

ANNUAL REPORT | 2012-2013



Mosman
COUNCIL



Mosman
COUNCIL

27 November 2013

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

Mosman Municipal Council
Civic Centre
Mosman Square
PO Box 211
Spit Junction 2088
DX 9301 Mosman NSW
Telephone 02 9978 4000
Facsimile 02 9978 4132
ABN 94 414 022 939

council@mosman.nsw.gov.au
www.mosman.nsw.gov.au

Dear Councillor Abelson

Re: 2012-2013 Annual Report

In conformity with the provisions of Section 428 of the Local Government Act 1993, I enclose a copy of Council's Annual Report for the period 1 July 2012 to 30 June 2013.

Incorporated as part of this Annual Report are the following documents:

- Council's Financial Reports for the Year ended 30 June 2013 including Auditor's Report
- Environmental Sustainability Action Plan 2011-2013
- Environmental Sustainability Action Plan Review 2012-2013
- State of the Environment Scorecard 2012-2013

The Annual Report is now available on the Council website and the Minister for Local Government has been notified in accordance with the Act.

Yours sincerely

Veronica Lee
GENERAL MANAGER

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

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**MEMBERS OF COUNCIL 2012/2013
(1 JULY 2012 - 8 SEPTEMBER 2012)**

MAYOR

Anne Spiers CONNON

DEPUTY MAYOR

Simon MENZIES

COUNCILLORS

BALMORAL WARD COUNCILLORS

Thomas SHERLOCK
Elizabeth Ann MOLINE

MIDDLE HARBOUR WARD COUNCILLORS

James Thomas REID
Denise Mary WILTON
Kenneth Warren YATES

MOSMAN BAY WARD COUNCILLORS

Simon MENZIES
Anne Spiers CONNON

Note:

*Councillor Dominic Joseph LOPEZ OAM (Balmoral Ward) deceased 24 January 2012.
Councillor Belinda HALLORAN (Mosman Bay Ward) resigned 26 April 2012.*

**MEMBERS OF COUNCIL 2012/2013
(9 SEPTEMBER 2012 - 30 JUNE 2013)**

MAYOR

Peter William ABELSON*

DEPUTY MAYOR

Roy David BENDALL

COUNCILLORS

Carolyn Ann CORRIGAN

Simon MENZIES

Elizabeth Ann MOLINE

Thomas SHERLOCK

Peter Charles WHITE

Note:

All wards in Mosman were abolished and the number of Councillors reduced to six plus the popularly elected Mayor, effective 8 September 2012.

**Councillor PW Abelson is Mosman's first popularly elected Mayor for the 2012/2016 Council term.*

COUNCILLOR ATTENDANCE AT COUNCIL MEETINGS 2012/2013

1 July 2012 - 8 September 2012

Councillor	Ordinary Meetings Attended (2 held)	Traffic Committee Meetings Attended [#] (1 held)	Audit Committee Meetings Attended [#] (2 held)	Workshops Attended (0 held)
Cr A S Connon	2	-	-	-
Cr P S Menzies	2	1	2	-
Cr L Moline	2	-	-	-
Cr J T Reid	2	-	-	-
Cr T Sherlock	2	-	1	-
Cr D M Wilton	1	-	-	-
Cr W Yates	2	-	-	-

#Only the member Councillor as listed on the relevant 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.

9 September 2012 - 30 June 2013

Councillor	Ordinary Meetings Attended (14 held)	Traffic Committee Meetings Attended [#] (4 held)	Audit Committee Meetings Attended [#] (3 held)	Workshops Attended (21 held) Detailed below
Cr P W Abelson	14	-	-	18
Cr R D Bendall	14	-	3	17
Cr C A Corrigan	14	-	-	15
Cr S Menzies	14	-	-	6
Cr L Moline	13	-	-	17
Cr T Sherlock	14	-	-	19
Cr P C White	14	4	3	17

#Only the member Councillor as listed on the relevant 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.

COUNCILLOR ATTENDANCE AT WORKSHOPS 2012/2013

(9/9/12 - 30/6/13)

Workshop	Date
GM Intro and Overview	20 September 2012
MOSPLAN and Policies	20 September 2012
CS Department Briefing	25 September 2012
CD Department Briefing	26 September 2012
Code of Conduct/Protected Disclosures	27 September 2012
Code of Meeting Practice	2 October 2012
EP Department Briefing	4 October 2012
SHOROC Induction	7 October 2012
DLG Manly	18 October 2012
Planning and Budget Workshop	19 and 20 October 2012
Planning and Budget Workshop	10 November 2012
Spit Junction Masterplan Briefing	11 February 2013
Kimbriki Inspection and Briefing	12 February 2013
SHOROC Councillor Forum	13 February 2013
MOSPLAN / Budget Workshop	26 February 2013
Budget Workshop	12 March 2013
Planning and Private Certifier Workshop	14 May 2013
Planning White Paper Workshop	21 May 2013
Local Government Act Review and Independent Local Government Review Panel Workshop	28 May 2013
Bus Rapid Transit (BRT) Workshop	3 June 2013
Independent Local Government Review Panel (ILGRP) Workshop Chatswood	14 June 2013

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 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 - was included in last year's Annual Report following the conclusion of the 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:

- 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 Consultation

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

1.01 Policy and Administration and Customer Focus
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
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 Management**
Co-ordinator: Manager Environment 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 Assets and Services

Program 11 - Traffic and Transport

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 Assets 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
- 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 Services**
Co-ordinator: Youth Development Officer
- 8.05 Older People**
Co-ordinator: Aged and Disability Development Officer
- 8.06 People with a Disability**
Co-ordinator: Manager Community Services
- 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 Internet Services**
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
- 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 2013 with Actions and Performance Measures (s428 (2)(b))

MOSPLAN - MANAGEMENT PLAN

This section contains:

- a MOSPLAN overview and a report on progress of Actions and Performance Measures to 30 June 2013.

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	TRAFFIC AND TRANSPORT 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 2012 to 30 June 2013 follows.

PROGRAM 1: COUNCIL, COMMUNITY AND CONSULTATION

Convenor: Director Corporate Services

SUBPROGRAM 1.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

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 systems operating to expectations providing online delivery of Council meeting Agendas, Minutes and associated correspondence. Increased number of Council meetings serviced with meetings being held twice a month as required to deal with business - 16 meetings held.
Education, training and support for Councillors.	Review in July	In the latter part of 2012 a comprehensive induction program including presentations, site visits and workshops - involving both staff and external trainers/facilitators - was conducted for Councillors. Training and support is ongoing, dependent on the identified needs and requirements of Councillors.
<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	Citizenship ceremonies were conducted at regular intervals during the year, including a major ceremony held in conjunction with Australia Day 2013. During the year nominations were called for 2013 Citizen of the Year and Young Citizen of the Year Awards - these were subsequently awarded on Australia Day to Ken Palmer and Gabrielle Hedge. Numerous submissions made to State and Federal Government - as well as other independent organisations - during the year on a diverse range of issues including planning, traffic and transport, constitutional recognition, local government reform and legislative review.
Support the Local Government and Shires Association (LGSA) in its endeavours regarding constitutional recognition for Local Government.	Review in July	Council continued to support efforts for recognition of local government in the Australian Constitution. Council particularly indicated its support during the year for constitutional change that will provide certainty for current and future funding arrangements between Federal and local governments. A financial contribution was also made to the ALGA campaign for constitutional recognition via a referendum to be conducted in conjunction with the 2013 Federal election. Unfortunately the proposed referendum was ultimately cancelled due to the timing of the election.

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Council Agenda and Minute Preparation and Distribution ➤ Correspondence arising from Council ➤ Review and update indexes for Policy Register and Delegations Manual ➤ Review Policy on Payment of Expenses and provision of Facilities to Mayor and Councillors ➤ Review of policies and procedures 	Ongoing	Delegations Register, Code of Meeting Practice, Policy on Payment of Expenses and Provision of Facilities to Mayor and Councillors reviewed. New Model Code of Conduct and Gifts and Benefits Policy for Staff and volunteers adopted.
Deliver comprehensive induction program for new Councillors.	Ongoing	In the latter part of 2012 a comprehensive induction program including presentations, site visits and workshops - involving both staff and external trainers/facilitators - was conducted for Councillors. The program was developed and endorsed well in advance of the September 2012 elections, with some rescheduling undertaken at the request of Councillors following the election. Ongoing training and development will continue to be offered and delivered as required.
School Citizenship Awards	Ongoing	Awards facilitated for 11 recipients.

