Out and About'.
<ul style="list-style-type: none">➤ Promotion of civic events through various methods, media and the web➤ Stakeholder involvement in planning, organisation and improvement of events	Ongoing	Ongoing.
Re-establish and re-invigorate the Mosman Festival in collaboration with the local community, businesses, and other key stakeholders.	Ongoing	The 2011 Festival of Mosman was an unparallel success and planning is underway to build on this success for the 2013 Festival.
Apply to Tourism NSW and other bodies for Festival funding.	Ongoing	Funding was received from Destination NSW for the 2011 Festival and it is planned that similar applications for funding will be submitted for the 2013 Festival of Mosman.
Position Mosman Festival as a regional tourism event.	Ongoing	Ongoing.
<ul style="list-style-type: none">➤ Organisation of civic and community events in accordance with Special Event Management Policy➤ Planning and delivery of the Mosman Festival	Ongoing	The Special Event Management Policy is being implemented for all civic and community events.
Coordination of annual Mosman Day and Hunter Day events.	Ongoing	Ongoing.

PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 10.09: COMMERCIAL COMMUNITY EVENTS APPROVED/FACILITATED BY COUNCIL

Co-ordinator: Events & Marketing Co-ordinator

STATEMENT OF MEANS	DATE	PROGRESS
Promotion of local events through Council's events calendar, web marketing and local media	Review in September	Council continues to promote local events through Council's events calendar, web marketing and local media. Current initiatives include greater use of social media platforms to assist overall promotion.
<ul style="list-style-type: none">➤ Assistance and advice to organisers/promoters of events in accordance with Council's Special Event Management Policy➤ Regulation of commercial events in accordance with planning and environmental controls and Council's Special Event Management Policy	Review in September	Council requires commercial event organisers to comply with all aspects of the Special Event Management Policy.

PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 10.10: FRIENDSHIP AGREEMENTS

Co-ordinator: Manager Cultural Services

STATEMENT OF MEANS	DATE	PROGRESS
Promote and encourage the community to take advantage of the Friendship Agreements.	Annual Review - July	Ongoing.
Create opportunities for all age groups, particularly young people, elected members and staff, to expand and explore other cultures through long-term community relationships.	Annual Review - July	Ongoing.
Celebrate Mosman and our Friendship Communities' cultural achievements, including involving them in the Mosman Festival.	Annual Review - July	Ongoing.
Support the community in an appropriate program assisting the Friendship Community of Maubara, East Timor.	Annual Review - July	Ongoing.
Council participation/representation at the annual Glen Innes Celtic Festival.	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Provision of information and assistance to Mosman's Friendship communities ➤ Support for the Glen Innes Aboriginal Art Education Project and Mosman/Glen Innes Friendship Group ➤ Facilitation of friendship community exchanges, partnerships and collaborations 	Ongoing	<p>Council sent a delegation to Glenn Innes in April 2012 to explore better community links, examine the benefits of our joint Aboriginal Women's project.</p> <p>A community delegation visited Mudanjiang China in May/June 2012.</p>
<ul style="list-style-type: none"> ➤ Promotion of community involvement in friendship community initiatives ➤ Exploration of opportunities for residents, elected members and staff, to expand and explore other cultures and communities through long-term relationships ➤ Celebration of cultural achievements in Mosman and its friendship communities 	Ongoing	Mosman's friendship communities are promoted through Council avenues and partnerships with key community organisations such as the Rotary Club of Mosman.
Further development of Mosman's Friendship Agreements with Otsu, Japan and Mudanjiang, China.	Ongoing	Ongoing.

PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

SUBPROGRAM 11.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Director Environment & Planning

STATEMENT OF MEANS	DATE	PROGRESS
Erect pedestrian signage in Council precincts in accordance with the Public Domain Improvement Program and review outcomes to identify further need.	Review in March	Pedestrian way finding maps will be updated with the first sign to be installed at Avenue Road. This is in accordance with support from Active Transport Working Group and resolution from Council.
<ul style="list-style-type: none"> ➤ Continue to participate in the development and implementation of SHOROC's Shaping Our Future' ➤ Vigorously oppose any increase in Clearway hours and oppose dedicated kerbside bus lanes along main road corridors ➤ Continue to liaise with RTA regarding Spit/Military Road Traffic Flow Improvement Initiative ➤ Lobby for provision of viable alternative all weather urban freight routes to the Warringah peninsula other than via the Spit/Military corridor ➤ Consult the community regarding local traffic proposals particularly to improve local accessibility for the convenience of Mosman residents ➤ Lobby the NSW Government to action more effective links from the Northern Beaches to the Metropolitan Freeway Network 	Ongoing	Tidal flow arrangements at the intersection of Ourimbah Road and the intersection of Parriwi Road have been operational since 2011. Whilst the RMS has advised the pedestrian bridge at the Spit is proceeding with further consultation, Council has formally objected to its construction. Discussions with SHOROC Council's are underway regarding trial closure of Pearl Bay Avenue after RMS rescinded on original agreement to implement a trial closure of Peal Bay Avenue. RMS support is now subject to concurrence of SHOROC Councils.
<ul style="list-style-type: none"> ➤ Negotiate with Roads and Traffic Authority to achieve a means by which internal access within Mosman is improved, particularly having regard to the dividing barrier created by the Spit/Military Road public transport corridor, irrespective of Roads and Traffic Authority's desire to increase capacity along Spit/Military corridor ➤ Negotiate with the Roads and Traffic Authority to reduce the impact of freight movements to the Northern Peninsula on Military/Spit Corridor, to reduce the truck/bus conflicts resulting from the narrow lane widths. 	Ongoing	<p>A Traffic Management Plan for the closure of the Pearl Bay "rat run" was prepared and submitted to the RMS for consideration. The outcome is expected to be known shortly.</p> <p>Similarly with regional transport issues such as bus rapid transit. The publication of the pre-feasibility report is imminent and Council and SHOROC will be lobbying the government for a positive response on this and other transport infrastructure needs for the area.</p>
Lobby for bus rapid transit in accordance with SHOROC's Shaping Our Future'.	Ongoing	The release of the pre-feasibility study for bus rapid transit is imminent and Council and SHOROC will respond to any recommendations in due course.
Consult, lobby and liaise with public transport agencies to ensure Mosman retains and improves access to public transport.	Ongoing	Military Road streetscape upgrade works have been undertaken with agreement and co-operation from the State Transit Authority. Submissions to the Transport for NSW for a trial of local bus services in Mosman has not yet received a response.

STATEMENT OF MEANS	DATE	PROGRESS
Continue lobbying for proposed Harbour ferry services stopping at Balmoral and Clifton Gardens.	Ongoing	Meetings with representatives of Sydney Ferries have been encouraging; however, with services undergoing exposure to private sector involvement further investigation and lobbying will be required.
Undertake and review traffic information and trends by use of surveys, counts, reviews as required	Ongoing	Ongoing.
Undertake investigations into the development of a Mosman Parking Policy.	Ongoing	Project was delayed due to resources but is scheduled to be reported in late 2012.

PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

SUBPROGRAM 11.02: ROADS

Co-ordinator: Manager Assets and Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Liaise with public authorities for procedures and rates regarding restorations of road openings ➤ Continue to liaise with public utilities to determine forward work programs 	Review in July	Ongoing.
Review the latest rehabilitation methods for footpath assets as and when appropriate.	Annual Review - June	Ongoing.
Continue with footpath condition assessment and review funding levels for footpath rehabilitation as part of the Asset Management System for footpaths.	To be Completed by - December 2010	Ongoing.
Undertake works prescribed in 5 year work program for that year.	Ongoing - July	Ongoing.
Subject to available funding, act on priority recommendations in consultants risk assessment on retaining walls/rock faces in Mosman.	Ongoing - July	Ongoing.
<ul style="list-style-type: none"> ➤ Prepare annual maintenance and improvement program for roads and footpaths ➤ Prepare cost effective designs for road rehabilitation in a timely manner to ensure forward works programs can be implemented 	Ongoing	Ongoing as part of Roads Asset Management Plan.
<ul style="list-style-type: none"> ➤ Subject to available funding, act on priority recommendations of consultant's risk assessment on retaining walls/rock faces in Mosman ➤ Continue to review funding levels for footpath and road rehabilitation as part of the Asset Management System for Roads ➤ Annually update a 5 year forward works program for footpath and road rehabilitation work and undertake works prescribed in 5 year work program for that year 	Ongoing	Ongoing as part of Roads Asset Management Plan.
Complete footpath linkage map for Mosman and identify areas where footpath is required.	Ongoing	Map has been completed and is being updated to include kerb ramps. Maps will be presented to Access Committee in 2013.

PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

SUBPROGRAM 11.03: TRAFFIC FACILITIES

Co-ordinator: Manager Assets and Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none">➤ Assess requests for street lighting improvements as required and implement where appropriate➤ Monitor Energy Australia's performance in regard to the implementation of the NSW Public Lighting Code by participating in the Street Lighting Improvement Program (SLIP) and associated initiatives aimed at reducing greenhouse gas emissions and introducing improved technology for street lighting.	Review in July	Ongoing.
<ul style="list-style-type: none">➤ Review condition survey and implement annual maintenance program of works for crash barriers traffic signs and line marking on local roads➤ Negotiate with the RTA for an increase in the Block Grant to maintain traffic facilities on local roads.	Ongoing	Ongoing.
Subject to RTA funding, complete a refuge island audit.	Ongoing	Completed.
Undertake a Pedestrian Access and Mobility Plan (PAMP).	Ongoing	Completed.
Review street lighting as part of Military Road streetscape upgrade.	Ongoing	Multi-function poles removed from original program but will be installed at the intersection of Avenue Road and Military Road.

PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

SUBPROGRAM 11.04: TRAFFIC MANAGEMENT

Co-ordinator: Manager Assets and Services

STATEMENT OF MEANS	DATE	PROGRESS
Continue to investigate opportunities to provide designated on-street parking areas for motor scooters/motorbikes where possible and appropriate throughout Mosman.	Review in July	Investigated upon request or where opportunity arises.
<ul style="list-style-type: none">➤ Monitor effectiveness of parking regulation and enforcement➤ Facilitate parking including regulating accessible parking spaces➤ Investigate feasibility of options for additional public parking in Business Centres as part of Development Contributions review➤ Investigate traffic management options for improvements around the Mosman Junction area.	Review in July	Ongoing.
Review the Resident Parking Policy for the whole of Mosman.	Ongoing	To be completed with Mosman Parking Policy.
Review of Balmoral Resident Parking Scheme.	Ongoing	Undertaken annually.
Lobby for bus rapid transit in accordance with SHOROC's Shaping Our Future'.	Ongoing	Release of the pre-feasibility report is imminent.
Update the Roads Asset Management Plan to include all traffic facilities.	Ongoing	Completed. Updated Roads Asset Management Plan to be reported to Council in late 2012.
Prepare and implement annual road safety action plan and review the outcomes.	Ongoing	Undertaken annually.

PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

SUBPROGRAM 11.05: ROAD SAFETY AND PEDESTRIANS

Co-ordinator: Manager Assets and Services

STATEMENT OF MEANS	DATE	PROGRESS
Investigate improved pedestrian safety at Mosman Junction including Raglan Street and Avenue Road intersections as part of the Pedestrian Access and Mobility Plan (PAMP).	Review in December	Ongoing.
<ul style="list-style-type: none"> ➤ Investigate Public Domain Improvements which give priority to pedestrians where applicable ➤ Control footpath occupations in accordance with Council's policy ➤ Investigate further improvements to pedestrian safety at the Spit Junction intersection and increased pedestrian times at the Ourimbah Road crossing ➤ Participate in the Active Transport Working Group 	Review in March	Ongoing.
<ul style="list-style-type: none"> ➤ Seek funding for road safety campaigns included in the Road Safety Action Plan ➤ Implement recommendations of Council's Road Safety Strategic Plan and Action Plan ➤ Annually prepare a traffic report on the accident history for all roads ➤ Implement recommended actions from safety around schools audits subject to funding 	Review in July	Ongoing.
Review all parking restrictions in vicinity of pedestrian crossing facilities in Mosman through a pedestrian crossing audit (subject to funding).	Ongoing	All pedestrian crossings around schools have been audited but remainder have not due to lack of funding.

PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

SUBPROGRAM 11.06: BICYCLES

Co-ordinator: Manager Assets and Services

STATEMENT OF MEANS	DATE	PROGRESS
Develop criteria for undertaking review of Bicycle Plan 2012-2017.	Review in December	Currently underway with assistance from Active Transport Working Group. Consultation has begun with online surveys and community workshops.
<ul style="list-style-type: none">➤ Review progress of Mosman Bicycle Strategy with a view to preparing a new Bike Plan 2012-2017➤ Participate in the Active Transport Working Group➤ Assess development including Council projects from opportunities to facilitate cycling as a mode of transport.	Ongoing	Ongoing. Active Transport Working Group currently assisting in preparation of brief for new Bike Strategy for 2012.

PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

SUBPROGRAM 11.07: PUBLIC TRANSPORT

Co-ordinator: Manager Assets and Services

STATEMENT OF MEANS	DATE	PROGRESS
Investigate options for the use of ferries at suitable locations in Mosman.	Review in July	Ongoing. Council recently advised of NSW Maritime's works programs for Wharf Upgrades to meet Access Standard. Work on all Sydney Wharves will be undertaken from 2012 - 2017.
Review and improve Mosman Rider Bus.	Review in July	Ongoing.
Continue to lobby State Transit Authority to maintain and link local bus and ferry services and provide more frequent and reliable services.	Ongoing	Council has pursued this approach by lobbying the respective agencies and by proposing more nimble local buses to respond to local demand and road conditions. To date no response on this option has been received.
Continue to lobby State Government for public transport options that reduce the reliance on private motor vehicle usage in line with SHOROC's Shaping Our Future'.	Ongoing	Council continues to lobby the State government in support of bus rapid transit in accordance with SHOROC's position and more recently has exhibited proposes to improve bus facilities in Spit Road as part of the Spit Junction Masterplan Study.
Seek funding to undertake a review of local bus services with a view to providing a satellite system where smaller more flexible, accessible and regular services run from nodes on mainline routes to areas where demand or topographical issues discourage use of large buses.	Ongoing	Correspondence has issued to the responsible agency but no response has yet been received. It will continue to be pursued together with other public transport opportunities.
Negotiate and advocate with the State Government and private contractors to improve public facilities, transit ways and timetables and improve access to buses, taxis and other public transport including options for mini buses.	Ongoing	Council is still awaiting the publication of the pre-feasibility study for bus rapid transit and any response on local trials for mini buses.
Lobby for alternative solutions including SHOROC's bus rapid transit proposal.	Ongoing	Ongoing. Report on Bus Rapid Transport has been released by NSW State Government.
Make representations to government on behalf of Mosman and in conjunction with SHOROC Councils to support investigation of bus rapid transit on the Spit/Military Road Corridor.	Ongoing	Release of the pre-feasibility study is imminent.
Continue to support Mosman Rider, including regular service reviews	Ongoing	Ongoing.

PROGRAM 12: LOCAL AND REGIONAL ECONOMY

Convenor: Director Community Development

SUBPROGRAM 12.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Director Community Development

STATEMENT OF MEANS	DATE	PROGRESS
Community engagement, education and information on economic development issues.	Ongoing	Council has continued to engage the business and broader community on matters relevant to economic development. In the latter part of 2011 a Council working group was formed including representatives of the Mosman Chamber of Commerce, Mosman Village Business Association and BNI Balmoral to improve the festive feel of Mosman in the lead-up to and during the Christmas season. As a result a very successful window decoration competition was held and new lighting installations were set up along Military Road. Council also hosted the December 2011 'Business After Hours' function for the Chamber of Commerce at Mosman Art Gallery & Community Centre. A new style of engagement - the '21st century town meeting' was used to involve residents in planning for the Military Road Improvement project and the business community was consulted extensively during the Spit Junction Masterplan project. Overall, the Spit Junction Masterplan project used a wide range of engagement techniques to involve locals in this significant planning exercise, including a dedicated website, numerous community/business meetings and a special edition of the Mosman News.
Mosman Business Centres Development Control Plan (DCP).	Ongoing	The Business Centres Development Control Plan came into force on 29 March 2012 along with the Residential and Open Space & Infrastructure DCPs. It was the culmination of five years work which involved both the business community and the wider Mosman community as well. The DCP is available on in hard copy as well as on the website in a number of formats including PDF and an online browser.
Subject to available funding, review Mosman branding to ensure it is a relevant, contemporary reflection of Mosman and its community.	Ongoing	The branding project remains unfunded and is therefore yet to commence.

PROGRAM 12: LOCAL AND REGIONAL ECONOMY

Convenor: Director Community Development

SUBPROGRAM 12.02: BUSINESS SUPPORT AND LOCAL EMPLOYMENT

Co-ordinator: Director Community Development

STATEMENT OF MEANS	DATE	PROGRESS
Business community consultation and education - planning instruments and development applications.	Ongoing	Ongoing.
Mosman Business Centres Development DCP.	Ongoing	Mosman Business Centres DCP was completed and came into effect on 29 March 2012.
Engagement, participation and support of local business community including Mosman Chamber of Commerce.	Ongoing	Ongoing.
Business community partnerships - themes and decorations in retail/commercial areas.	Ongoing	Ongoing.
Review Military Road Christmas decorations in consultation and cooperation with Mosman Chamber of Commerce.	Ongoing	Mosman approach to Christmas decorations through a window competition of businesses and the provision of LED lighting in key areas (such as the Mosman Square Fountain) were revamped in 2011 and Council will work with the Chamber of Commerce to replicate and build upon these improvements in 2012.
Deliver the Military Road Streetscape Upgrade Project.	Ongoing	Military Road Streetscape upgrade successfully completed in July 2012 with the opening of the Dom Lopez Bust at Avenue Road. Works involved planting of some 100 trees; replacement of existing seats and bins with new suite of street furniture; pavement repairs and landscaping. All work was delivered on budget and within timeframe.
Prepare the Spit Junction Masterplan.	Ongoing	Work is underway and on time and budget. To be completed by October 2012.
Partnerships with the local business community to support community, cultural and economic development.	Ongoing	Ongoing.
In partnership with local businesses, re-invigorate the Sculpture Festival as part of the Mosman Festival in 2011.	Ongoing	Planning is currently underway to build on the success of In Situ in working with the business community as part of the 2013 Festival of Mosman.
Further develop the Mosman Festival as a key element of Mosman tourism and marketing.	Ongoing	Planning continues to link the Festival of Mosman with broader marketing and tourism initiatives, including Sydney Ferries and Destination NSW.
Preparation and distribution of commercial area parking maps.	Ongoing	Maps available on Council website with current inventory.
Mosman Rider bus service.	Ongoing	The contract for the new Rider service, including new route, new bus, new timetable and new tracker, is on schedule to begin 23 July.
Community information, education and promotion - sustainable transport options.	Ongoing	Ongoing.

STATEMENT OF MEANS	DATE	PROGRESS
Cycling and pedestrian accessibility works.	Ongoing	Formation of Active Transport Working Group has seen ongoing work in the area of cycling and pedestrians. Mosman's first Pedestrian Access and Mobility Plan (PAMP) has been completed; a workshop for the new bike plan 2013 was undertaken in June 2012 and Council was successful in its funding application to the RMS for cycling works in Bradley's Head Road, Athol Wharf Road and Holt and Spencer Roads.
Review Mosman Rider transport service, including bus tracking system and consideration of additional/amended routes.	Ongoing	The reviewed service with new tracker will begin on 23 July.
<ul style="list-style-type: none"> ➤ Promotion and support for business workshops, training and other resources offered locally by external providers including State and Federal government ➤ Facilitation of workshops, specialised programs and free business advisory service for current and potential businesses through the Business Enterprise Centre network. 	Ongoing	Ongoing.

PROGRAM 12: LOCAL AND REGIONAL ECONOMY

Convenor: Director Community Development

SUBPROGRAM 12.03: MARKETING MOSMAN

Co-ordinator: Manager Cultural Services

STATEMENT OF MEANS	DATE	PROGRESS
Address economic development opportunities presented by visitation by relatives and friends of Mosman residents.	Ongoing	Ongoing.
<ul style="list-style-type: none"> ➤ Provision of information to residents and visitors directly through Council's website, publications and media promotions ➤ Dissemination of information through partnerships with other local publications and tourism promotions across the wider metropolitan area. 	Ongoing	Council has continued to disseminate a wide variety of information through its website, social media and traditional forms of communication including newsletters, letterbox drops, consultative group meetings and media promotions over the course of the year. The Mosman News remains a key communication tool in both hard copy and electronic form, with 4 editions of being circulated in 2011/12. As a major event the Festival of Mosman involved an extensive marketing and promotional campaign, assisted significantly through partnerships forged with Destination NSW and Sydney Ferries. Festival programs were also distributed to all households and smart phone applications were integral to a number of Festival events. The SHOROC website has also been used to disseminate information to a regional audience and promotional/partnership arrangements with News Local have assisted in the widespread distribution of information on key events and activities. The subscriber list for Council's email newsletters has also continued to grow over the last 12 months, and project-specific websites have assisted in providing quick and easy access to information on major Council events and planning activities.
Pursue new opportunities to partner with Tourism NSW in promoting Mosman to domestic and international audiences.	Ongoing	Tourism NSW/Destination NSW was actively engaged in planning and delivering the 2011 Festival of Mosman, with \$10,000 in grant funding provided by Destination NSW to market the festival to metropolitan and regional audiences. Good working relationships have been developed with Destination NSW and it is expected that these will continue to be strengthened with further festivals and other opportunities to partner in marketing Mosman to wider audiences.
Subject to available funding, review Mosman branding to ensure it is a relevant, contemporary reflection of Mosman and its community.	Ongoing	The branding project remains unfunded and is therefore yet to commence.

STATEMENT OF MEANS	DATE	PROGRESS
Ongoing collaboration and support - Mosman Chamber of Commerce.	Ongoing	Council has continued to work collaboratively with the Mosman Chamber of Commerce. In the latter part of 2011 a Council working group was formed including representatives of the Chamber of Commerce, Mosman Village Business Association and BNI Balmoral to look at ways of improving the festive spirit of Mosman's retail areas during the Christmas season through lighting installations and a Christmas Window Decoration Competition. Council also hosted the December 2011 'Business After Hours' function for Mosman Chamber of Commerce at the Mosman Art Gallery & Community Centre. The Chamber has continued to be engaged in relation to State-funded business initiatives and local planning projects including the Spit Junction Masterplan.
Participate in SHOROC regional tourism initiatives.	Ongoing	Council has maintained a strong and continued involvement in SHOROC projects and planning, although there have been no specific tourism initiatives progressed at SHOROC level during the last year.
Development of stronger links with Tourism NSW and other relevant agencies through funding and partnership arrangements that help market and promote Mosman.	Ongoing	Progress has been made on the development of stronger relationships with Tourism NSW and Destination NSW, with Destination NSW providing \$10,000 in funding toward the 2011 Festival of Mosman. A new partnership with Sydney Ferries for the Festival also opened up further promotional opportunities for Mosman. Several successful funding applications over the past year are also providing additional opportunities to conduct and promote cultural events and activities for Mosman residents and visitors. Funding through these and other sources, the ongoing strengthening of working relationships with key agencies and the development of further local partnership opportunities, will continue to be pursued.
Investigate establishment of a working group involving key agencies such as SHFT, NPWS, Taronga Zoo and other local stakeholders to serve as an ongoing forum for development of ideas and initiatives supporting sustainability, cultural and community development, as well as future tourism opportunities.	Ongoing	Sub meetings of the working group have continued throughout 2012 with the next group meeting due in late 2012.
Assessment/processing of Complying Development Certificates/Development Applications for B&B accommodation.	Ongoing	Ongoing.