PROGRAM 1: COUNCIL, COMMUNITY AND CONSULTATION

Convenor: Director Corporate Services

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	Access to Information Policy and Policy on Records and Information Management currently under review to align with recommendations of Action Plan on Internal Audit of Records Management. Due for completion end 2013.
Review Council's Procurement Policy and Procurement and Disposal Manual to ensure templates and guidelines referred to therein are consistent and accessible to staff.	Review in June	Procurement Policy and Manual used as basis of all procurement. Templates being adapted to suit specific tenders.
<ul style="list-style-type: none">➤ Maintaining the accolades/complaints reporting system➤ Monitor complaints and complete investigations of complaints within ten working days of receipt	Ongoing	Complaints referred for investigation, action monitored and responded to as required.
<ul style="list-style-type: none">➤ Public availability of all disclosures of interest, voting and decision making at Council meetings.➤ Induction and ongoing training for staff regarding Council's confidentiality, access to information and privacy policies, and the GIPA Act.	Ongoing	All requirements relating to availability of disclosures, voting and decision making at Council meetings met. Follow up Code of Conduct training for staff conducted September 2012 which included discussion on GIPA Act, Privacy, fraud and corrupt conduct and protected disclosures. Induction sessions held for new staff include session on governance issues. Staff have access to E-learning modules for Privacy and GIPA Act on Intranet.
Implementation of Enterprise Risk Management Action Plan.	Ongoing	Fraud and Corrupt Conduct risks accessed and being actioned. Review of Information, Technology and Communication risks being planned for second quarter 2013-14.
Review Risk Management Policy.	Ongoing	Enterprise Risk Management Policy was reviewed and endorsed by Council on 19 March 2013.
Induction and ongoing training and advice for Councillors.	Ongoing	Ongoing.
Regular updates to elected members on customer feedback and results from surveys.	Ongoing	Councillors are informed regularly of consultation results. During 2012/13 this included the results of the MOSPLAN Community Engagement Strategy rollout, including the 2012 Mosman Community Survey, the 2012 Community Feedback Questionnaire ("Help Build Mosman's Future") and various focus groups, workshops and community conversations relevant to the development of MOSPLAN.

STATEMENT OF MEANS	DATE	PROGRESS
<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	Meetings attended as convened and audits being conducted in accordance with adopted program.
<ul style="list-style-type: none"> ➤ Regular updates and promotion of Governance Plan particularly Code of Conduct, confidentiality, access to information and privacy. ➤ Review of delegations. ➤ Prepare statutory Annual Reports required under Local Government Act (including Management Plan and Code of Conduct), Government Information (Public Access) Act, and Public Interest Disclosures Act. 	Ongoing	Governance Policy updates circulated to Councillors and relevant staff as required. Ethics and probity policies dealt with at compulsory Code of Conduct training for staff. Delegations reviewed 3 July 2013 and under further consideration by Council. All statutory reporting requirements met.
Develop and implement an electronic Delegations Register to capture and allocate delegations of authority to every staff position.	Ongoing	Delegations reviewed 3 July 2013 and under further consideration by Council pending appointment of General Manager. Software options for delivery of desired electronic system under investigation.
Review and improve Delivery Program and Operational Plan.	Ongoing	MOSPLAN was comprehensively reviewed in 2012/2013 in accordance with Council's legislative obligations for integrated planning and reporting. Improvements to the Delivery Program and Operational Plan were implemented as part of that review.
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	Privacy Management Plan based on the new Model Privacy Management Plan issued by the Division of Local Government adopted 9 April 2013. Access to Information Policy and Policy on Records and Information Management last reviewed 2011/2012 and presently under further review to align with Internal Audit Action Plan for adoption by end 2013.
Ongoing Governance Plan briefings by Managers at staff meetings.	Ongoing	Achieved and ongoing.
Conduct a Governance health check.	Ongoing	Governance Health Check completed December 2012. Health Check and Action Plan reviewed and endorsed by Audit Committee in June 2013.
Maintain a register of all formal complaints dealt with by Council under the Complaint Handling Policy.	Ongoing	Register maintained and complaints actioned as required.
Review Internal Reporting Policy and System - Public Interest Disclosures Act.	Ongoing	The NSW Ombudsman released a new Model Internal Reporting Policy in July 2013. Council's Internal Reporting Policy and System is being reviewed to align with the Model Policy and is due for adoption by end 2013. Training in the application of the Act was conducted for all disclosure co-ordinators in February 2013.

PROGRAM 1: COUNCIL, COMMUNITY AND CONSULTATION

Convenor: Director Corporate Services

SUBPROGRAM 1.04: COMMUNICATION

Co-ordinator: Director Community Development

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none">➤ Public Council meetings including Question Time➤ Ongoing liaison with State and Federal Government agencies and representatives		Ongoing.
Regular production and distribution of Mosman News and other media releases/liaison as required.	Review in June	Mosman News was distributed quarterly as both hard copy and electronic editions in Spring and Summer 2012 and in Autumn and Winter 2013. Media releases and other liaison with media bodies were undertaken as appropriate throughout the year.
Undertake a random survey of at least 400 Mosman residents bi-annually to ascertain community views on local issues and Council performance - Mosman Community Survey.	Review in October	Achieved.
Implement the Community Engagement Strategy for development of MOSPLAN 2013-2023.	Review in July	Following its adoption in early 2012, the Community Engagement Strategy for MOSPLAN 2013-2023 was implemented throughout 2012-2013, culminating in the adoption of MOSPLAN in June 2013. Implementation of the Strategy included a wide range of engagement tools including focus groups, online and hard copy surveys for residents and community organisations, a children's postcard project, one-on-one interviews and vox pops, a business forum, market stall and more traditional exhibitions of MOSPLAN material at the Civic Centre, Library and on Council's website. For the first time a (randomly recruited) MOSPLAN Engagement Panel comprising local residents was recruited as part of the Strategy to assist with the MOSPLAN development process.
Regular surveys of customer/community satisfaction, including use of online tools.	Ongoing	Ongoing.

STATEMENT OF MEANS	DATE	PROGRESS
Information including meetings, forums, front-line customer service, hard-copy publications, web and e-distribution.	Ongoing	Engagement through a variety of mediums including the web, hard copy and electronic surveys, market stalls, media advertising, focus groups, public meetings and a business forum took place during the year. The nature of engagement was determined by the issue at hand and the stakeholders involved. A report was also presented to Council in December outlining recommendations from a review of the Community Engagement Strategy. As part of this review focus groups and surveys were conducted and input was sought from Council's Consultative Group members. A number of new Community Consultative Groups have been established as a result of the review.
Review Council's Community Engagement Strategy, including preparation of an Engagement Resource Kit for staff.	Ongoing	Community Engagement Strategy review presented to Council December 2012. Council resolved in February 2013 to establish Community Committees and there are six currently operating: Access and Mobility, Active Transport, Arts and Culture, Independent Mosman, Visual Amenity and Friendship Communities. Applications for membership of the Mosman Youth Forum were advertised in May 2013, with the first meeting scheduled for July 2013.

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	Council's facilities and services reviewed as part of the preparation of annual budget and specifications and tenders prepared when each opportunity arises.
Report to Council within 12 months of Council elections in September 2012 on the organisation structure.	Ongoing	In progress with view to submitting report in March 2014. Delay due to appointment of new General Manager.
Identify contract management skills of staff and run training programs to develop those skills.	Ongoing	A Contract Management course has been identified and interest will be canvassed across the organisation. It is intended that the training will be rolled out in the latter part of 2013.
Review and enhance the contract management system.	Ongoing	This matter is still under review.
Review procedures and ensure contractors perform work in accordance with the specification and conditions of contract.	Ongoing	Contract supervisors are continually reviewing service provision against contract specifications to ensure compliance.
Ensure contractors know and comply with their statutory obligations, and understand the community's and Council's expectations.	Ongoing	Contract supervisors are continually reviewing service provision against contract specifications to ensure compliance.

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	Annual Financial Reports for 2012/2013 audited and presented to Council on 3 September 2013.
Maintain and review Council's Investment Properties Business Plan.	Review in January	Ongoing.
Prepare case for expansion of Infrastructure Levy.	Ongoing	It is suggested that at this time Council has no plans to expand the Infrastructure Levy until the CEC expiry. It will be necessary to prepare a case to IPART 12 months prior to its expiry.
Further improve integration of Council's Budget with the Community Strategic Plan - MOSPLAN.	Ongoing	The CFO and Manager Assets and Services are continuing their work in this area.
Refine Asset Register to integrate with 10 Year Financial Plan.	Ongoing	Ongoing.
Prepare financial funding scenarios for future funding of assets.	Ongoing	Manager Assets and Services has now reported all AMPS to Council including future funding requirements.
Complete review of all payment options as a means to improve customer service in relation to Council receivables.	Ongoing	This matter is ongoing as Council continues to introduce new and expanded payments options where required.
<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	The training off staff is ongoing and the CEC will be reported in the 2012/2013 Annual Report.
Effectively manage Council's external loan borrowing program.	Ongoing	Ongoing.

PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

SUBPROGRAM 2.03: INFORMATION TECHNOLOGY AND INFRASTRUCTURE

Co-ordinator: Manager IT 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	Secure remote access is now available for 3rd-Party support vendors. Desktop virtualisation technologies are being leveraged to allow remote access for staff and expected to be available first quarter of 2014.
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	<p>Implementation of a new scanning tool integrated to ECM which allows more efficient registration processes using document registration profiles.</p> <p>Implementation of a new property management system to manage Council owned property and leases such as footpath and dingy is underway.</p> <p>All Rangers have been issued with iPads for field work. Barcode scanning for parking stickers is under development.</p> <p>Implementation of an Enterprise Password Management system used by IT and Library IT staff resulting in greater security measures for desktop and server local administrative accounts.</p> <p>Updated Portal DA Tracker to provide for the functions of Councils Intranet, and facilitated new Customer Services screens for Open Space and Health Services back of office integration between Web and DataWorks externally to Council premises.</p> <p>Implementation of DA Pre-lodgement process along with Development Services.</p> <p>Modify processes in relation MDAP agenda to accommodate change to online DA assessment processes.</p> <p>Implementation of electronic mark-up and measuring tool to reduce the requirement for paper based plans when assessing DAs.</p>

STATEMENT OF MEANS	DATE	PROGRESS
<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	<p>Internal User groups have been conducted for ECM Dataworks. In additional one-on-one training conducted with staff for the use of ECM.</p> <p>Sourced suitable education for staff for Office 2010 functional training pending the deployment of Office in October 2013.</p> <p>User guides have been updated as per normal administrative procedures. A new starter kit containing user guides for core systems is in development to be used for new staff orientation.</p> <p>Conducted and Minuted 8 IT Services Team Meetings within reporting period. Items included coverage of 8 Governance Policies including PPIP and GIPA.</p>
<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 	Ongoing	<ul style="list-style-type: none"> ➤ Council has implemented a redundant storage area network to replace aging technology and leveraged disaster recovery features such as snapshot mirroring. ➤ Purchased and installed new servers as replacements to our Virtual Server management core as per Hardware replacement program. ➤ Upgraded and replaced 70 PC's as part of 3 scheduled returns of Operating Leased equipment. ➤ Maintenance of the network infrastructure, business process workflows and policies is ongoing. ➤ Patches and updates are applied to systems as they are released and include: <ul style="list-style-type: none"> ➤ Installed the scheduled upgrade to DataWorks ECM in November 2012. ➤ Upgraded Council's McAfee Anti-Virus and management software to latest versions as per scheduled program. ➤ Updated the Standard Operating Environment manual with due regard to latest software installations. ➤ A minor service upgrade to the VOIP system was completed in March 2013.

STATEMENT OF MEANS	DATE	PROGRESS
Maintain Internet facilities and services.	Ongoing	Further development for the on-line payment facilities to include Children's Services payments. Upgraded Council's VPN Link to Drill Hall to support higher bandwidth, and implemented VM Ware desktop solution for Children's Services Staff in Drill Hall to provide higher speed connectivity to Council's Systems. Conducted a site review of possible direct line-of-site communications link installation and costing for Drill Hall to Library connection over Free-to-Air Wireless Broadband Spectrum.
Record and capture all incoming correspondence into electronic document management system.	Ongoing	Ongoing refinement of systems and processes. Education of staff of requirement to capture all records. Policies under review to accord with Action Plan of Internal Audit of Records Management.
Enhance secure access for dissemination of information to Councillors.	Ongoing	Councillor portal designed for dissemination of information to Councillors has been completed. Further development of the secure document portal includes the distribution of secure business papers to Senior Staff and Managers.
Implement Tablet facilities for the new Council and Councillors for (non-paper based) electronic delivery, distribution, creation and editing of documents and correspondence.	Ongoing	Project completed. iPads have been distributed for the electronic delivery of business papers to Councillors requesting this provision.
<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	Hardware is disposed of using E-Waste programs and used printer toners and cartridges are recycled quarterly. Currently investigating the feasibility of Cloud Computing for use in Disaster Recovery and the future IT Strategy.
<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	Ongoing support provided to end users. Support requests are registered and tracked using the internal web forms and ECM to ensure timely support for end users.
<ul style="list-style-type: none"> ➤ Ensure ongoing, timely and accurate capture and distribution of documents and information ➤ Continuous improvement of systems to ensure compliance and GIPA Act and PPIP Act ➤ Review and enhance existing physical file retrieval and storage processes 	Ongoing	Ongoing.

STATEMENT OF MEANS	DATE	PROGRESS
Ensure system administration and business workflows are compliant with State Records Act, Privacy Act and GIPA	Ongoing	Ongoing.
Audit Council's records management system to ensure compliance with State Records Act, Privacy Act and GIPA.	Ongoing	Issues raised in Action Plan for Internal Audit of Records management being addressed. Policies reviewed to align with Action Plan.

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 appropriate changes made as necessary.
<ul style="list-style-type: none">➤ Review Risk Management Policy➤ 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 Management Policy reviewed by Council and adopted at its meeting on 19 March 2013. Staff are regularly reminded of their responsibility to report accidents and hazards.
Review and maintain an effective Business Recovery Plan for the Civic Centre, Community and Community Centre, Depot, Library complex and Drill Hall Common facilities.	Ongoing	Under review.
Review insurance portfolio and obtain most cost-effective renewal terms.	Ongoing	Policies renewed as at 30 June as recommended by Local Government Brokers Jardine Lloyd Thompson.
Audit footpaths for defects. Condition audit of trees on Council land.	Ongoing	Ongoing.
Review insurance policies to ensure cover adequately addresses exposure to claims. Process claims lodged against Council equitably and fairly.	Ongoing	Policies renewed as at 30 June as recommended by Local Government Brokers Jardine Lloyd Thompson. Claims reported promptly to insurers via broker for actioning.
Implement an effective Enterprise Risk Management strategy	Ongoing	The status of the implementation of Enterprise Risk Management within Council's operations reported to Council on 19 March. A fraud and corruption risk assessment and analysis workshop of managers was conducted over March with actions being addressed.

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
<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	<p>Compliance and Contract Management training have been scheduled for those in identified positions for 2013/14.</p> <p>Performance and Development plans are reviewed and the information will influence training scheduled at an individual and corporate level for 2014/15.</p>
<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	<p>Mosman's Recruitment and Selection policy ensures that we are selecting candidates based on merit and EEO principles.</p> <p>Our practices support a fair and equitable workplace for all staff including those with a disability.</p> <p>The 2013 Employee Engagement Survey was carried out in June and survey results have been communicated to staff. Action planning for improvement is currently in progress.</p>
<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	<p>The Mosman Council Enterprise Agreement 2013 includes a new clause providing a health and fitness incentive for staff. A Work Health and Safety Officer was appointed and is addressing Council's compliance with the new Work Health and Safety Regulations. Immunisation and EAP Programs were continued for staff throughout 2012/13.</p>

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ 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	The Workforce Plan has been updated and included in MOSPLAN 2013-2023. The Mosman Council Enterprise Agreement 2013 has been ratified by the NSW IRC. Review of Council's EEO Management Plan is continuing.
Review and maintain Workforce Plan and HR Strategy.	Ongoing	The Workforce Plan has been updated and was endorsed by Management in May 2013.
Review EEO Management Plan.	Ongoing	This project is ongoing. While MOSPLAN and Council's HR Manual includes both strategic and operational direction in this regard, more detailed work in relation to an EEO Management Plan is still to be completed. This plan has again been included as a Key Initiative in MOSPLAN for 2014/2015.
Investigate options for a cost effective HR Information System to assist streamlining processes and improve data access and integrity.	Ongoing	This investigation was undertaken and a decision has been made to stay with Council's current HR Information System.
Formalise and maintain HR Training Calendar.	Ongoing	Work has been undertaken to analyse training needs across Council. Corporate and regulatory training has been scheduled for staff. Council's Performance Appraisal System provides an additional opportunity to identify training needs at individual and corporate level.
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	This project was commenced but not completed given the transition in senior management. It will be further pursued in consultation with the General Manager during 2013/14.
Conduct employee engagement survey.	Ongoing	The 2013 Employee Engagement Survey was undertaken in June and the action planning process will commence in the 2nd quarter of 2013/2014.
Encourage and promote work-life balance.	Ongoing	The Mosman Council Enterprise Agreement 2013 includes a new clause providing a health and fitness incentive for staff. Flexible work arrangements are considered on a case-by-case basis. A Weight Watchers Program was offered for staff in the first of 2013.

STATEMENT OF MEANS	DATE	PROGRESS
Conduct regular OHS audits, inspections and report to Senior Staff.	Ongoing	A Work Health and Safety Officer was appointed and is addressing Council's compliance with the new Work Health and Safety Regulations. Workplace inspections were carried out at regular intervals. Reporting to senior staff on HR issues includes WHS was improved and further refinement of the reporting process will be undertaken in 2013/14.

PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

SUBPROGRAM 2.07: STRATEGIC ASSET AND 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. ➤ Undertake work programs as detailed in Asset Management Plans for various asset classes. ➤ Implement and upgrade CCTV in areas identified in CCTV review subject to funding. 	Review in July	Works undertaken as per asset management plans and 24 hour service provided through Council's Depot. CCTV actively upgraded when funds are available. CCTV Maintenance contract entered into in December 2012 for 3 year period.
Complete Mosman Flood Study.	Ongoing	Works have commenced. Due to lack of response to public consultation, the consultation period has been extended. Works scheduled to be completed in 2014.
<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	All works carried out in accordance with AMP's where funding and resources are available.
Undertake restoration of Balmoral Sea Wall and footpath in accordance with conditional audit completed in 2010/2011.	Ongoing	Works have commenced and will be completed in early 2014.
Review Levels of Service for Asset Types.	Ongoing	Review of roads service levels undertaken with Asset Management Reference Group and will be reported to Council with Roads AMP. Other asset service levels will be reviewed over next 3 years with progression of AMP's. All AMP's have been adopted by Council including the updated Asset Management Policy and Strategy.
Develop, implement and keep up-to-date a contract management system.	Ongoing	Works have commenced and software vendors are currently being interviewed with a view to implement a contract management software program.
Keep up to date with current Asset Management Principles	Ongoing	Ongoing with participation in state and national reference groups.
Undertake formal review of Asset Management Systems and Process.	Ongoing	Completed and updated Asset Management Policy and Strategy adopted by Council in 2013.
Update Council's Asset Management Strategy.	Ongoing	Completed and updated Asset Management Policy and Strategy adopted by Council in 2013.
Complete Version 2 of Buildings and Stormwater Asset Management Plans.	Ongoing	Completed and adopted by Council in 2013.