PROGRAM 12: LOCAL AND REGIONAL ECONOMY

Convenor: Director Community Development

SUBPROGRAM 12.04: REGIONAL DEVELOPMENT

Co-ordinator: General Manager

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Political, strategic and professional support of SHOROC ➤ Monitoring of Kimbriki Environmental Partnership Ltd to ensure access is maintained and waste management needs of the Mosman community are effectively and economically met ➤ Implementation of Shaping our Future' - SHOROC's regional strategy, with focus on housing, jobs, health and transport. 	Ongoing	<p>Mosman Council continued to actively collaborate with SHOROC and other SHOROC Councils throughout the year. Major initiatives included ongoing advocacy efforts for improved outcomes (particularly in the areas of transport and health), as detailed in the Regional Strategy 'Shaping Our Future'. The BRT pre-feasibility study was a direct response to SHOROC's ongoing lobbying for improved transport outcomes along the north-south corridor from the northern beaches to the City. Ongoing collaboration on waste management, including agreement on a common collection system, enabled further work to proceed with planning for the alternate waste management facility at Kimbriki. Further joint procurement projects were undertaken, as well as development of a regional asset audit. Councillors participated in the annual SHOROC Councillors Forum in November 2011 and staff participated in numerous project/working groups. Council contributed to a number of joint submissions coordinated through SHOROC, including a submission on the NSW Government's draft Regional Plan for the Northern Beaches, and the draft NSW Long Term Transport Masterplan Discussion Paper. A Regional Sustainability Action Plan was also launched jointly by the SHOROC member Councils.</p>
Participate in SHOROC lobbying efforts and associated feasibility studies regarding regional transport solutions - particularly in relation to the east/west and north/south transport corridors.	Ongoing	Council has maintained an active interest in the now-released BRT pre-feasibility study. The SHOROC Board has received regular updates on the project, with improved transport outcomes on the north-south corridor included in the State Government's draft Long Term Transport Masterplan. Mosman also participated in lobbying local Federal Members of Parliament for the BRT, improvements to road systems more generally, and better health outcomes for the region.
Participation in SHOROC network groups, workshops and forums.	Ongoing	Council staff participate regularly in SHOROC-convened networks and forums. Councillors also participated in the 2011 SHOROC Councillor Forum held at Taronga Zoo in November.
Contribute to the finalisation of the SHOROC Regional Sustainability Strategy and development of the SHOROC Regional Liveability Strategy and Regional Indicators.	Ongoing	The Regional Sustainability Strategy was approved and formally launched by the SHOROC Board in July 2011. Work on the Regional Liveability Strategy did not progress significantly during the year; however staff actively contributed to populating the new series of Regional Sustainability Indicators endorsed by the SHOROC Board in May 2011 as well as a draft Regional Asset Inventory.

REPORT ON PERFORMANCE MEASURES WITHIN MOSPLAN

These operational level measures assist in measuring performance across MOSPLAN's 70 sub-programs. These measures assist in the day-to-day planning, delivery and assessment of services. At times there may be some commonality between performance measures for sub-programs and Key Performance Measures for Programs.

Report on Service Performance Indicators for sub-programs (where provided) by theme for the period 1 July 2011 to 30 June 2012 follows.

Council, Community & Communication

Program 1

Convenor: General Manager

Program 1.01 - Co-ordinator: Manager Governance

Council, Secretariat and Civic Involvement

Performance Measures	Actual 2011/12
Percentage of customer service telephone enquiries resolved on first contact	14.4 [#]

[#]Data not captured. Percentage of all calls directly to and completed by the Council's switchboard. Considering percentage of voicemail messages left on staff phones from either direct calls or calls transferred by the switchboard it is estimated that 56% of all calls are dealt with on first contact.

Program 1.03 - Co-ordinator: Manager Governance

Governance

Performance Measures	Actual 2011/12
Percentage of internal audit programs completed	100
Percentage of formal complaints received and resolved internally	100
Number of privacy complaints received and resolved internally	13
Percentage of formal complaints resolved within 10 days	100

Program 1.04 - Co-ordinator: Director Community Development

Communication

Performance Measures	Actual 2011/12
Residents satisfied – Council engaging (consulting) with the community	59.3*
Percentage residents satisfied – access to Council information and Council support	67.2
Percentage residents satisfied – overall delivery of Council services	67.0
Number of Mosman News editions distributed per annum	4

*Based on mean score out of 10 – June 2012 Community Survey

Resource & Asset Management

Program 2

Convenor: Director Corporate Services

Program 2.01 - Co-ordinator: Director Corporate Services

Policy and Administration

Performance Measures	Actual 2011/12
Percentage residents satisfied – Council staff	71*

* Based on mean score out of 10 – June 2012 Community Survey

Program 2.02 - Co-ordinator: Manager Finance

Finance

Performance Measures	Actual 2011/12
Unrestricted Current Ratio	1.35:1
Debt Service Ratio	7.14%
Rates and Annual Charges Coverage Ratio	53.74%
Rates and Annual Charges Outstanding Percentage	1.80%
Building and Infrastructure Renewals Ratio	79.54%

Program 2.03 - Co-ordinator: Manager IT Services

Information Technology and Infrastructure

Performance Measures	Actual 2011/12
Availability of IT Systems within normal working hours	99.03%
Annual Staff Satisfaction Rating	92%
Percentage of formal applications to access information under the GIPA Act as a percentage of all access applications	3 out of 421 (0.7%)
Percentage of documents registered in corporate information system within 24 hours of receipt	100%

Program 2.04 - Co-ordinator: Manager Governance

Insurance and Risk Management

Performance Measures	Actual 2011/12
Percentage of staff trained in risk management	100
Percentage of public liability insurance claims accepted	30

Program 2.05 - Co-ordinator: Manager Organisation Development

Human Resources

Performance Measures	Actual 2011/12
Employee retention rate	86.41
Unscheduled absence rate (No. days absent/available workdays)	0
Number of Workers Compensation claims	7
Cost of Workers Compensation claims (total cost minus journey claims/Full Time Equivalent staff (excluding casuals))	\$25,149.92
Staff satisfaction/well-being score	79%

Program 2.07 - Co-ordinator: Manager Assets and Services

Strategic Asset and Property Management

Performance Measures	Actual 2011/12
Number of Asset Management Plans completed	3

Community Safety

Program 7

Convenor: Director Corporate Services

Program 7.01 - Co-ordinator: Director Corporate Services

Collaboration, Communication and Accountability

Performance Measures	Actual 2011/12
Recommitment to Collaborative Management Plan by each new Local Area Commander within three months of appointment.	0
Number of community promotions per annum to raise awareness of Harbourside Police and Council	1
Number of Police new recruit orientation days per annum	0

Program 7.03 - Co-ordinator: Manager Ranger Services

Combating Offences and Crime

Performance Measures	Actual 2011/12
Number of school zone parking patrols	2 per school day 400

Program 7.05 - Co-ordinator: Manager Ranger Services

Event Management – Safety and Traffic Aspects

Performance Measures	Actual 2011/12
User satisfaction/feedback - Special Events	95%
Number of unplanned incidents reported during events	0

Program 7.06 - Co-ordinator: Manager Ranger Services

Emergency Management

Performance Measures	Actual 2011/12
Number of Local Emergency Management Committee (LEMC) meetings attended per annum	4
Number of desktop exercises conducted per annum	0

Program 7.08 - Co-ordinator: Manager Community Services

Safe Communities

Performance Measures	Actual 2011/12
Percentage of residents who feel safe in their local community	86.6*

Program 7.09 - Co-ordinator: Manager Ranger Services

Companion Animals

Performance Measures	Actual 2011/12
No. of animals impounded to Council's facility per annum	17
Percentage of residents satisfied – Animal management and control	65.2*

*Based on mean score out of 10 – June 2012 Community Survey

Urban Planning

Program 3

Convenor: Director Environment & Planning

Program 3.03 - Co-ordinator: Manager Urban Planning

Plan Making and Implementation

Performance Measures	Actual 2011/12
Percentage of residents satisfied – managing development – land use planning	51.8

Program 3.04 - Co-ordinator: Manager Urban Planning

Heritage Planning

Performance Measures	Actual 2011/12
Percentage of residents satisfied – protection of heritage values and buildings	66.9*
Number of residents accessing heritage advisory service per annum	22

*Based on mean score out of 10 – June 2012 Community Survey

Built Environment

Program 4

Convenor: Director Environment and Planning

Program 4.01 - Co-ordinator: Manager Development Services

Development Assessment and Regulation

Performance Measures	Actual 2011/12
Percentage of residents satisfied – development approvals process	51.2*
Number of development applications received annually	350
Number of development applications determined annually	233
Median net development application processing time (in days)	75
Number of Construction Certificates received	6
Number of Construction Certificates issued	6
Median net Construction Certificate processing time (in days)	14
Number of Complying Development Certificates received	0
Number of Complying Development Certificates determined	0
Median Complying Development Certificate processing time (in days)	0
Percentage development applications to appeal	0.04%
Percentage appeals with a positive result / consistent with recommendations	100%
Outstanding number of fire program properties to be inspected	102

*Based on mean score out of 10 – June 2012 Community Survey

Environmental Management & Health

Program 5

Convenor: Director Environment & Planning

Program 5.01 - Co-ordinator: Director Environment and Planning

Policy and Administration and Customer Focus

Performance Measures	Actual 2011/12
% Residents satisfied – Management & protection of the environment	72.9*

Program 5.02 - Co-ordinator: Manager Environment and Services

Climate Change and Air Quality

Performance Measures	Actual 2011/12
Council's energy consumption per annum (KWh)	2,889,959
Council's greenhouse gas emissions (tonnes CO2e) per annum	1,724
Percentage of green power purchased by Council for primary sites and street lighting per annum.	10% primary sites 100% street lighting

Program 5.03 - Co-ordinator: Manager Assets and Services

Total Water Cycle

Performance Measures	Actual 2011/12
Total Council potable water use (kl) per annum	46,125
Total potable water use (kl) in the Mosman Local Government Area per annum	2,841,397
Percentage of the catchment treated prior to stormwater pollutants entering the harbour	90%
Total gross pollutants (tonnes) removed from SQIDs per annum	332.09
Percentage of residents satisfied – Management of drainage and local flooding	68.1

Program 5.04 - Co-ordinator: Manager Assets and Services

Biodiversity

Performance Measures	Actual 2011/12
Number of registered active bushcare volunteers and volunteer hours per annum.	102 Volunteers 2,800 hours
Number of Noxious Weeds Assessments undertaken per annum.	23
Hectares of bushland area under contract, greater than 90% native vegetation cover.	17.6ha (55%) (2011 TEC report)

Program 5.05 - Co-ordinator: Manager Assets and Services

Trees

Performance Measures	Actual 2011/12
Total no. of trees approved for removal on private land per annum.	294
Total no. of native plants supplied to volunteers, contractors and residents per annum.	8,500
Community satisfaction – Management of street trees	64.1*

Program 5.06 - Co-ordinator: Manager Environment and Services and Manager Assets and Services

Land and Coast

Performance Measures	Actual 2011/12
Percentage of Site Environmental Management Plans developed and complied with for all applicable contaminated sites	100%
Percentage of foreshore works applying NSW Government sea-level rise benchmarks of 0.4m by 2050 and 0.9m by 2100	100%

Program 5.08 - Co-ordinator: Manager Environment and Services

Engagement and Education for Sustainability

Performance Measures	Actual 2011/12
Number of sustainability programs delivered per annum	20

Program 5.09 -Co-ordinator: Manager Environment and Services

Environmental and Public Health

Performance Measures	Actual 2011/12
Percentage of relevant premises in Mosman inspected at least once per annum	100%
Percentage of residents satisfied – Enforcement of health and food regulations	73.2*

Program 5.10 - Co-ordinator: Manager Environment and Services

Waste

Performance Measures	Actual 2011/12
Total tonnes of waste to landfill per annum	6,195
Total tonnes of waste to recycling per annum (diverted from landfill)	5,613
Total green-waste/organics diverted from landfill per annum	1,928
Kerbside diversion rate	47.7%
Number of illegal dumps reported per annum	402
Percentage of residents satisfied – Litter control and rubbish dumping	70.8*
Percentage of residents satisfied – Waste and recycling collection services	73.7*

Program 5.11 - Co-ordinator: Manager Environment and Services

Environmental Cleaning Services

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Overall cleanliness, management and appearance of public spaces	73.6*
Percentage of residents satisfied – Cleaning of streets	72.5*
Percentage of residents satisfied – Condition of public toilets	61.1*
Tonnes of rubbish captured through street sweeping per annum	523.88

Program 5.12 - Co-ordinator: Manager Environment and Services

Food Safety

Performance Measures	Actual 2011/12
Number of training programs delivered to Mosman food businesses per annum	2
Percentage compliance with Council's statutory responsibilities per annum	100%
Percentage of residents satisfied – Enforcement of health and food regulations	73.2*

*Based on mean score out of 10 – June 2012 Community Survey

Parks & Recreation

Program 6

Convenor: Director Environment and Planning

Program 6.01 - Co-ordinator: Director Environment and Planning

Policy and Administration and Customer Focus

Performance Measures	Actual 2011/12
Percentage of users satisfied – Sporting fields	70*
Percentage of residents satisfied – Provision and maintenance of parklands including bushland, harbour foreshores, local parks & bushland trails	77.5*
Percentage of residents satisfied – Sport & recreational facilities	66.9*

Program 6.02 - Co-ordinator: Manager Assets and Services

Parks, Gardens, Playgrounds and Civic Spaces

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Provision and maintenance of parklands including bushland, harbour foreshores, local parks and bushland trails	77.5*
Percentage of residents satisfied – Overall cleanliness, appearance and management of public spaces	73.6*

Program 6.03 - Co-ordinator: Manager Assets and Services

Recreational Facilities

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Provision and maintenance of parklands including bushland, harbour foreshores, local parks and bushland trails	77.5*
Percentage of residents satisfied – Sport & recreational facilities	66.9*
Number of users per annum – Marie Bashir Mosman Sports Centre	1,646 hrs booked

Program 6.04 - Co-ordinator: Manager Environment and Services

Beaches, Sea Pools and Foreshores

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Provision and maintenance of parklands including bushland, harbour foreshores, local parks and bushland trails	77.5*
Percentage of residents satisfied – Overall cleanliness, appearance and management of public spaces	73.6*

*Based on mean score out of 10 – June 2012 Community Survey

Transport & Traffic

Program 11

Convenor: Director Environment & Planning

Program 11.01 - Co-ordinator: Director Environment and Planning

Policy and Administration and Customer Focus

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Traffic management	58.4*
Percentage of residents satisfied – Enforcement of parking restrictions	57.8*

Program 11.02 - Co-ordinator: Manager Assets and Services

Roads

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Providing and maintaining local roads	65.6*
Percentage of residents satisfied – Providing and maintaining footpaths	60.1*

Program 11.03 - Co-ordinator: Manager Assets and Services

Traffic Facilities

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Providing and maintaining local roads	65.6*
Annual budget – roads maintenance and renewal	\$1,134,000

Program 11.04 - Co-ordinator: Manager Assets and Services

Traffic Management

Performance Measures	Actual 2011/12
Number of (off-street) public car parking spaces	1,230* not including Cache Car park
Number of traffic accidents reported on Mosman roads for 2010/2011	128
Percentage of residents satisfied – Traffic management	58.4*
Percentage of residents satisfied – Provision of car parking	59.7*
Percentage of residents satisfied – Enforcement of parking restrictions	57.8*

Program 11.05 - Co-ordinator: Manager Assets & Services

Road Safety and Pedestrians

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Providing and maintaining footpaths	60.1*
Annual budget – Footpath maintenance and renewal	\$882,000
Number of projects completed – Road Safety Action Plan	10

Program 11.06 - Co-ordinator: Manager Assets and Services

Bicycles

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Providing and maintaining bike paths	53.8*
Km bicycle paths in Mosman	2.5km (1.8km off road, 0.7km on road)

Program 11.07 - Co-ordinator: Manager Assets and Services

Public Transport

Performance Measures	Actual 2011/12
Number of passengers using the Mosman Rider bus service per annum	49,053

*Based on mean score out of 10 – June 2012 Community Survey

Community Development & Services

Program 8

Convenor: Director Community Development

Program 8.01 Co-ordinator: Manager Community Services

Policy and Administration and Customer Focus

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Overall range and quality of community facilities and activities	69.6*
Percentage of residents satisfied – Access to Council information and support	67.2*
Percentage of residents satisfied – Council engaging (consulting) with the community	59.3*

Program 8.02 Co-ordinator: Aged and Disability Development Officer

Community Connection and Volunteering

Performance Measures	Actual 2011/12
Number of volunteers managed/coordinated by Council	457
Number of volunteer training programs conducted per annum	76
Number of 'New Residents Morning Teas' held per annum	2
Annual Volunteer feedback	1

Program 8.03 - Co-ordinator: Children's Services Development Officer

Children and Families

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Services and facilities for children and families	67.6%
Utilisation rates – Vacation Care, Mosman Occasional Child Care (MOCC), Family Day Care and Before and After School Care	MOCC – 96.2% FDC – 92% B&ASC -91.9% Vac Care – 91%
Number of services accredited	3
Number of playgroups and other children's programs delivered per annum	196

Program 8.04 - Co-ordinator: Youth Development Officer

Youth Services

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Services for young people	60.4%
Average number of attendees per week – Youth Development Centre	175
Number of young people attending Council youth programs per annum	7,000 (Drop in) 3,000 (ShoreFest) 625 (Vacation care) 300 (24/7 film festival) 25 (Youth consultation) 30 (Girls Only) 100 (Saturday Youth Group) 60 (Discobility) 250 (Health Forums) 12 (Pathways)
Average number attending Saturday Youth Group per week	11 (1 under 17 years)

Program 8.05 - Co-ordinator: Aged and Disability Development Officer

Older People

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Services and facilities for older people	66.8%
Number of participants in healthy ageing programs per annum	395
Number of Meals on Wheels deliveries per annum	16,078
Number of attendees at the Community Restaurant per annum	3,191
Number of residents accessing Community Transport per annum	759 people going on 9,726 trips

Program 8.06 - Co-ordinator: Aged and Disability Development Officer

People with a Disability

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Services and facilities for people with a disability	62.8*
Number of carers assisted through Council programs per annum	112 56 (Older people) 50 (Younger People with a Disability) 6 (Children with a Disability)

Program 8.07 - Co-ordinator: Manager Community Services

Primary and Community Health

Performance Measures	Actual 2011/12
Number of children immunised per annum	519
Number of health-related promotions and partnerships per annum	10

Program 8.08 - Co-ordinator: Aged and Disability Development Officer

Healthy Lifestyle and Fitness

Performance Measures	Actual 2011/12
Number of healthy lifestyle programs delivered and facilitated per annum	11

Program 8.09 - Co-ordinator: Manager Community Services

Aboriginal Culture, Heritage and Reconciliation

Performance Measures	Actual 2011/12
Number of activities per annum promoting, raising awareness or celebrating Aboriginal culture and heritage	1

Program 8.10 - Co-ordinator: Manager Community Services

Culturally and Linguistically Diverse People

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Services and facilities for people from culturally and linguistically diverse backgrounds	53.7*

*Based on mean score out of 10 – June 2012 Community Survey

Library & Information

Program 9

Convenor: Director Community Development

Program 9.01 - Co-ordinators: Manager Library Resources and Manager Library Services

Policy and Administration and Customer Focus

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Library services	76.9*
Library visits per capita per annum	8.37

Program 9.02 - Co-ordinator: Manager Library Resources

Library Resources

Performance Measures	Actual 2011/12
Percentage of customers satisfied with the Library collection	96%
Percentage of the collection acquired in the last 5 years	56%
Acquisitions per capita per annum	3.25
Loans per capita per annum	13.6

Program 9.03 - Co-ordinator: Manager Library Services

Library Services

Performance Measures	Actual 2011/12
Percentage of customers satisfied with Library services	98
Percentage of population who are Library members	55
Percentage of reference enquiries completed successfully	95

Program 9.04 - Co-ordinator: Manager Library Resources

Library Information Technology

Performance Measures	Actual 2011/12
Percentage of customers satisfied with public access Internet and online catalogue	82
Percentage of Inter-Library Loan requests satisfied within the Shorelink Network	74

Program 9.05 - Co-ordinator: Manager Library Services

Library Building

Performance Measures	Actual 2011/12
Percentage of customers satisfied with Library building and facilities	97

Program 9.06 - Co-ordinator: Manager Library Services

Education

Performance Measures	Actual 2011/12
Number of School Principals Liaison Group meetings held per annum	4

Program 9.07 - Co-ordinator: Local Studies Librarian

Local Studies

Performance Measures	Actual 2011/12
Percentage of customers satisfied with Local Studies service	98.4
Percentage of Local Studies enquiries completed successfully	99

Program 9.08 - Co-ordinator: Manager Library Resources

Community Information

Performance Measures	Actual 2011/12
Percentage of customers satisfied with the Community information service (annual survey)	99
Percentage of community information enquiries completed successfully	99

Program 9.09 - Co-ordinator: Internet Co-ordinator

Internet Services

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Council engaging (consulting) with the community	59.3*
Percentage of residents satisfied – Access to Council information and Council support	67.2*
Percentage of residents who nominate Council websites and social media spaces as their main source of information on Council services and activities	53
Requests for pages (average per month)	37,132

*Based on mean score out of 10 – June 2012 Community Survey

Cultural Development & Services

Program 10

Convenor: Director Community Development

Program 10.01 - Co-ordinator: Manager Cultural Services

Policy and Administration and Customer Focus

Performance Measures	Actual 2011/12
% Residents satisfied – Overall range of facilities and activities relevant to culture and the arts	64.7*

Program 10.05 - Co-ordinator: Manager Cultural Services

Cultural Development

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Overall range of facilities and activities relevant to culture and the arts	64.7*
Occupancy rate – Mosman Art Gallery and Community Centre	75% (occupancy disrupted due to capital works)
Number of public art installations	2

Program 10.06 - Co-ordinator: Manager Cultural Services

Gallery Exhibitions and Activities

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Mosman Art Gallery and Community Centre	98%
Number of exhibitions, educational activities and special Gallery events per annum	16 exhibitions, with 130 educational activities and special events held
Total Gallery visitation per annum	34,200 (Gallery closed to public for 13 weeks due to capital works)
Customer satisfaction – Gallery exhibitions and special events	98%
Number of Gallery Friends and volunteers	350

Program 10.07 - Co-ordinator: Manager Cultural Services

Community Arts, Crafts and Village Markets

Performance Measures	Actual 2011/12
Number of stalls per market and per annum	Average 120 per market/twelve markets per year
Customer satisfaction – Mosman Village Markets	95%

Program 10.08 - Co-ordinator: Events & Marketing Co-ordinator

Civic Events Organised by Council

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Local festivals and events	65.4*
Customer satisfaction – civic events	98%
Number of events delivered per annum	10
Number of attendees at civic events per annum	57,970

Program 10.09 - Co-ordinator: Events and Marketing Co-ordinator

Commercial Community Events approved/facilitated by Council

Performance Measures	Actual 2011/12
Customer feedback – major commercial events and celebrations	95

Program 10.10 - Co-ordinator: Manager Cultural Services

Friendship Agreements

Performance Measures	Actual 2011/12
Number of events, projects and activities undertaken with Mosman's Friendship Communities per annum	4

*Based on mean score out of 10 – June 2012 Community Survey

Local & Regional Economy

Program 12

Convenor: Director Community Development

Program 12.01 - Co-ordinator: Director Community Development

Policy and Administration and Customer Focus

Performance Measures	Actual 2011/12
Percentage of residents satisfied – Council assisting economic development with the business community and visitors	59.9*

Program 12.02 - Co-ordinator: Director Community Development

Business Support and Local Employment

Performance Measures	Actual 2011/12
Number of businesses and business people assisted through Council facilitated workshops and advisory services	N/A
Number of passengers per annum – Mosman Rider	49,053

Program 12.03 - Co-ordinator: Manager Cultural Services

Marketing Mosman

Performance Measures	Actual 2011/12
Number of tourist promotions delivered and/or supported	1
Level of external funding assistance sought and achieved for tourism-related initiatives	\$10,000/\$10,000

Program 12.04 - Co-ordinator: General Manager

Regional Development

Performance Measures	Actual 2011/12
Number of SHOROC regional projects supported/ participated in per annum	32

*Based on mean score out of 10 – June 2012 Community Survey

REPORT ON THE CONDITION OF PUBLIC WORKS s428 (2) (D)

Stormwater Drainage

Following formulation of Council's Stormwater Asset Management Plan (SWAMP) in 1994, Council allocated significant funds for the improvement of its drainage network on the basis of known flooding problems and choke points. SWAMP provides an objective method of assessing one problem area against another on a cost/benefit basis and therefore provides Council with a priority list of works.

In 2011 Council commissioned Cardno NSW to update the SWAMP and audit and revalue all stormwater assets in Mosman. This included CCTV investigation of 15% of the stormwater pipeline network – over 9km. The audit is still underway and the revised AMP will be completed in early 2013. The results of this plan will identify priority maintenance and capital works for the next 12 years. Given the age of the network and early results from the audit, it is anticipated additional funding will be required in this area.

Stormwater Pollution Control and Creek Rehabilitation

In June 2000 Council adopted the Community Environmental Contract (CEC), which is a program of environmental works including the retro-fitting Stormwater Quality Improvement Devices (SQIDs) to the existing drainage network. As of 1 June 2012 there were 27 SQIDs installed with additional SQID's constructed prior to the adoption of the CEC. These SQIDS filter stormwater from over 90% of the treatable area of Mosman and have prevented over 2975 tonnes since the first SQID was installed.

The successful program has come to the end in 2012 with the installation of the final SQID in the Pearl Bay catchment. Council is continuing to increase its funding allocation for maintenance of SQIDs as they come into operation.

A separate annual report on the activities undertaken by Council under the CEC has been prepared and submitted to the Department of Local Government.