STATEMENT OF MEANS	DATE	PROGRESS
Complete Version 1 of Open Space Asset Management Plan.	Ongoing	Adopted by Council in February 2013 Meeting.

PROGRAM 3: URBAN PLANNING

Convenor: Director Environment and Planning

SUBPROGRAM 3.03: PLAN MAKING AND IMPLEMENTATION

Co-ordinator: Manager Urban Planning

STATEMENT OF MEANS	DATE	PROGRESS
Monitor Mosman LEP 2012 and prepare planning proposals for better planning outcomes.	Review in December	Three amendments to Mosman LEP2012 were considered this year: <ul style="list-style-type: none">➤ Taronga Zoo: to allow some development to be carried out without consent. This amendment progressed to a planning proposal that resulted in an amendment to the LEP which was notified on 14 June 2013.➤ Development standards: would allow for some variations to height and floor space ratio standards for houses and semi-detached dwellings. This has not proceeded to a planning proposal as Council resolved on 19 February 2013 - That the matter be deferred and reconsidered while Council engages in a public consultation on the planning process.➤ Mosman Police Station: amendment to allow a range of additional uses on the site and rezone part of the site that is Hampshire Park to RE1 Public Recreation. Planning proposal prepared and exhibited from 28 March - 17 April 2013. The matter has yet to be reported back to Council as information regarding potential contamination of the site has not been received.
Implement relevant actions and recommendations of the Inner North Sub-Regional Plan into Mosman strategic planning.	Review in March	Despite this Plan still being in draft form it informs other State plans, including the Northern Beaches Regional Action Plan (December 2012). The current review of the NSW Planning System will impact on these plans as new sub regions are being proposed to develop new sub regional plans.
Undertake a Civic Improvement Plan for the business centres including updated street furniture manual.	Review in December	Furniture in Military Road upgraded as part of the 2012 Streetscape Upgrade. Future options will be presented to Council in 2014.
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 is part of the larger Spit Junction Masterplan project. Refer to previous comments on the progress of this project.

STATEMENT OF MEANS	DATE	PROGRESS
<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	Actions in plans undertaken where funds and resources are available. External funding sought through State and Federal Grants.
Review community land plans of management after adoption of LEP 2012.	Review in March	Plans of Management for Parks and Natural Areas (Bushland) were finalised and adopted by Council on 4 December 2012.
Ensure plans provide for sea level rise and sustainable transport options, including cycling and walking.	Review in March	This is an ongoing consideration in plan making.
<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	Planning certificates 100% accurate. A survey of households living in new multi-unit developments was undertaken in February 2013. The results will be made available 2013/14.
Prepare new plans of management for community land.	Ongoing	Plans of Management for Parks and Natural Areas (Bushland) were finalised and adopted by Council on 4 December 2012.
Obtain permanent exemption from the Codes SEPP for the scenic protection area.	Ongoing	Council sought and obtained exclusion from the General Housing Code of the Codes SEPP in 2010. The State placed a five year limitation on the exclusion so that it ceases on 15 November 2015. Application for a permanent exclusion was submitted by Council on 29 September 2011. To date no decision has been made by the Department of Planning and Infrastructure on this application. The changes proposed by the NSW Planning Reforms will have implications for this issue.
Prepare a Masterplan for Spit Junction.	Ongoing	The Spit Junction Masterplan was prepared by a team of consultants and completed in March 2013 following a briefing with the Council. Final draft Masterplan reported to Council 9 April 2013. The Plan will be publicly exhibited in 2013/14.
Implement recommendations of Spit Junction Masterplan.	Ongoing	The Spit Junction Masterplan is yet to go on public exhibition nor has it been endorsed by Council. Its implementation will be dependent upon the outcome of public consultation and further Council consideration.
Undertake (host) the Mosman Design Awards 2013.	Ongoing	The Mosman Design Awards 2013 called for nominations in October 2012. Eleven nominations were received and judging took place in February 2013 by an expert panel made up of Robert Staas, Gabrielle Morrish and Nick Tobias. The presentation of awards to winners took place on 11 March at the Mosman Art Gallery.

STATEMENT OF MEANS	DATE	PROGRESS
Review and update contribution plans including quarterly CPI adjustments.	Ongoing	Development in Mosman is now covered by a single Section 94A Development Contributions Plan which requires a levy of up to 1% on all development types. The need for CPI adjustments is therefore no longer necessary.
Prepare a new contributions plan for Mosman Junction (car parking) in conjunction with Raglan Street West carpark redevelopment.	Ongoing	Progress on the Raglan Street West carpark redevelopment has been delayed for a number of reasons. Until this project advances the new contributions plan will be delayed as well.
Review and implement appropriate funding options identified under Spit Junction Masterplan.	Ongoing	The review and implementation of funding options will be dependent upon the decision of whether to implement any of the recommendations of the Masterplan. The Plan will be exhibited in 2013/14.
<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	<p>Submissions in response to government draft policy were prepared for:</p> <ul style="list-style-type: none"> ➤ Safety of awnings over public land ➤ Codes SEPP draft amendment ➤ Green Paper - A new planning system for NSW ➤ Draft Practice Note on Schedule 1 of Standard instrument ➤ Position Paper on Standard Instrument ➤ White Paper - A new planning system for NSW ➤ Draft Metropolitan Strategy for Sydney to 2031.
Prepare a Masterplan for Spit Junction.	Ongoing	The Spit Junction Masterplan was prepared by a team of consultants and completed in March 2013 following a briefing with the Council. Final draft Masterplan reported to Council 9 April 2013. The Plan will be publicly exhibited in 2013/14.
<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	Urban Planning newsletter sent out every two months to 672 email subscribers + 73 hard copy subscribers. A survey of households occupying new multi-dwellings development was undertaken and the results will be released early in 2013/14. This survey will provide a demographic snapshot of the types and size of households that are moving into these new developments as well as providing a comparison with a similar survey we conducted in 2006.
<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 (e.g. Metropolitan Strategy and SEPP Affordable Rental Housing). 	Ongoing	Mosman LEP2012 implements Mosman's housing strategy of continuing to provide for a range of housing choices.

STATEMENT OF MEANS	DATE	PROGRESS
<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	Sustainable buildings and good design were promoted through the Mosman Design Awards 2013, and the LKEP and DCP continue to include sustainability objectives and controls.
Interactive online production and delivery of planning certificates and information.	Ongoing	Work is continuing on delivery of planning enquiry function online. The product being sought by council varies to the standard supplied by the contractor and requires development to meet our requirements. The production and delivery of planning certificates would proceed from the completion of this.
Consider options identified in the Spit Junction Masterplan for the Civic Centre Site.	Ongoing	The feasibility study that formed part of the Spit Junction Masterplan considered a number of development options for the civic centre site. The feasibility study will be included in the public exhibition to be held 2013/14.
All planning documents available online via iPlan.	Ongoing	The Mosman LEP2012 and development control plans for residential, business centres and open space are all available via iPlan.

PROGRAM 3: URBAN PLANNING

Convenor: Director Environment and 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	No new initiatives were implemented in relation to this objective.
Develop and prepare a co-ordinated program of on-site interpretation of significant sites in Mosman.	Review in March	Work is proposed to commence on this project in 2013/14.
<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	Case study examples have been included in the Urban Planning newsletter to promote heritage conservation.
<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 provides expert advice from a heritage architect on development matters. He visits Council usually once every three weeks. In 2012/13 he visited fourteen times and attended a total of 34 meetings and provided written advice on 115 matters referred to him.</p> <p>The heritage fund provided dollar for dollar small grants to thirteen projects in 2012/13. These projects covered a range of small conservation works including roof repairs, restoration of balustrades and verandah posts, replacement of windows, new front fences, repainting and leadlight window repair.</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. ➤ Provide feedback to Council on operation of MDAP. 	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.
Inspect the municipality from the Harbour.	Ongoing	Ongoing.
<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	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.
Update application processes and information to accord with LEP/DCPs with a view to implementation of e-planning protocols.	Ongoing	Ongoing.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment and Planning

SUBPROGRAM 5.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Director Environment and 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, the Sustainable Purchasing Action Plan and the Environmental Sustainability Action Plan➤ Implement Council's Environmental Sustainability Policies➤ Collaboration between Council divisions to implement sustainability initiatives	Review in July	Collaboration occurring between sections/departments to achieve environmental outcomes. Environmental Plans/policies are being implemented and reviewed on a quarterly basis. The Green Revolving Fund was ceased at the end of 2012/13 due to lack of support for the mechanism. This may be looked at again in the future as a method of ensuring environmental infrastructure projects continue.
Develop and prepare an integrated State of the Environment Report for Mosman Council.	Review in March	Data for the State of the Environment Report scorecard is currently being compiled. The scorecard will be uploaded to the Council website by November 2013.
Monitor environmental legislative developments, update the register of environmental legislation and communicate to staff (and Councillors where required) with environmental responsibilities accordingly.	Ongoing	Legislative changes monitored and register updated as required.
Facilitate the Sustainability Group Participate in collaborative initiatives, regional forums and networking groups on environmental and sustainability issues as relevant	Review in March	Environment and Services staff continue to collaborate within Council and with external organisations. Staff represent Council on steering committees and working groups to collaborate on a regional basis. The Sustainability Group was not reconvened by Council.
Monitor outcomes of the Sustainable Events Policy.	Ongoing	Outcomes of the Policy externally have proven to be positive. New sustainable event products have been provided to those sections of Council responsible for events/workshops to ensure compliance with the sustainable event management policy.

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Monitor environmental legislative developments, update the register of environmental legislation and communicate to staff accordingly ➤ Monitor the application of environmental impact assessment guidelines and procedures 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, relevant sections to the Sydney Water Act) 	Ongoing	Legislation enforced as required.
<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 the Office of Environment and Heritage on required Waste and Sustainability Improvement Payments (WASIP) standards 	Ongoing	WASIP program was approved for implementation during 2013/14.
Implement Council's Sustainable Transport and Fleet Program	Ongoing	Program currently being implemented.
Provide continued support for the PIRATES group in implementing sustainability actions across Council.	Ongoing	PIRATES continue to meet and brainstorm actions to implement within Council. A Food for Thought session was held on sustainable living.
Coordinate the Waste and Sustainability Improvement Payment (WASIP) Program and implement approved actions.	Ongoing	WASIP program has been approved for 2013/14. Project work has commenced.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment and Planning

SUBPROGRAM 5.02: CLIMATE CHANGE AND AIR QUALITY

Co-ordinator: Manager Environment and Services

STATEMENT OF MEANS	DATE	PROGRESS
<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	Ongoing. Climate Change Benchmarks being reviewed in accordance with Council resolution.
Implement actions identified in the Energy Management Plan.	Ongoing	Actions in the Energy Management Plan are being implemented dependent on funding. The first phase of the Library retrofit has been completed. The second phase of the Library retrofit will be completed in August 2013.
<ul style="list-style-type: none"> ➤ Review and implement actions in the Greenhouse Gas Reduction Plan to work towards achieving the greenhouse gas reduction target. ➤ Work with SHOROC member Councils on Climate Change initiatives as appropriate. ➤ Undertake a Greenhouse Gas Re-inventory on an annual basis (dependant on resources). 	Ongoing	Greenhouse gas reduction plan review conducted. Continue to work collaboratively with SHOROC and have completed a request for quotation process on water, energy and greenhouse data provision. Planet Footprint provides a greenhouse report on an annual basis.
Set a new corporate greenhouse gas reduction target.	Ongoing	Subject of a future report to Council.
Undertake energy efficient lighting retrofits of selected Council buildings, and investigate the installation of renewable energy infrastructure.	Ongoing	Library retrofit stage 1 has been completed. Stage 2 of the Library retrofit will be completed in August 2013.
Continue to implement sustainable transport education programs for the community to reduce reliance on motor vehicles.	Ongoing	Walk Mosman iPhone App promoted to the community via the e-newsletter, website and social media. Articles on sustainable transport included in the sustainability e-newsletter. Sustainable Transport programs included in the Living Mosman Program.
<ul style="list-style-type: none"> ➤ Increase Council's uptake of renewable energy. ➤ Inclusion of solar panels and other forms of renewable energy in building design plans, and installation of solar panels on Council buildings as appropriate. ➤ Promote the Climate Clever Program to educate and increase community uptake of renewable energy. 	Ongoing	Ongoing where funding opportunities arise.
Support CEFE and other Mosman community groups, as appropriate, in delivering sustainability programs in the Mosman community, including the Environmental Ambassadors Program.	Ongoing	Support for community groups as appropriate.

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	Bike Plan scheduled for completion in 2014.
Promote the Car Share Scheme to the community and identify further potential locations as required.	Ongoing	Car Share Scheme promoted to the community. Council determined to charge GOGet a fee for each vehicle in Mosman.
Complete the Coastal Zone Management Plan.	Ongoing	Ongoing. Climate Change Benchmarks being reviewed in accordance with Council resolution and final report will be reported to Council in 2014.
Complete Mosman Flood Study.	Ongoing	Ongoing. Public consultation has been extended and climate Change Benchmarks being reviewed in accordance with Council resolution. Study scheduled to be completed in 2014.
Investigate a strategy for the replacement of office equipment with more energy efficient models.	Ongoing	To be undertaken and completed during 2013.
Investigate, and if appropriate trial the installation of solar lighting in parks, reserves and Mosman Square.	Ongoing	Research continuing to determine project feasibility.
Design and construct foreshore works using the 'sea-level rise' benchmarks adopted by the NSW State Government.	Ongoing	Climate Change Benchmarks being reviewed in accordance with Council resolution and recent announcements by NSW Government.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment and Planning

SUBPROGRAM 5.03: TOTAL WATER CYCLE

Co-ordinator: Manager Assets and Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none">➤ Collect relevant information on pollutants captured from SQIDs and report annually.➤ Monitor water quality as required.➤ Collect, collate and report upon data from the State Government's Beachwatch program.	Ongoing	Data collected annually.
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.	Ongoing	Ongoing where funding opportunities arise.
Implement and report annually on actions identified in the Water Efficiency Management Plan.	Ongoing	Reported annually.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment and Planning

SUBPROGRAM 5.04: BIODIVERSITY

Co-ordinator: Manager Assets 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 University of Sydney, Taronga Conservation Society Australia, NSW NPWS, Rentokil and Australian Wildlife Conservancy. 	Ongoing	Ongoing. Final Rabbit Baiting program for 2012 Completed. Regional Rabbit Baiting Program reported to Council in November 2012.
Investigate the development of bushland corridors through Mosman.	Ongoing	Ongoing. Areas improved where funding opportunities arise.
Develop and implement the Backyard Biodiversity Assessment and Responsible Pet Ownership community education program.	Ongoing	POOch Pouches are being promoted through Council's e-newsletter and local paper. There has been positive interest from the community. They will be given away at Pets Day Out in 2013. Backyard Biodiversity Assessments to be planned and will commence in late 2013.
<ul style="list-style-type: none"> ➤ Coordinate, support and promote Council's volunteer Bushcare Program. ➤ Implement the plan for the future management of <i>Phytophthora cinnamomi</i>. ➤ Implement and undertake planned bushland management programs. 	Ongoing	Program ongoing. Currently over 90 volunteers involved in the program.
Implement a sustainable bushland management program, including the rehabilitation of unmade roads.	Ongoing	Areas identified in Open Space Asset Management Plan and progressing as per program where funds are available.
<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. Marine environment taken into consideration where applicable.
Include an option in the Beach Cleaning Contract to hand-rake other Mosman Beaches including Clifton Gardens.	Ongoing	Option included in the contract.

STATEMENT OF MEANS	DATE	PROGRESS
Develop a community wildlife reporting tool (web-based).	Ongoing	Tool currently being developed.
1st year audits and review of 2012-2022 Bushland Management Contracts.	Ongoing	On target. A review will occur mid-2013.
Development of Council's Bushland Management Strategy.	Ongoing	Strategy in development with scheduled completion in 2013.
Undertake monitoring program of beach wrack at selected Mosman beaches.	Ongoing	In discussion with Universities and Sydney Institute of Marine Science to determine the best way forward with this program.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment and Planning

SUBPROGRAM 5.05: TREES

Co-ordinator: Manager Assets and Services

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.➤ 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	Soil improvements undertaken at several locations and fencing installed around key figs at Balmoral.
Implement revised tree preservation application processes and procedures following gazettal of Mosman Local Environmental Plan 2012 and monitor outcomes.	Ongoing	Completed.
Audit Tree Pruning and Removal Permit approvals where replacement trees have been required to ensure they are planted.	Ongoing	Ongoing. Further Audits completed and planned for 2013.
Review, revise and retender the contract for the proactive management and maintenance of Council's street trees and trees in parkland reserves.	Ongoing	Reported to Council in November 2012.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment and Planning

SUBPROGRAM 5.06: LAND MANAGEMENT

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	Ongoing monitoring of Balmoral Oval on a quarterly basis. Reports collected from Northern Nursery School.
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.
<ul style="list-style-type: none">➤ Develop environmental management plans for Council sites as required.➤ Ensure compliance with the Site Environmental Management Plan for Julian Street, Northern Nursery School and Balmoral Oval/Park.	Ongoing	Ongoing.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment and Planning