DESCRIPTION	ESTIMATE OF FUNDS REQ'D TO BRING WORKS TO SATISFACTORY STANDARDS	ESTIMATE OF ANNUAL EXPENSES OF MAINTAINING THE WORKS AT THAT STANDARD	MAINTENANCE and CAPITAL WORKS PROGRAM FOR 2011/2012
Stormwater Assets	\$5,101,000	\$1,022,000	\$455,000

Road Assets

Council completed a condition survey and valuation of all its road assets in 2010. This included roads, kerb and gutter, footpaths, street furniture, traffic control devices such as roundabouts and refuges; lines and signs and retaining walls/rock faces.

The audit revealed that significant funding is required in order to maintain these assets at satisfactory level and an injection of funding is required to bring those assets in an unsatisfactory rating to satisfactory. Of the asset classes, retaining walls have been identified as requiring the bulk of the funding.

With the completion of the audit in 2010, a comprehensive asset management plan for road assets was developed in 2011. This document has provided Council with a realistic 10 year capital works program and identified a list of priority maintenance works. Whilst Council has continued its current expenditure on its road assets, it is clear from the asset management plan that there still a significant funding gap to provide a satisfactory condition on all assets.

Over the last 12 months with the assistance of a resident Asset Management Reference Group, Council has been examining the levels of service on road assets, unit rates and useful lives. This has been undertaken to become more consistent with surrounding Councils and ensure accurate figures are reported. It is anticipated that given the outcomes of this group and a new civil works contract, the financial figures for Road assets will be revised for the 2013/2014 reporting year.

Based on the valuations estimated in the previous years, the written down value of Council's roads assets at 30 June 2012 is shown below.

DESCRIPTION	ESTIMATE OF FUNDS REQ'D TO BRING WORKS TO SATISFACTORY STANDARDS	ESTIMATE OF ANNUAL EXPENSES OF MAINTAINING THE WORKS AT THAT STANDARD	MAINTENANCE and CAPITAL WORKS PROGRAM FOR 2011/12
Road Assets	\$19,068,000	\$4,560,000	\$2,401,000

Marine Structures

In 2011 a full condition audit and Asset Management Plan for all seawalls, jetties and wharfs was completed. Given the harsh marine environment, assets in this class are subject to ongoing maintenance and renewal. Given the significant investment over the years in its marine structures through the CEC program and Infrastructure Levy, the condition of these assets is relatively good. However given the short useful life of many of these assets, continued investment is required to ensure they are kept in a good condition.

DESCRIPTION	ESTIMATE OF FUNDS REQ'D TO BRING WORKS TO SATISFACTORY STANDARDS	ESTIMATE OF ANNUAL EXPENSES OF MAINTAINING THE WORKS AT THAT STANDARD	MAINTENANCE and CAPITAL WORKS PROGRAM FOR 2011/12
Marine Assets	\$208,000	\$180,000	\$54,000

STATEMENT OF AMOUNTS INCURRED IN RELATION TO LEGAL COSTS AND EXPENSES 428 (2) (E)

The costs for 2011/2012 referred to in this statement are those direct third party payments in relation to legal proceedings. Costs associated with staff to progress these matters and attend court are not included as they are considered to be part of normal duties.

Total costs incurred for a particular matter may not be invoiced and paid within the same financial year, so this statement should be read in conjunction with previous and subsequent statements. Land and Environment Court matters also include any consultancy costs associated with the appeal.

1. Land and Environment Matters

Property	File No	Status	Consistency with Staff Recommendation	Cost \$
13 Balmoral Avenue	8.2011.74.1	Dismissed	Yes	22,118.34
3 & 3A Burton Street	8.2011.351.1	Upheld with conditions	Yes	12,955.11
361 Military Road	8.2010.152.2	Upheld with conditions	Yes	17,061.82
61 Muston Street	11.2012.1.1	Discontinued	-	1,964.02
91 Ourimbah Road	13.2006.28.1	Upheld	Yes	32,436.74
45 Parriwi Road	8.2011.35.3	Upheld with conditions	Yes	13,315.24
39 Raglan Street	8.2010.154.1	Discontinued	-	43,308.63
21A Redan Street	8.2006.249.1	Discontinued	-	1,863.42
9A Ryan Avenue	8.2009.411.2	Upheld with conditions	-	20,499.20
TOTAL				\$165,522.52

1. Local Court Matters

37 matters were referred for mention or defended hearings to the Local Court during 2011/2012. They related to the following offences:-

- Illegal Parking (29)
- Breach the weight limit on road (5)
- Dogs (1)
- Development not carried out in accordance with approval (2)
- Littering (0)

Council incurred direct costs during the period in defending these matters. Fines and costs awarded by the Local Court were recovered in those matters not withdrawn or dismissed by the Local Court.

STATEMENT OF MAYORAL AND COUNCILLOR FEES AND EXPENSES 428 (2) (F)

The following fees and expenses with regard to the Mayor and Councillors were paid during 2011/2012:

Details	\$
Mayoral Allowance	36,320
Members' Fees (7 x \$16,640, 1 x \$9,702, 1 x \$13,860)	140,042
Catering/Receptions	18,342
Child care	630
Delegates Expenses	18,251
Travelling	1,437
Phone line rentals to Councillors' residences	2,185
Additional dedicated phone line for facsimile machines to Councillors' residences	358
Mobile phone for Mayor's use for Council business	56
Mayoral Discretionary Fund (Cl.1.1(c) Expenses Policy)	4,822
<ul style="list-style-type: none"> • Flowers (\$331) • Former Mosman Charity Fund Reunion Luncheon (Mayoresses) (\$1,077) • Japanese Delegation Visit (\$1,468) • Clair Luncheon (Japan Delegation Visit) (\$257) • Computer Transportation Costs - Glen Innes (\$342) • Chamber of Commerce Luncheon (\$438) • Clr Lopez' Funeral (\$909) 	
TOTAL	222,443

Councillors are provided with meals when attending Council and Committee Meetings and other official functions and receptions, which are included in Catering/Receptions above.

The cost of attendance of Councillors at conferences and seminars together with training and skill development is included in Delegates expenses above. Council does not pay expenses for any spouse, partner or other person who may accompany a Councillor.

Training sessions were provided to Councillors in relation to the Code of Meeting Practice and Code of Conduct. Details of other workshops attended by Councillors appear at page 2.

In addition, Councillors are provided, upon request, phone lines and equipment including laptop computers, printers and facsimiles on loan, in accordance with Council's "Policy for the Payment of Expenses and Provision of Facilities to Mayor and Councillors".

Equipment provided to Councillors on a loan basis during the year follows. Consumables for printers and facsimile machines on loan are provided upon request:

Laptop computers	6 Councillors
Printers/facsimile	9 Councillors

A desk-top computer and printer are also available for Councillors' use in the Councillors Rooms at the Civic Centre.

The "Policy for the Payment of Expenses and Provision of Facilities to Mayor and Councillors" reviewed and adopted by Council after reporting date on 7 August 2012 to provide for an option of a tablet based device under clause 1.2(a), follows:



**POLICY ON PAYMENT OF
EXPENSES AND
PROVISION OF FACILITIES
TO MAYOR AND COUNCILLORS**

Amendments

Date	Amendment	Reference
08/02/94	Adopted	PR2
12/07/94	Changes to Clauses 4 & 5	F/123
20/10/94	Use of PC, printer and photocopier	F/224
06/12/94	Resolved the above items to be included	PF/267
08/08/95	Review of Policies	PF/241
14/11/95	Adopted changes due to review of Policies	PF/338
24/09/96	Change to Clause 1.2(d)	PF/282
03/02/98	Expenses associated with travel	PF/8
02/06/98	Provision of PC, facsimile and printer	PF/140
02/05/00	Provision of a facsimile machine or facsimile machine/answer phone	PF/93
02/05/00	Payment of a one-off phone connection fee	PF/93
13/05/03	Legal assistance for Councillors	PF/84
07/02/05	Clarify use of bar facilities	
04/04/05	Changes due to advice in DLG Circular 05/08	CS/30
05/09/05	Addition of Mayoral Discretionary Fund	CS/82
28/11/2006	Compliance with DLG Circular 06/57- Guidelines	CS/86
06/02/2007	Deletion of words "by or" from Clause 2, Section 5	CS/5
06/05/2008	Councillor access to casual child care through Council's Children's Services	CS/19
04/11/2008	Child Care Benefits (Clauses 1.1(b); 1.2(b); and 3.6)	CS/58
03/11/2009	DLG Circular 9/36 Compliance with Guidelines dated October 09	CS/67
5/10/10	Last Adopted	CS/54
4/10/11	Reviewed and adopted	CS/51
7/8/12	Option of tablet-based device in Clause 1.2(a)	

TABLE OF CONTENTS

	Page
INTRODUCTION	1
1. FACILITIES FOR MAYOR AND COUNCILLORS	2
1.1 Mayor	2
1.2 Councillors	2
2. TRANSPORT	5
2.1 Mayor and Councillors.....	5
3. CONFERENCES AND SEMINARS	5
3.1. Who May Attend Conferences/Seminars?	5
3.2 What Conferences and Seminars May be Attended?.....	5
3.3 Registration	6
3.4 Costs Incurred	6
3.5 Payment in Advance	6
3.6 Categories of Payment or Reimbursement	7
4. INSURANCE - COUNCILLORS	8
4.1 Insurance	8
5. LEGAL ASSISTANCE FOR COUNCILLORS	9
6. MONETARY LIMITS TO EXPENSES	13
7. DISPUTE RESOLUTION.....	13

INTRODUCTION

Purpose of the Policy

The purpose of this policy is to allow for Councillors to receive adequate and reasonable expenses and facilities to enable them to carry out their civic duties as elected representatives of their local communities.

Legislative Provisions

Local Government Act 1993 and Local Government (General) Regulation 2005

Other Government Policy Provisions

DLG Guidelines for the payment of expenses and the provision of facilities to mayors and Councillors, Model Code of Conduct for Local Councils in NSW, Circulars to Councils and ICAC publications.

This policy is made under the Local Government Act, 1993 (Act), including Sections 252 to 254 and 428, the Local Government General Regulations 2005 (Regulations) and having regard to the provisions of the Division of Local Government, Department of Premier and Cabinet Circular to Council number 09/36 dated 7 October 2009. The Act requires that the Council must adopt a policy concerning the payment of expenses and the provision of facilities to the Mayor and other Councillors *and such facilities and disbursements must be authorised under the Act either expressly or because it is supplemental or incidental to or consequential upon the exercise of its functions.*

Section 428 (4)(b) of the Act requires a Council to include in its Annual Report other information as specified in the Regulations or Guidelines:

Clause 217 of Regulations provides that Council will report separately on:

The total cost of expenses and the provision of facilities for the Mayor and all Councillors, and specifically on:

Expenses

- The cost of phone calls including mobiles, home located landlines, facsimiles and internet services
- Attendance at conferences and seminars
- Spouse/partner/accompanying person expenses
- Training and skill development expenses
- Interstate travel expenses
- Overseas travel expenses
- Care and other related expenses

Provision of facilities

The cost of the provision, including rental of dedicated office equipment allocated to Councillors on a personal basis such as laptop computers, mobile phones, telephones and facsimile machines installed in the Councillors' homes. This item does not include the cost of using this equipment, such as calls and internet service fees as Council's policy does not cover these..

1. FACILITIES FOR MAYOR AND COUNCILLORS

All Councillors receive annually members' fees. In addition, the Mayor receives annually a Mayoral allowance. Members fees and the Mayoral allowance are determined by the Local Government Remuneration Tribunal and do not form part of this policy.

This policy will also apply as applicable to NSW Council administrators in the event of their appointment.

1.1 Mayor

(a) In addition to those facilities provided to the Councillors, the Mayor is entitled to receive the benefit of:

- Use of the Mayoral Office.
- Use of a hire car for official purposes. Alternatively, the Mayor may travel by taxi and use a Council charge account.
- Secretarial services associated with the office of Mayor (shared with the General Manager).
- Administrative assistance associated with functions, meetings and the like.
- Office refreshments.
- A mobile telephone.
- Provision and maintenance of Mayoral Chain and Robes.
- Reimbursement of carer arrangement expenses including child care and the care of elderly, disabled and/or sick immediate family members of the Mayor to permit the carrying out of civic and ceremonial functions to a maximum five (5) hours per week.

(b) Mayoral Discretionary Fund

An annual allocation of \$5,000 for the payment of non personal matters associated with the office of the Mayor.

These items may include miscellaneous small donations to local groups, civic appreciation gifts of a token nature, wreaths, get well messages, attendance by Councillors at functions when representing the Mayor, expenses associated with friendship agreements (but not including overseas travel without a specific authorisation or resolution of Council), overseas visitors, luncheons relating to Council business and civic ceremony expenses. The categories of expenses to be reported upon in the Council's statutory Annual Report.

1.2 Councillors

(a) The Councillors are to receive the benefit of:

- Provision of a Council parking sticker for use by Councillors in the Mosman

Square carpark when attending the Civic Centre on official Council business.

- Provision and use of official stationery, including letterhead, business cards and name badges. It is noted that Council does not provide secretarial services to Councillors.
- Use of the Councillors Lounge and Councillors Office.
- Postage of official correspondence - all mail is to be directed through the Council's own mailing systems. Maximum of \$100.00 per financial year per Councillor.
- Meals/refreshments on evenings of Council, Committee, Sub-Committee Meetings and Working Parties, or at any other time deemed appropriate by the Mayor or General Manager whilst on Council business, including other meetings, workshops, functions and civic events.
- Transport to official functions (if needed) when deputising for the Mayor by hire car or taxi.
- Councillor Room refreshments.
- Provision (on loan) of a PC (laptop), modem incorporating facsimile and a printer OR a tablet-based device including supporting software, annual \$150 prepaid wireless broadband connection, and printer. (The cost of data usage in excess of \$150 per annum is to be met by Councillors.)
- Provision (on loan) of a facsimile machine or facsimile machine/answer phone.
- The payment of a one-off connection fee for the installation of a telephone line with a single number of phone/fax duet numbers and the payment of the monthly line rental charges, not including telephone calls.
- Reimbursement of carer arrangement expenses including child care and the care of elderly, disabled and/or sick immediate family members of Councillors to facilitate attendance at Council, Committee, Sub-Committee Meetings, advisory groups, community conversations and Working Parties or at any other time deemed appropriate by the Mayor or General Manager whilst on Council business, including other meetings, workshops, Council inspections, conferences, functions and civic events.

To facilitate their ability to undertake their role, Councillors may access casual child care through Council's Children's Services. Councillors need to contact Council's Children's Services Development Officer to advise of required date/s as soon as they become known or one (1) month in advance. Due to the very high demand for limited places the earliest possible advice is recommended to ensure availability. Every effort will be made to accommodate casual child care requests but it cannot be guaranteed.

Child care arrangements to be reimbursed at a rate of a maximum \$15.00 per hour on an actual cost recovery basis on a per Councillor not per child basis.

Other carer arrangements to be reimbursed at a rate of a maximum \$30.00 per hour on an actual cost recovery basis on a per Councillor not per family member basis.

Reimbursement is subject to a formal claim form being lodged not later than one (1) month after the expense was incurred.

- Protective apparel, including hard hat and safety footwear, to accord with the NSW Occupational Health and Safety Act, 1983, for on site inspections.
- Reimbursement for damages occasioned whilst on Council business to persons or property not exceeding the excess provided under Workers' Compensation insurance policies.
- The private use in the Councillors' Lounge of a personal computer and printer, and photocopier for the carrying out of civic duties associated with their office.

(b) That a copy of the Local Government Act and relevant Regulations thereunder be provided for each Councillor who makes a written request for same.

(c) A person's re-election or attendances at political party functions are considered to be personal interests. Official Council materials such as letterheads, publications, websites, emails as well as Council forums and services must not be used for such personal interests.

(d) The use of any bar facilities is to be reasonable and in conjunction with the conduct of Council business and functions and in accordance with other policies of Council.

Private use of equipment and facilities

Council acknowledges that incidental private use of equipment and facilities may occur from time to time and such use is not subject to compensatory payment. The General Manager shall determine the standard and quality of equipment provided.

Councillors should not obtain private benefit from travel bonuses such as frequent flyer schemes or any other such loyalty schemes while on Council funded business.

At the cessation of the Councillors' duties the Councillor can purchase their issued fax/printer on the basis that the copier/fax/printer has a useful life of five years, ie depreciated @ 20% per annum down to a minimum of \$20.00.

Spouse/Partner/Accompanying Person

Council may from time to time hold functions or civic events where Councillors' spouses, partners or an accompanying person are also invited to attend. In these instances, Council shall meet the cost of meals and refreshments.

General Expense Allowances

Council will not pay a general expense allowance to Councillors. (Prohibited under Clause 403 of Regulation.)

2. TRANSPORT

2.1 Mayor and Councillors

Councillors are entitled to claim "mileage" allowance for use of private vehicles to drive between their place of residence and the Council Chambers, inspections within the area undertaken in compliance with a resolution of Council, meetings which Council has endorsed the Councillor's membership, civic receptions hosted by Council, or meetings or functions approved by the Mayor or General Manager, and return. Mileage rates will be paid at the current rate set by the appropriate Local Government Industrial Award or equivalent.

Other out of pocket expenses associated with travel by motor vehicle such as parking fees and road tolls may be claimed, noting that the driver is personally responsible for all traffic or parking fines incurred while travelling in private or Council vehicles on Council business.

Alternatively, Councillors may travel by taxi and use the Councillor's issued Taxi Charge Account in the above circumstances.

Reimbursement is subject to a formal claim form being lodged not later than one (1) month after the expense was incurred.

3. CONFERENCES AND SEMINARS

3.1. Who May Attend Conferences/Seminars?

Councillors may be nominated to attend conferences, seminars and similar functions by:-

- the Council, through resolution duly taken; or
- the Mayor and General Manager acting under delegated authorities and subject to due budget requirements being adhered to.

Travel by the Mayor to be endorsed by:-

- the Council, through resolution duly taken; or
- the Deputy Mayor and General Manager acting under delegated authorities and subject to due budget requirements being adhered to.

This shall not preclude the Mayor from nominating a substitute attendee for functions within the Council area or general Sydney Metropolitan Area on those occasions where the Mayor is unable to be in attendance.

3.2 What Conferences and Seminars May be Attended?

The conferences, seminars, workshops, courses and similar to which this policy applies shall generally be confined to:-

- Local Government Association Annual Conferences. (Federal and State)
- Special "one-off" Conferences called by the Local Government Association on important issues.

- Annual Conferences and Congresses of the major industry associations and professions in Local Government.
- Seminars which further the training and development efforts of the Council, and within the budget framework.

Overseas travel

The cost of overseas travel for purposes such as conferences and delegations to friendship communities shall not be met by Council. In extenuating circumstances, any agreement to meet the cost of overseas travel either in whole or part, shall be specifically resolved by a meeting of Council and subject to a detailed report to Council on the aspects of the trip relevant to Council business within three (3) months of the completion of the travel.

3.3 Registration

The Council will pay all normal registration costs which are charged by organisers, including those relating to official luncheons, dinners and tours which are relevant to the interests of the Council.

3.4 Costs Incurred

Payment or reimbursement of costs incurred shall be subject to the requirements:

- (a) the travel is on Council business being to and from conference or seminars of the Local Government related organisations;
- (b) only reasonable allowances are claimed or accepted towards necessary out-of-pocket expenses;
- (c) the travel is undertaken with all due expedition, by the shortest route and the most practicable and economical of transport subject to any personal medical considerations;
- (d) any time occupied in other than Council business is not included in the calculation of expenses to be paid; and
- (e) the claim is made not later than three (3) months after the expenses were incurred, and upon a claim form for payment accompanied by appropriate receipts and tax invoices.

3.5 Payment in Advance

- The Council will normally pay registration fees, accommodation deposits and airline tickets direct in advance. Where this is not appropriate or possible cash or a cheque advance will be paid to the attendee subject to a reconciliation statement together with a refund of any unexpended amount being submitted within ten (10) days of the close of the conference, seminar or function.
- Out of pocket expenses may be paid to an attendee in advance upon request subject to a reconciliation statement together with a refund of any unexpended amount being submitted within ten (10) days of the close of the conference, seminar or function.

3.6 Categories of Payment or Reimbursement

Subject to the provisions of 3.4 above:

(i) Travel

- All reasonable travel costs will be met by the Council. Where appropriate, travel will be provided by air (economy class). Depending upon the circumstances, it may be more appropriate for travel to be undertaken by car or train. Where trains are used the Council will provide first class travel, including sleeping berths where necessary.
- Travel by motor vehicle may be undertaken by council vehicle (where available) or by private vehicle subject to prior approval by the Mayor and General Manager. Persons using private vehicles will be paid the "mileage" allowance at the current rate set by the appropriate Local Government Industrial Award or equivalent from time to time, but subject to such cost not exceeding economy class air fares to and from the particular destination.
- Other out of pocket expenses associated with travel by motor vehicle such as parking fees and road tolls may be claimed, noting that the driver is personally responsible for all traffic or parking fines incurred while travelling in private or Council vehicles on Council business.
- Costs of vehicle hire and/or taxi fares which are reasonably incurred while attending conferences will be reimbursed by the Council.

(ii) Accommodation

Reasonable accommodation costs (including meals) including the night before and/or after the conference where this is necessary will be met by the Council.

(iii) Out-of-pocket Expenses

Reasonable out-of-pocket expenses will be reimbursed for costs associated with attending the conference, seminar or function, including meals, refreshments and entertainment, but excluding expenses of a normal private matter.

The use of any bar facilities is to be reasonable and in conjunction with the conduct of Council business and functions and in accordance with other policies of Council.

(iv) Spouse/Partner

No objection is raised to attendees being accompanied by their spouse/partner/accompanying person subject to Council not being involved in further registration, travel and accommodation costs and any out of pocket or peripheral expenses.

(v) Carer expenses

Reasonable expenses for carer arrangements to facilitate attendance will be reimbursed in accordance with Section 1 of this Policy.

4. INSURANCE - COUNCILLORS

4.1 Insurance

Councillors are to receive the benefit of insurance cover for:

- (a) **Personal injury whilst ever on Council business worldwide, covering bodily injury caused by accidental, violent, external and visible means up to a sub-limit for death of \$1m. Also covering permanent disablement, temporary total disability and temporary partial disability. The cover does not include medical expenses other than that covered under travel insurance taken out in respect of overseas or interstate travel on approved Council business. Full details of personal accident insurance are available in Council's Insurance Manual held by the Director Corporate Services.**

- (b) **Professional Indemnity.**

For matters arising out of Councillors' performance of civic duties or exercise of their functions as councillors provided the performance or exercise of the relevant civic duty or function is authorised under the Act, was carried out in good faith and is in the opinion of Council bona fide and/or proper. BUT subject to any limitations or conditions set out in the policy of insurance which is, at the direction of Council, taken out and conforms with Section Legal Assistance For Councillors.

- (c) **Public Liability.**

For matters arising our of Councillors' performance of civic duties or exercise of their functions as councillors provided the performance or exercise of the relevant civic duty or function is authorised under the Act and was carried out in good faith and in the opinion of Council bona fide and/or proper. BUT subject to any limitations or conditions set out in the policy of insurance which is, at the direction of Council, taken out and conforms with Section Legal Assistance For Councillors

- (d) **Councillors' and Officers' Liability.**

For matters arising out of Councillors' performance of civic duties or exercise of their functions as councillors provided the performance or exercise of the relevant civic duty or function is authorised under the Act and was carried out in good faith and in the opinion of Council bona fide and/or proper. BUT subject to any limitations or conditions set out in the policy of insurance which is, at the direction of Council, taken out and conforms with Section Legal Assistance For Councillors.