SUBPROGRAM 5.08: ENGAGEMENT AND EDUCATION FOR SUSTAINABILITY

Co-ordinator: Manager Environment and Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Continue to promote community water and energy efficiency programs. ➤ Continue to implement community programs to encourage waste minimisation, reuse and recycling. ➤ Promote and utilise the branding of the 'Living Mosman' concept for all community programs. ➤ Continue to foster sustainability awareness and behaviour change in Multi-Unit Dwellings. ➤ Develop and distribute the community Living Mosman Sustainability E-Newsletter on a monthly basis. ➤ Continue to run community sustainable transport programs and events. 	Ongoing	Living Mosman e-newsletter distributed 12 times per annum. 2012/13 Living Mosman Program completed. Education programs for community and schools on waste minimisation, reuse and recycling were implemented.
Implement the new Living Mosman, Living Environment Program.	Ongoing	The 2012/13 Program has been completed. The 2013/14 program has been developed.
Implement the Mosman Sustainable Business Champions Program.	Ongoing	The Program has been completed and the final report submitted to the funding body.
Develop and implement the Backyard Biodiversity Assessment and Responsible Pet Ownership Education Program.	Ongoing	POOch Pouches are being promoted and given away to the community.
Continue to implement staff awareness programs on all aspects of sustainability, including the staff sustainability e-newsletter.	Ongoing	Staff e-newsletter has been distributed to staff on a quarterly basis.
Develop an Education for Sustainability Strategy.	Ongoing	On target to be developed during 2013/14.
Develop a community outreach strategy to disseminate and promote Council's environmental information/programs and corporate success stories to the community.	Ongoing	To be completed during 2013.
Develop and implement a campaign to encourage Mosman businesses to reduce, reuse and recycle.	Ongoing	Program is currently being planned for commencement during 2013/14.
Develop and implement a community 'Take Action' Program to educate and encourage sustainable actions and behaviour change.	Ongoing	Planned for implementation in 2013/14.
Promote the 'Mosman Trails' Phone Application to the community.	Ongoing	App has been promoted via the e-newsletter, brochures, website and local paper. Promotion of the App will continue during 2013/14.
Facilitate PIRATES sustainability programs and actions.	Ongoing	PIRATES programs and actions were facilitated during 2012/13.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment and 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, public swimming pools, or 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	All premises regulated as required. All inspections were undertaken and regulatory action taken as required enforcing relevant legislation. Health policies and procedures are currently being reviewed.
Review and finalise the Environmental Incidents Response Plan.	Ongoing	Plan under review to be finalised during 2013/14.
Implement the Grey Water Policy.	Ongoing	Policy is being implemented.
Investigate offensive noise complaints and enforce the provisions of the Protection of the Environment Operations Act 1997, and associated noise regulations.	Ongoing	Noise complaints investigated as per procedure and enforced as appropriate as per regulation/legislation.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment and 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. 	Review in July	Household chemical collection promoted to residents during 2012/13.
Renew waste bins in Military Road Business Centres as part of upgrade works.	Review in September	Bins upgraded as part of Streetscape works in Military Road.
Deliver a new bin service to the community including organics collection, upon operation of the Alternative Waste Technology at Kimbriki.	Ongoing	New system to be delivered in 2016/2017.
Renew the Waste and Recycling Services Contract in line with the new bin service.	Ongoing	The contract will be in line with the new bin service regional contract commencement.
<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 and Caring for our Coast days. 	Ongoing	Clean Up Australia Day was supported by council in March 2013. Strategies are being implemented as per the program schedule.
Implement the actions in Council's Litter and Illegal Dumping Program.	Ongoing	Actions are being implemented as per the plan schedule and budget allocation.
Prepare a procedure for dealing with waste dumping.	Ongoing	To be prepared during 2013/14.
Review and implement the e-waste collection strategy.	Ongoing	An E-Waste Drop-off event was held in March 2013 with 595 vehicles dropping off over 20 tonnes of e-waste. A second e-waste drop-off day will be held on 8 September 2013.
<ul style="list-style-type: none"> ➤ Implement community waste programs including Clothes Swap to encourage material reuse. ➤ Continue promoting reduction in food waste to the community. 	Ongoing	Continued to promote love food hate waste, and recycling at markets and events. Promotion of worm farms and compost bins and the compost revolution program. Clothes Swap held successfully in November 2012 and is planned again for 2013.
Develop a waste management procedures manual.	Ongoing	To be developed during 2013/14.
Develop and implement the common waste collection system education program.	Ongoing	Education program to be completed as per the schedule.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment and 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.➤ Periodically review and audit all services to ensure contractor compliance with specifications.	Review in July	Contracts being administered.
<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	Contracts audited. Contracts stipulate use of non-toxic substances.
Review the Beach and Reserves Cleaning Contract.	Ongoing	Tender process completed. New Beach and Reserves Cleaning Contract to commence in 2013.
Commence the new Public Amenities Building Cleaning Contract.	Ongoing	New contract commenced.
Commence the new Graffiti Management Contract.	Ongoing	Contract commenced.

PROGRAM 5: SUSTAINABILITY, ENVIRONMENT AND HEALTH

Convenor: Director Environment and Planning

SUBPROGRAM 5.12: FOOD SAFETY

Co-ordinator: Manager Environment and Services

STATEMENT OF MEANS	DATE	PROGRESS
Develop an education strategy/program for food safety.	Review in October	Program review completed. Education program on food safety and procedures implemented.
Implement an IT based integrated data management system.	Ongoing	Currently under trial phase for review and final development of the system.
<ul style="list-style-type: none">➤ Regulate premises offering food for sale, and undertake annual reporting in accordance with the Food Service Plan.➤ Implement standard operating procedures for food premises inspections and assessments.	Ongoing	Inspections of all premises have been undertaken, and regulatory action enforced as required. Annual reporting completed.
<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, and ensure all food premises have a trained supervisor on site.➤ Review and update the education strategy for the delivery of food safety information.	Ongoing	Programs implemented as required. Training for businesses implemented twice per year.

PROGRAM 6: PARKS AND RECREATION

Convenor: Director Environment and Planning

SUBPROGRAM 6.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Director Environment and 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	Open Space Asset Management Plan adopted at February 2013 Council meeting.
<ul style="list-style-type: none">➤ Review of respective planning projects with a view to seeking joint funding for cooperative projects	Ongoing	Ongoing and taken up where opportunities arise.
Review and revise the Mosman Recreational Needs Analysis and Recreation Strategy.	Ongoing	Request for consultancies for this work scheduled for late 2013.

PROGRAM 6: PARKS AND RECREATION

Convenor: Director Environment and 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. Rosherville Playground completed in 2012. Spit Playground completed in October 2013.
Develop and adopt a standard suite of street/park furniture and implement a full maintenance program and upgrade for all assets.	Review in June	Open Space Asset Management Plan adopted at meeting in February 2013.
<ul style="list-style-type: none"> ➤ 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. Implementation of recommendations of PAMP where funding is available.
<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	Works undertaken in accordance with AMP and any other customer requests investigated.
Undertake upgrades of playgrounds at The Spit and Balmoral.	Ongoing	Ongoing. Rosherville Playground completed in 2012. Spit Playground completed in October 2013. Balmoral Playground will be reviewed in 2014.
<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. Rosherville Playground completed in 2012. Spit Playground completed in October 2013.
➤ Continue a program for the	Ongoing	Ongoing.

STATEMENT OF MEANS	DATE	PROGRESS
community to plant and maintain native gardens/bush foods on the nature strip/verge - under the Street Verge and Nature Strip Maintenance Policy.		
Monitor the status/progress of the community gardens.	Ongoing	Mackie Lane garden progressing. Consultation still underway with Department of Lands and Mosman Community Gardens with a view to identifying an additional garden site suitable for all stakeholders.

PROGRAM 6: PARKS AND RECREATION

Convenor: Director Environment and 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. ➤ Ongoing auditing and management of the Contract for Maintenance of Sporting Fields. 	Review in July	Works reviewed and undertaken in accordance with AMPs.
<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	Priority Use Model adopted by Council in July 2013 identifying priority users for sporting fields in Mosman.
<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	Priority Use Model adopted by Council in July 2013 identifying priority users for sporting fields in Mosman.
Subject to part third party funding by the Mosman Cricket Club, investigate opportunities to improve sporting accommodation within the Allan Border Oval pavilion.	Ongoing	Staff currently in discussion with Mosman Cricket Club regarding options for facility.
Review the Policy for Use and Maintenance of Sporting Fields.	Ongoing	Priority Use Model adopted by Council in July 2013 identifying priority users for sporting fields in Mosman.
Review use characteristics and operation of Drill Hall Common sporting facilities with a view to increasing opportunities for use and access.	Ongoing	Ongoing.

STATEMENT OF MEANS	DATE	PROGRESS
<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	Refurbishment works undertaken in 2012.
Investigate new technologies for remote monitoring, programming, and operation of irrigation and sports field lighting systems to deliver water and energy savings.	Ongoing	Grant application sought for Middle Head Road Oval Lighting. Grants still not announced. Irrigation improvements under "Irrigation Landscape Improvement Program" undertaken in 2011.
Review Council's current booking system with an aim to ensure bookings records and data are easily available for use in the management and of sports fields and facilities.	Ongoing	Use Model adopted by Council in July 2013 identifying priority users for sporting fields in Mosman.
Source funding and undertake replacement of Middle Head Oval Floodlights.	Ongoing	Grant funding sought for civil works in 2014. Development Application has been lodged with the Sydney Harbour Federation Trust for the works.
Review and revise Mosman Recreational Needs analysis.	Ongoing	Ongoing. To be completed in 2014.
Review the performance of the upgraded plant and equipment installed at Mosman Swim Centre.	Ongoing	Refurbishment works completed in early 2012 and system currently being monitored for performance.