5. LEGAL ASSISTANCE FOR COUNCILLORS

That in the event of:

1. An enquiry, investigation or hearing by any of:
 - The Independent Commission Against Corruption;
 - The Office of the Ombudsman;
 - Division of Local Government; Department of Premier and Cabinet
 - The Police;
 - The Director of Public Prosecutions;
 - The Local Government Pecuniary Interest and Disciplinary Tribunal; or
 - Council's Conduct Review Committee/Reviewer,

into the conduct of a Councillor provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the body makes a finding substantially favourable to the Councillor; or

Legal proceedings being taken against a Councillor, arising out of or in connection with the Councillor's performance of his or her civic duties or exercise of his or her functions as a Councillor (with the exception of defamation proceedings), Council shall, providing the body makes a finding substantially favourable to the Councillor, reimburse such Councillor, after the conclusion of the enquiry, investigation, hearing or proceeding, for all legal expenses properly and reasonably incurred, given the nature of the enquiry, investigation, hearing or proceeding, on a solicitor/client basis, PROVIDED THAT:

- (a) the amount of such reimbursement shall be reduced by the amount of any moneys that may be or are recouped by the Councillor on any basis.
 - (b) the Councillor's performance or exercise of the civic duty or function was in the opinion of Council bona fide and/or proper.
 - (c) the amount of such reimbursement be limited to the extent that only fees charged at a rate equivalent to the hourly rate then being charged by Council's Solicitors will be paid ie any portion of the expenses representing any hourly charge rate higher than the hourly charge rate of Council's Solicitors will not be reimbursed.
 - (d) In the case of a conduct complaint made against a Councillor, legal costs should only be made available where a matter has been referred by the General Manager to a conduct reviewer/conduct review committee to make formal enquiries into that matter in accordance with the procedures in the Model Code of Conduct.
 - (e) In the case of a pecuniary interest misbehaviour matter, legal costs will only be made available where a formal investigation has been commenced by the Division of Local Government.
2. Proceedings being foreshadowed or commenced against a Councillor arising from a public statement or statements made or acts done by any of them, and, in the opinion of Council's appointed solicitor the following "Three Criteria" are satisfied through the required procedure set out below namely:

- (i) The statement was made or the act was done in relation to discharging the functions of civic office;
- (ii) The Councillor concerned was acting in good faith; and
- (iii) The statement or the act in question was reasonable in the circumstances and not made or done maliciously or frivolously and, in the case of a statement, was not made with knowledge of its falsity or with recklessness as to whether it was true or false,

then Council will indemnify or reimburse the Councillor for:

- (i) all legal expenses properly and reasonably incurred strictly in accordance with the Engagement of Legal Representatives - Required Procedure detailed below., given the nature of the legal services provided; and
- (ii) any other loss, expense, liability or cost incurred (including without limitation any order for the payment of damages, interest and/or costs or any other order for the payment of money made against the Councillor),

In responding to or defending such proceedings **PROVIDED THAT** the amount of such indemnity or reimbursement shall be reduced by the amount of any moneys that may be or are recouped by the Councillor on any basis.

Engagement of Legal Representatives - Required Procedure

1. The Councillor must, as soon as practicable after they become aware that a claim may be forthcoming or aware that they may have made a statement or action which may give rise to a claim, notify either the General Manager, Public Officer or Mayor that there is a possibility of a claim against the Councillor. This notification must:
 - (a) be in written or electronic form;
 - (b) include all details including any correspondence from the alleged injured party concerning the possible claim; and
 - (c) include the Councillors' comments on whether the Councillor considers that the Three Criteria are satisfied.
2. The Councillor must not respond to any allegations made or accept any liability in respect to any allegations made unless authorised to do so by council or its solicitor or the insurer or its solicitor. The Councillor must at all times without undue delay keep Council fully informed of any oral or written communications made to the Councillor by the alleged injured party or the injured party's agents or legal representative in respect of the claim.
3. The General Manager must immediately upon becoming aware that a claim may be forthcoming or aware that a statement has been made which may give rise to a claim, notify and forward to Council's insurer any information relating to the matter with a view to obtaining the Insurer's acceptance and carriage of the claim should the three criteria be satisfied.
4. (a) If proceedings are threatened (and not commenced), the General Manager must without undue delay inform Council's appointed solicitor and Council's insurer of the notification. The Council's solicitor at Council's cost must form a view as to whether the Three Criteria are satisfied, and must notify the General Manager who will in-turn notify the Councillor concerned in written or

- electronic form of that view.
- (b) If the Council's solicitor considers that the Three Criteria are satisfied, the General Manager will either instruct Council's solicitors or if Council's Insurers have accepted the matter as a possible claim then it will represent the Councillor concerned.
5. If Council's solicitor forms the view that the Three Criteria are not satisfied under clause 4(a); the Councillor may request a review of that advice from an independent legal practitioner as agreed in advance between the Councillor concerned and the General Manager and failing agreement as nominated by the President for the time being of the Law Society of NSW or the President of the NSW Bar Association.
6. If the proceedings are commenced and the Three Criteria are satisfied then the following procedure must be followed.
- In the case that the claim is accepted by Council's insurer it will have sole carriage of the matter and the Councillor will be required to abide by any reasonable instruction of the insurer or its nominated lawyer.
 - If the Insurer does not accept the claim as it is of the opinion that the matter is outside the policy then the General Manager in consultation with Council's solicitor will nominate a legal practitioner that they consider should represent the Councillor. If the Councillor considers that such representation is appropriate then the procedures in clause 7 must be followed. If Council's solicitors are not of the same opinion as the Insurers the General Manager in consultation with Council's solicitors will take what ever action is necessary (without unduly holding up the defamation proceedings) to have the question determined.
 - If the Councillor considers that the legal practitioner nominated is not appropriate then the Councillor concerned and the General Manager must attempt to reach agreement on an alternative legal practitioner, and failing agreement the legal practitioner must be as nominated by the President for the time being of the Law Society of NSW or the President of the NSW Bar Association.
7. If Council's insurers have not accepted the claim the General Manager must contact the proposed legal practitioner and must require that an agreement be entered into between the legal practitioner and the Council which will include such terms and conditions as the General Manager sees fit including:
- a) terms and conditions as to costs and disbursements including procedures for costs estimates to be given at appropriate times; and
 - b) accounts being considered and approved by the General Manager prior to payment; and
 - c) all instructions provided to the legal representatives by the Councillor concerned to be subject to the concurrence of the General Manager.
8. Notwithstanding the provisions of paragraphs 4(b) and 5 above, once proceedings have actually been commenced then the procedures set out

in paragraph 5 above must be followed.

[Note: The General Manager should regularly review Council's insurance policies with respect to the application of them to the Council's possible liability pursuant to this policy.]

Exclusion from Policy

This policy will not apply to:

1. any action in defamation taken by a Councillor as plaintiff in any circumstances as Council will not meet these costs.
2. costs incurred by a Councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation as Council will not meet these costs.
3. any defamation or other action brought by any Councillor or Council employee against any Councillor, arising from the making of a statement by any of the latter of and concerning any of the former, unless in addition to the Three Criteria set out above:
 - (a) the statement complained of is made to a person or body in circumstances where it is likely to be subject to qualified privilege or absolute privilege (including without limitation statements made in good faith to the Police or Director of Public Prosecutions, the Department of Local Government, statements made ancillary to, and in giving evidence to, a Court or Tribunal or other body conducting any inquiry, investigation or hearing, statements made to the Office of the Ombudsman and statements made to any Parliamentary Committee) (but in such circumstances the policy will only apply to the extent of the publication of the statement in these circumstances, and not to any other publication of the statement); or
 - (b) the statement:
 - (i) is made at a meeting of Council, a briefing of Councillors or a meeting of a Committee of Council in respect of an item on the agenda for that meeting or briefing; and
 - (ii) is in accordance with Part 10 Meetings of the Local Government (General) Regulation 2005 and Council's Code of Meeting Practice current at the time the statement was alleged to have been made; and
 - (iii) does not breach any other law.

6. MONETARY LIMITS TO EXPENSES

The payment of expenses and the provision of equipment and facilities is limited by the budget allocations made for Councillor expenses each year in the adopted Estimates which are included and exhibited as part of Council's Annual Management Plan.

The expense items identified in the budget include:

- Mayoral allowance
- Members fees
- Delegates expenses – Conferences, seminars and training
- Travel
- Catering/Receptions
- Carers arrangements
- Insurance
- Mayoral Discretionary Fund
- Computer and other office equipment and associated ancillary expenses

Any claim submitted to Council for reimbursement must be approved by the General Manager. The General Manger will assess the appropriateness of the claim and shall have regard to the budget allocations.

In relation to the level of equipment provided to Councillors, the equipment available to Councillors is detailed in Sections 1.1 and 1.2 of this Policy. The General Manager shall determine the standard and quality of the equipment provided and shall have regard to the budget allocations.

It is impractical to provide limits on the monetary reimbursement of potential claims for reimbursement of legal expenses.

7. DISPUTE RESOLUTION

All disputes by Councillors relating to the administration of this policy must be in writing to the General Manager detailing the grounds of the dispute.

All such disputes will be referred to Full Council for determination

STATEMENT OF SENIOR STAFF s428 (2)(G) AND GENERAL REGULATION CL 217 (1)(B)

In conformity with the provisions of the Local Government Act, 1993, Council has determined the following to be Senior Staff.

- General Manager
- Director Corporate Services
- Director Environment and Planning
- Director Community Development

The total amount of money payable in respect of the employment of Senior Staff during 2011/2012 amounted to **\$865,292**.

The following remuneration packages of senior staff include the total value of the salary component, the total amount payable by Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the employee may be a contributor, the total value of non-cash benefits elected under the package including professional development and total amount payable by Council by way of fringe benefits tax for any non-cash benefits.

• General Manager	\$266,936
• Director Corporate Services	\$190,759
• Director Environment and Planning	\$222,185
• Director Community Development	\$185,412

CODE OF CONDUCT - ANNUAL REPORT 2011-2012

Clause 12.33 of the Code of Conduct requires the General Manager to report annually to Council on Code of Conduct complaints. This report should include, as a minimum, a summary of the:

- a) Number of complaints received,
- b) Nature of the issues raised by complainants, and
- c) Outcomes of complaints.

Council received 2 Code of Conduct complaints during the year ending 30 June 2012. The nature of the complainants and outcomes follow:

No.	<i>Nature of complaint</i>	<i>Outcome</i>
1.	Complaint alleging breaches of Code of Conduct relating to Cr B Halloran for her alleged failure to disclose a pecuniary interest and absent herself from discussions involving Council reports on licensing fees for personal trainers.	<p>Referred to a sole conduct reviewer who determined to make enquiries into the complaint. The sole reviewer found that the allegation of a breach of the Code of Conduct by Cr Halloran is found given that she declared a non-pecuniary interest on an issue, which in the sole reviewer's opinion was significant.</p> <p>Council resolved to note that Cr Halloran has breached the Code of Conduct; that the report be made public; and in the circumstances no further action be taken in relation to training or censure but Cr Halloran be asked to apologise. (Refer item GM/9 Council meeting on 3 April 2012.)</p>
2.	Complaint alleging breach of Code of Conduct in relation to Cr PS Menzies and his alleged non-pecuniary conflict of interest as the result of publicity suggesting that he was the Chair of the Mosman Fitness Alliance during a period when Council was debating fees for private fitness trainers using Council land.	<p>Referred to a sole conduct reviewer who determined to make enquiries into the complaint. The sole reviewer found that there is no basis to conclude that Cr Menzies had breached the Code of Conduct and made no recommendations.</p> <p>Council resolved that the finding of no breach by the reviewer be endorsed; and the reviewer's report be made public. (Refer item CS/30 Council meeting on 5 June 2012.)</p>

In summary, the outcome of the 2 complaints received and determined in the year ending 30 June 2012 was to take no further action.

REPORTS ON CONTRACTS AWARDED DURING THE PERIOD s428 (2) (H)

Contracts awarded at a tender price of more than \$150,000 per annum during 2011/2012 included:

Activity	Contractor	Date Awarded	Term of Contract	Tender Price
Street and Gutter Cleaning Contract 2011-2018	All Sweeper Hire Pty Ltd	2 August 2011	7 years commencing 1 October 2011	\$943,051pa
Construction of Stormwater Quality Improvement Devices	Optimal Stormwater	24 February 2012	24/02/2012 – 30/04/2012	\$321,700 (ex GST)
Mosman Swim Centre Upgrade	Ichor Constructions Pty Ltd	4 October 2011	5 October 2011 (site possession 12 December 2011) – 21 January 2012	\$571,588 (ex GST)
Spit Junction Masterplan and Mosman Civic Centre Site Feasibility Study	JBA Planning	4 October 2011	Commence 7 November 2011 for 12 months	\$180,000 (ex GST)
Construction of Mosman Men's Shed	ADR Group	1 November 2011	9 January 2012 – 2 March 2012	\$171,785 (ex GST)
Boronia Restoration	Baseline Constructions Pty Ltd	11 January 2012	25 January 2012 – 1 April 2012	\$648,550 (ex GST)
Waste and Recycling Services 2012-2014	United Resource Management & TJ & WL Wescon	1 May 2012	1 July 2012 to 30 June 2014	Annual cost of combined contract \$1,693,008 (ex GST)
Mosman Art Gallery Refurbishment Works	Momentum Built Pty Ltd	30 March 2012	8 weeks - commencing 17 April 2012	\$261,962 (ex GST)
Avenue Road and Military Road Intersection Upgrade	QMC Group	15 May 2012	28 May 2012 – 26 June 2012	\$349,000 (ex GST)
Balmoral Jetty Refurbishment	Waterway Constructions Pty Ltd	5 June 2012	6 weeks (mid-June to end July)	\$190,790 (ex GST)

**SUMMARY OF RESOLUTIONS MADE UNDER SECTION 67
CONCERNING WORK CARRIED OUT ON PRIVATE LAND AND ANY
SUBSIDIES RELATED TO THIS WORK s428 (2)(K)**

There were no works carried out on Private Land during the 2011/2012 financial period.