PROGRAM 6: PARKS AND RECREATION

Convenor: Director Environment and Planning

SUBPROGRAM 6.04: BEACHES, SEA POOLS AND FORESHORES

Co-ordinator: Manager Assets and Services

STATEMENT OF MEANS	DATE	PROGRESS
Monitor climate change reports in order to safeguard sea walls and beach frontages.	Review in July	Undertaken as part of Coastal Zone Management Plan. Outcomes will be reported to Council in 2014. Current Benchmarks being reviewed in accordance with Council resolution and recent announcements by the NSW Government.
Review adequacy and condition of boat/dinghy storage in reserves.	Review in July	Will be undertaken in 2013.
Undertake works outlined in Marine Structures Asset Management Plan.	Ongoing	Works undertaken as per Asset Management Plan with annual work program accelerated with increased funding through Local Infrastructure Renewal Scheme. Balmoral Jetty renewal and Inkerman Street Wharf completed in 2012 with Clifton Gardens Jetty and seawall works completed in 2013.
Complete the Coastal Zone Management Plan.	Ongoing	Draft report completed. Benchmarks being reviewed in accordance with Council resolution and recent NSW Government announcements. Will be reported to Council in 2014.
Complete the Mosman Flood Study.	Ongoing	Project was commissioned in December 2012 and will be completed in early 2014. Climate Change Benchmarks being reviewed in accordance with Council resolution.

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
<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	Proposed Collaborative Management Plan remains with Harbourside Command for acceptance. Matters listed in the proposed plan continue as previously.
Foster ongoing partnership with HBLAC through formal meetings.	Ongoing	Relevant staff attend all meetings as proposed mostly relating to major special event management.
<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	Support given as and when required and appropriate.
Coordinate and attend Community Safety Consultative Group meetings.	Ongoing	Meetings attended as and 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
Advise the School Principals Liaison Group of safety and crime related issues and use this group to promote Police educational visits to schools.	Ongoing	Attended and actioned as and when required.
<ul style="list-style-type: none"> ➤ Continue education in appropriate artistic expressions for young people. ➤ Promote the 'Mynite' party register. ➤ 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	Ongoing.
Regularly review and if necessary enhance CCTV surveillance in Civic areas.	Ongoing	Ongoing.
In association with the Police, promote personal and home safety using Council's website, the Mosman Daily and Mosman News.	Ongoing	Ongoing.
<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	Parking patrols undertaken of school zones on a daily basis resulting in an increased level of compliance.
Implement anti-graffiti strategies.	Ongoing	Graffiti reported to contractor for removal when identified.
Develop smartphone applications to report graffiti and public safety issues.	Ongoing	Rangers issued with iPads to facilitate ease of reporting.
<ul style="list-style-type: none"> ➤ Ensure high visibility parking patrols of school zones. ➤ Ensure that the spread of hours worked by Rangers meets the safety needs of the community without prejudicing the safety of Rangers and within economic means. 	Ongoing	Rangers as a priority patrol school zones on a daily basis.
Recognise and address the needs of older residents and invite Police to seniors' functions as guest speakers.	Ongoing	Ongoing.
Develop smartphone applications to report graffiti and public safety issues.	Ongoing	Rangers issued with iPad to facilitate ease of reporting for Police information and Council's contractor to promptly remove.

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 the Festival of Mosman is managed in accordance with Council's Special Event Management Policy particularly in regards to traffic management and risk management.	Ongoing	Festival of Mosman not held in 2012. Assistance given in all other Council promoted special events held.
Ensure ongoing coordination between Council, Police, Special Event organisers and other relevant agencies regarding New Year's Eve, Boxing Day and Australia Day.	Ongoing	Meetings held re the major special events for 2012/13 included post event reviews. Alcohol Free zones established for New Year's Eve 2012/13.

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	The Manager Assets and Services appointed as Councils LEMO. Training is being undertaken as and when available.
Maintain close relationships and support Mosman State Emergency Service, Fire Brigade and Ambulance services.	Review in September	Ongoing.
Coordinate and participate in desktop and emergency exercises.	Ongoing	Ongoing.
<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	Full co-operation always given as and when required.
<ul style="list-style-type: none">➤ Develop and implement community risk management strategies and projects that address safety issues in the Mosman community.➤ Participation in Liquor Accord.	Review in November	Ongoing.
Ensure any development in Mosman addresses safety issues particularly in relation to traffic and work on public land.	Ongoing	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	Education and enforcement carried out by Rangers as part of their normal duties. Leash Free areas increased following a community consultation process and details updated on website.
Promotion and attendance at Festival of Mosman - Pet's Day Out.	Ongoing	Rangers co-ordinated and attended successful Pets Day Out on Village Green on 28 October 2012.

PROGRAM 8: COMMUNITY DEVELOPMENT AND 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	A Social Directions discussion paper was completed in August 2012, providing an analysis of the major social directions emerging from demographic analysis, social policy trends and consultation on community needs. This information was used to inform local and regional planning processes and service development.
<ul style="list-style-type: none"> ➤ Participation in regional planning and development. ➤ Participation in State and Commonwealth government planning processes for community services. 	Ongoing	Further input has been provided for the NSW Government Regional Ageing and Youth Strategies in the form of written information and participation at inter-sectoral workshops.
Undertake a preliminary review of data from the 2011 ABS census as it pertains to Mosman and the wider region.	Ongoing	The Social Directions discussion paper provided a review of 2011 census data, other demographic data and was considered in light of social policy trends and community consultation.
Prepare 'Social Directions - Mosman', a social research and directions paper that will support development of MOSPLAN 2013-2023.	Ongoing	The Social Directions discussion paper was circulated to councillors, council staff, and community organisations and placed on council's website. It has been used to inform subsequent planning and consultation processes with community services inter-agencies and state government agencies, and Council strategies on specific social issues and population target groups.
Contribute to the development and implementation of SHOROC Regional Sustainability and Liveability Strategies.	Ongoing	Regional approaches have been focussed on the contribution to the State strategies for ageing and youth during this period.
Service, target-group and issues-based consultations.	Ongoing	The Mosman Women's Forum was convened and individual projects established. Follow up has occurred with all the groups, with some of the members electing to join other interest groups.
<ul style="list-style-type: none"> ➤ Coordinate Access Consultative Group. ➤ Coordinate Safety Consultative Group. 	Ongoing	The inaugural meeting of the Access and Mobility Community Consultative Committee was held during this period and a program of meetings and issues identified.
<ul style="list-style-type: none"> ➤ Coordinate School Principal Liaison Group. 	Ongoing	School Principals' Liaison Group Meetings continued throughout the year when required.

STATEMENT OF MEANS	DATE	PROGRESS
<p>Participation in community inter-agencies, networks and project groups at sub-regional and regional level - including:</p> <ul style="list-style-type: none"> ➤ Mosman Children's and Family Services Forum. ➤ Lower North Shore Child and Family Inter-agency. ➤ Northern Sydney Families NSW Project Management Group. ➤ Lower North Shore Domestic Violence Network. ➤ Lower North Shore Multicultural Network. 	Ongoing	Participation and support provided to community services inter-agencies has included joint facilitation of strategic planning, issues identification and priorities for service development and Commonwealth and State funding.
<ul style="list-style-type: none"> ➤ Annual Community Grants Program. ➤ Contribution to collaborative SHOROC planning and projects. 	Ongoing	The SHOROC Community Services Managers group has been able to resource two NSW State Government planning initiatives during this period, for the development of state-wide ageing and youth development plans. The Annual Community Grants program was advertised and 18 applications received and assessed.
Review Council's Community Grants and Donation Policy.	Ongoing	This has been rescheduled and will be completed in 2013/2014.
Participation in ongoing planning and feasibility studies for the Civic Centre site.	Ongoing	Participation is undertaken as requested.
Undertake an audit of current Council community services accommodation taking into account specific program requirements and future directions.	Ongoing	Unfortunately no funding has become available. However, efforts to secure funding will continue.
Follow up Commonwealth and State Government capital funding to upgrade Council community services accommodation as necessary.	Ongoing	This is an ongoing matter. Funding has still not been secured, and maintenance that is being carried out is being funded from service budgets.
<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, and information sessions. 	Ongoing	The Youth Facebook page is online and being successfully used both to promote Youth Services and for a number of special youth volunteer groups established. Promotion will be a major focus during 2013/2014.
Review and improve Council's current approach to providing community services information, particularly in the on-line environment.	Ongoing	Delayed due to unscheduled work, and rescheduled for 2013/2014.
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	Services and events are promoted on digital display screens in the Library and Council foyer.
Ongoing consideration of inter-generational recreation and socialisation opportunities across age groups and service models.	Ongoing	Ongoing.