AMOUNTS GRANTED UNDER SECTION 356 OF THE LOCAL GOVERNMENT ACT, 1993 (DONATIONS AND SUBSIDIES) s428 (2) (L)

The following amounts were paid during 2011/2012 in respect of donations and subsidies under Section 356 of the Local Government Act, 1993:

Name of Organisation	Amount (\$)
Alzheimer's Australia NSW	\$750
Australian East Timor Association	\$500
Autism Spectrum Australia (Aspect)	\$250
Bear Cottage	\$250
Beyondblue Depression Research Ancillary Fund	\$500
Bicycles for Democracy – UNIFEM Australia	\$200
Black Dog Institute	\$250
NSW Breast Cancer Institute NSW	\$250
Care Australia	\$100
Humpty Dumpty Foundation	\$125
Royal North Shore Hospital	\$125
Royal North Shore Hospital – Children's Section	\$250
SANE Australia	\$125
Sisters of Charity - Sr Leonie Martin (for homeless people)	\$500
Taronga Foundation	\$325
TOTAL	\$4,500.00

**DETAILS OF OVERSEAS VISITS BY COUNCILLORS, COUNCIL
STAFF OR OTHER PERSONS REPRESENTING COUNCIL
CL 217 (1)(A)**

Person	Date	Destination	Funding
General Manager	September / October 2011	Milwaukee, Wisconsin, USA for ICMA Conference	Nil
		Edinburgh, Scotland, to attend SOLACE Conference	Nil
		Frankfurt, Germany, to visit AWT sites	\$655.49 paid by Kimbriki Environmental Enterprises Pty Ltd for accommodation
General Manager	May 2012	Mudanjiang, China, to visit Friendship Community	Nil

STATEMENT OF THE ACTIVITIES UNDERTAKEN BY COUNCIL TO IMPLEMENT ITS EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN s428 (2) (N)

Mosman Council is committed to the development of a culture that is supportive of employment equity and diversity principles. We promote management policies and practices that respect social and cultural diversity contained within the Council and the community.

The Equal Employment Opportunity (EEO) Management Plan aims to ensure that Council is adhering to the principles of merit, that there is an absence of negative discrimination and we achieve a fair distribution of people in the EEO groups in all levels and types of work.

The EEO Action Plan is updated continually as actions and training occurs. There is also an annual review of the EEO action plan in conjunction with MOSPLAN. EEO principles are practiced throughout the workplace. Examples of such include the promotion of EEO, anti-discrimination and diversity principles through policy and staff induction; the collection of data during the recruitment process; ensuring any grievance investigations are conducted in a fair and equitable manner, free from discrimination; training and information promotion to staff through meetings and staff newsletters of EEO principles.

Mosman Council has a multicultural staff representing individuals from approximately 22 different countries, and a gender balance of 57% female and 43% male. Council is supportive of EEO groups including: people with disabilities, people with culturally and linguistically diverse backgrounds, Aboriginal People and Torres Strait Islanders and women.

STATEMENT OF EXTERNAL BODIES EXERCISING FUNCTIONS DELEGATED BY COUNCIL s428 (2) (O)

No external bodies exercised functions delegated by Council during the period.

STATEMENT OF COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST s428 (2) (P)

Kimbriki Recycling and Waste Disposal Centre at Kimbriki Road, Terrey Hills

Kimbriki Environmental Enterprises Pty Limited (ACN: 136 789 261) was created effective 1 July 2009 to operate the Kimbriki Recycling and Waste Disposal Centre.

Manly, Mosman, Pittwater and Warringah Councils are shareholders in the Company with Warringah as the majority shareholder with 51% of the shares, Pittwater 34.45%, Manly 10.71% and Mosman 3.84%.

STATEMENT OF ALL PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES WHICH THE COUNCIL WAS A PARTY s428 (2) (Q)

Shorelink co-operative library network

Mosman Council is a member of the Shorelink Co-operative Library Network together with the Councils of Lane Cove, Manly, North Sydney and Willoughby. Shorelink provides the computerisation of all library and community information services.

SHOROC - regional organisation of Councils

Mosman, Manly, Pittwater and Warringah Councils have established SHOROC - Regional Organisation of Councils. Matters in which the group gets involved include:

- Transport and Traffic issues
- Joint tenders and resource sharing
- Graffiti
- Safe Communities
- Procurement initiatives
- Police and Justice
- Waste Management
- Health Services
- Finance and Competition Policy
- Regional Plans

**STATEMENT OF RATES AND CHARGES
WRITTEN OFF DURING THE YEAR S428 (2) (R)**

2011/2012	RATES \$	CHARGES \$
Pensioners	122,510	43,800
Rates	-	-
Interest	-	-
Legal Fees	-	-
Postponed W/O	-	-
TOTAL	122,510	43,800

ANNUAL REPORT 2011/2012 ON OBLIGATIONS UNDER GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 (SECTION 125 OF THE GIPA ACT AND SCHEDULE 2 OF THE GIPA REGULATION)

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	97	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	6	0	0	0	0	0	0	0
Members of the public (application by legal representative)	8	0	0	0	0	0	0	0
Members of the public (other)	312	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	423	0	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

*A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications	
Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act	
	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	1
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act	
	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness	
	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	423
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	0

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker.

The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

COMPANION ANIMALS ACT AND REGULATION S217 (1) (F)

Statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation during 2011/2012:

Pound data collection returns are lodged with the Department of Local Government annually in accordance with the Department's guidelines.

2011/2012

- 14 dogs were impounded to Council's facility.
- 84 dogs were returned to their owners.
- 3 cats were impounded to Council's facility.
- 100% return rate for identified companion animals.

Dog attacks are reported to the Department of Local Government in accordance with the Department's guidelines.

Companion animal community education is provided by Rangers during routine patrols, information on Council's website, distribution of anti-barking strategies to dogs reported to Council and a Pets Day Out is held as part of the Mosman Festival.

Mosman has a very high rate of compliance regarding de-sexing of companion animals and no strategies or promotions are currently being used. Mosman currently has a 100% return rate for companion animals however should an animal not be claimed or it is surrendered, it will be re-homed through Council's pound.

Mosman currently has four (4) 24-hours off leash areas and an additional five (5) off leash areas at other times.

Dogs off leash exercise areas (24-hour)

- Rawson Park (excepting netball courts and inside fenced oval)
- Lawry Plunkett Reserve (top of Plunkett Road)
- Reid Park
- Spit Reserve (West)

Dogs off the leash are permitted on the grassed areas of the following reserves all day Monday to Friday; and prior to 9am and after 4pm on Saturday, Sunday and Public Holidays:

- Clifton Gardens Reserve
- Sirius Park
- Rosherville Reserve

Dogs off the leash are permitted on the beach and in the water in the following areas all day Monday to Friday; and prior to 9am and after 4pm on Saturday, Sunday and Public Holidays:

- Sirius Cove
- Spit West and Spit East Reserves

PRIVACY MANAGEMENT PLAN

SECTION 33 PRIVACY AND PERSONAL INFORMATION PROTECTION ACT 1998

Council has adopted a Privacy Management Plan to accord with Section 33 of the Privacy and Personal Information Protection Act 1998 and the Privacy Code of Practice for Local Government. The legislation became effective for local government from 1 July 2000. The Plan shows how Council incorporates the provisions of the Act into its everyday activities.

Council's Privacy Management Plan was reviewed and adopted in June 2005 however the Plan has been further reviewed and adopted after reporting date on 20 August 2012 to have regard to:-

- Incorporating the changes recommended by the Privacy Commissioner dated 10 October 2011.
- The introduction of the *Government Information (Public Access) Act* (GIPA Act) and the associated repeal of the *Freedom of Information Act* and Section 12 of the *Local Government Act*.
- The adoption of Council's Access to Information Policy (which replaced the Open File delegation to the General Manager).
- The issue of guidelines on making privacy management plans by the Privacy Commissioner.

Council responded to the following privacy complaints during 2011/2012:

- Council responded to one privacy request to remove Development Application submissions containing personal information from public access following the DA notification and determination periods for the subject DA. Upon review Council agreed to withdraw the information from public access.

PLANNING AGREEMENTS ENTERED INTO UNDER PART 4, DIVISION 6 OF THE ENVIRONMENTAL PLANNING AND ASSESSMENT ACT, 1979

Section 93F(1) of the Environmental Planning and Assessment Act, 1979 provides for voluntary planning agreements or other arrangements between Council and a developer:

- a. who has sought a change to an environmental planning instrument, or
- b. who has made, or proposes to make, a development application, or
- c. who has entered into an agreement with, or is otherwise associated with, a person to whom paragraph (a) or (b) applies, under which the developer is required to dedicate land free of cost, pay a monetary contribution, or provide any other material public benefit, or any combination of them, to be used for or applied towards a public purpose.

Council upon entering into one or more planning agreements must, while any such planning agreements remain in force, include in its annual report particulars of compliance with and the effect of the planning agreements during the year to which the report relates.

No planning agreements were in force during the reporting period however it should be noted that Council at its meeting on 15 March 2011 considered a S82A Review for a supersite sign, upgrade of façade of Bridgepoint Pedestrian Bridge and Shopping Centre and resolved:-

- A. That Council change its original determination to refuse Development Application No. 8.2009.343.1 and that determination of the application be deferred pending Council's determination of the draft Voluntary Planning Agreement (VPA) relating to the proposed development.
- B. That authority be delegated to the General Manager to determine the subject development application following Council's determination of the draft VPA. Further, upon determination of the development application and subject to any additional conditions arising from the VPA, the persons who made submissions in relation to the proposed development be advised of Council's decision.

The Development Application was determined by approval and the Voluntary Planning Agreement (VPA) entered into on 8 August 2012. Whilst the Voluntary Planning Agreement was entered into outside the 2011/12 reporting period, this information is provided for completeness.

INFRASTRUCTURE LEVY - INCOME AND EXPENDITURE STATEMENT

INFRASTRUCTURE LEVY COSTINGS FOR 2011/2012

INCOME

Rate Income	\$	865,674.00
	\$	865,674.00

EXPENDITURE

Buildings	\$	102,550.75
Roads	\$	271,387.70
Stormwater Drainage	\$	98,535.39
Marine Structures	\$	68,172.85
Footpaths	\$	55,813.54
Retaining Walls	\$	59,964.10
Loan Repayments P&I	\$	209,249.67
	\$	865,674.00

Auditors Report

We have reviewed the Income & Expenditure Statement of Mosman Council's Infrastructure Levy and state that this report accurately records the financial transactions for the 2011/2012 financial year.

HILL ROGERS SPENCER STEER
Chartered Accountants



B HANGER
Partner

dated at Sydney this *21st day of September 2012*

**COMMUNITY ENVIRONMENTAL COSTINGS FOR
2011/2012**

Brought Forward Balance from 2010/2011 -\$ 590,675.48

INCOME

Rate Income \$ 697,431.00

 \$ 106,755.52

EXPENDITURE

Seawall Projects \$ 6,247.50

Stormwater Projects \$ 352,775.86

Creek Rehabilitation \$ 36,314.38

Loan Repayments (P&I) \$ 985,300.06

 \$ 1,380,637.80

DEFICIT -\$ 1,273,882.28

*Includes, IT related costs, Promotional,
Employee related expenses, plant, equipment

Auditors Report

We have reviewed the Income & Expenditure Statement of Mosman Council's
Community Environmental Contract (CEC) which incorporates projects for the 2011/2012 financial year
and state that this report accurately records the financial position as at 30 June 2012

HILL ROGERS SPENCER STEER

Chartered Accountants



B HANGER

Partner

dated at Sydney this 21st day of September 2012

ADDENDUM 1
FINANCIAL REPORTS FOR THE YEAR ENDED
30 JUNE 2012
INCLUDING AUDITOR'S REPORT

ADDENDUM 2
ENVIRONMENTAL SUSTAINABILITY ACTION PLAN
2011-2013
AND
2011/12 REVIEW OF THE ENVIRONMENTAL
SUSTAINABILITY ACTION PLAN

ADDENDUM 3
STATE OF THE ENVIRONMENT REPORT 2011/2012

ADDENDUM 4
MOSMAN'S COMMUNITY ENVIRONMENTAL CONTRACT -
FINAL REPORT 2008/2012

**Civic Centre, Mosman Square
MOSMAN NSW 2088**

**PO Box 211
SPIT JUNCTION NSW 2088**

**Telephone: 9978 4000
Facsimile: 9978 4132**

**Internet: <http://www.mosman.nsw.gov.au/>
Email: council@mosman.nsw.gov.au**