STATEMENT OF MEANS	DATE	PROGRESS
Undertake an inter-generational forum with upper primary, young people and older people that assist Council to respond appropriately to community needs.	Ongoing	Ongoing.
Develop innovative project proposals and apply for State and Commonwealth funding to facilitate intergenerational connections.	Ongoing	Ongoing.
Review the Safety, Access and Art Gallery Consultative Groups.	Ongoing	The former Art Gallery committee has been replaced with an Art and Culture Community Consultative Committee.
Undertake a series of consultations to ascertain community needs and to help inform 'Social Directions - Mosman', MOSPLAN 2013-2023 and the delivery of community services generally.	Ongoing	Community members and service providers were involved in a series of consultative workshops for the development of the Social Directions discussion paper, and included older people; volunteers; community as a whole; service providers and inter-agencies for children and families; youth; HACC and aged services; and multicultural services.
Identify and implement the optimal service delivery model for Family Day Care in Mosman.	Ongoing	The partnership with The Infants' Home continues with assistance being provided to market the service and attract Educators as carers. Two Educators have been recruited.

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.02: COMMUNITY CONNECTION AND VOLUNTEERING

Co-ordinator: Aged and 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>Volunteering opportunities advertised on Councils website, in local media, newsletters, markets, noticeboards, in library and info mornings.</p> <p>Volunteers recognised at May reception with presentation of badges, certificates and awards for 5, 10, 15 and 20 years participation. Long term volunteers photos and details entered in volunteer honour roll book and they will have afternoon tea with Mayor in October. Volunteers also invited to Mayoral reception in December.</p> <p>A special "pampering day" including manicures and mini massages was organised for our volunteers in conjunction with the Lower North Shore HACC Volunteer Referrals Coordinator. Ongoing training is offered to all Council volunteers covering a range of subjects e.g. Social Inclusion; Suicide Awareness and other issues pertinent to their volunteering role. The volunteer database is regularly updated and maintained and there are risk assessments in place for all volunteering programs.</p> <p>Volunteer numbers are good, with many programs at capacity. New volunteers enquiring about volunteering are encouraged to proceed with an interview and be placed on a waiting list if we cannot offer an alternate program that appeals to them.</p>
Volunteer's Lounge.	Ongoing	Volunteer base remains strong with services at almost full capacity. The Volunteer Appreciation event was held in May with a Harbour Cruise and presentation of 5, 10, 15 and 20 year certificates for recognition of service.
<ul style="list-style-type: none">➤ Volunteer information packages.➤ Promotion of volunteering at Open Days, Mosman Markets, local media.	Ongoing	<p>Information about volunteering is included in the Volunteering package which is available on line and a hard copy is given to all new volunteers.</p> <p>Volunteering is promoted on Councils website, in local media, posters, in libraries, noticeboards, open days, newsletters and at Mosman Markets.</p>
New Resident's Morning Teas.	Ongoing	New Resident Morning Teas held quarterly.

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	The Mosman Square Seniors Centre is at capacity with varied activities being held Monday to Friday, morning and afternoon. Students from some of Mosman's High Schools continue to visit the Community Restaurant. These visits are very much enjoyed by the clientele. The ADS Lounge area is well attended with many people just dropping in for a cup of tea. The Dementia Cafe has proved to be a welcome addition to the ADS Lounge.
Connections Playgroup	Ongoing	Ongoing.
Community Visitor's Scheme.		The Community Visitors Scheme meets all DoHA funding requirements and is run according to their guidelines. The Community Visitors Scheme is run across 3 LGAs, Mosman, North Sydney and Willoughby and all reports and acquittals are submitted in a timely manner.
Review further opportunities to facilitate community connections, neighbourliness and prevention of social isolation.	Ongoing	An initial report was prepared by the Volunteers' Coordinator, but further work will be undertaken on this matter during 2013/2014 to take advantage of social inclusion research results.
Monitor the status/progress of the community gardens.	Ongoing	Mackie Lane site operational.
Develop innovative project proposals and apply for State and Commonwealth funding to facilitate intergenerational connections.	Ongoing	This funding was applied for but Council was unsuccessful.
Prepare "Plain English" web and other resources to facilitate neighbourhood events and promote proactive care, support and consideration of neighbours.	Ongoing	Information prepared and submitted to Manager Community Services.

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.03: CHILDREN AND FAMILIES

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 all Children's Services.➤ Compliance with DoCS licensing and regular spot checks for services.➤ Facilitate and promote ongoing partnerships with Mosman children's services providers to meet service gaps, share resources and increase accessibility to services.	Ongoing	<p>MOCC and OOSH have operated at a high standard during the past 12 months and both services comply with and continue to implement the changes required under the National Standard and National Quality Framework (NQF) including the development and implementation of Quality Improvement Plans (QIP). Service Approval for MOCC is lodged with the Department of Education and Communities (DEC) and awaiting final approval.</p> <p>The review of the FDC service resulted in Council forming a partnership with The Infants Home (TIH) in January 2013 to continue the provision of family day care to families in the Mosman community. A marketing plan for FDC has been implemented and 3 new educators recruited to date.</p> <p>Ongoing partnerships with Mosman Children's Services providers have continued to be strengthened through regular network meetings and sharing of information and resources.</p>
Develop a common policy framework that applies to all children's services.	Ongoing	All new policies required under the new regulations and standards have been drafted and are on display for ongoing parent comment and feedback.
Investigate opportunities for a Transition to School project in partnership with Department of Education, local children's service providers and primary schools.	N/A	This initiative is no longer being pursued as indicated in the September-December report.

STATEMENT OF MEANS	DATE	PROGRESS
<p>Implementation of National Quality Framework (NQF) changes:</p> <ul style="list-style-type: none"> ➤ 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. ➤ Implement improvements to staff to child ratios. The ratio for 2-3 year olds maintained at 1:5 by 2016. ➤ 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	Both MOCC and OOSH are well under way in the implementation of the NQF. Both services have completed their Quality Improvement Plans (QIP), policies and procedures have been drafted in line with the National Standard and both the EYLF and School Aged Care Framework are being implemented.
<p>Implementation of National Quality Framework (NQF) changes:</p> <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 to have a Certificate 111. 	Ongoing	All staff obtained the relevant qualifications required.
<p>Review the delivery of Out of School Hours Care services (OOSH).</p>	Ongoing	<p>OOSH services have settled into the new location at the Drill Hall. Before School Care (BSC) provided care for 204 children during the past 12 months and enrolments are currently at 67% utilisation a decrease of 15% to last year's enrolments. Feedback from families suggests this is due to the re-location of the service and time spent by children travelling to school.</p> <p>After School Care (ASC) provided care for 111 children during the past 12 months and enrolments are at currently at 100% utilisation an increase of 8% to last year's enrolments.</p> <p>Vacation Care provided care for 505 children during the past 12 months and consistently runs at 100% utilisation, with the exception of the Christmas vacation care period where enrolments are slightly reduced.</p>
<ul style="list-style-type: none"> ➤ Facilitation of 10 affordable child care places at Jack and 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	<p>Further review of affordable places in regards to accessibility, utilization and cost to Council have been undertaken and no changes have been implemented.</p> <p>Support provided to a range of childcare services through facilitation of network meetings, forums, training and attendance and participation at inter-agencies. Demand for 0-2 year child care places continues to be an unmet need.</p>

STATEMENT OF MEANS	DATE	PROGRESS
Review the delivery of Family Day Care.	Ongoing	In January 2013 the review of the FDC service resulted in Council forming a partnership with The Infants Home (TIH) who continues the provision of family day care to families in the Mosman community. A 12 month marketing plan for FDC has been implemented with 3 new educators recruited to date.
Review Council's approach to the provision/facilitation of affordable child care places in terms of criteria and cost efficiencies.	Ongoing	Further review of affordable places in regards to accessibility, utilization and cost to Council has been undertaken and no changes implemented. Lease renewal for Pippies at Balmoral has been approved for another five years until 2018 and Jack and Jill Kindergarten current lease period extends to 2016.
<ul style="list-style-type: none"> ➤ Monthly Immunisation Clinic. ➤ Quarterly Parent Educational Workshops. ➤ Leisure and Learning programs. ➤ Weekly Connections Playgroup for new residents and parents. ➤ Information and referral service for children and families. ➤ Annual Children's Fair. 	Ongoing	The monthly immunization clinic immunized 545 children during the past 12 months and averages approx. 45 children per clinic. The annual children's fair held in November was a huge success with approximately 1000 children and their families in attendance.
Implement and monitor E-Payment options for Children's Services.	Ongoing	Online payment options including BPay and B Point was achieved and implemented for Before and After School Care in June 2013 and MOCC and Vacation Care are expected to be implemented and rolled out in September.
Review Leisure and Learning programs in terms of cost efficiencies and programs offered.	Ongoing	Leisure and learning programs are cost neutral and provide Tae Kwon Do and French Fun classes for an average of 20 children per week.
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.	N/A	Project not proceeding at present.
Prepare plans for the child care centre and associated works, in consultation with the Bowling Club and other relevant stakeholders.	N/A	Project not proceeding at present.
Commence construction of the Child Care Centre and other associated works at Mosman Bowling Club.	N/A	Project not proceeding at present.
Coordinate the Biannual Children's Services Forums.	Ongoing	The Northern Nursery annual Transition to School Forum was held on June 18th.
Review the delivery of Mosman Occasional Care.	Ongoing	MOCC has an utilisation rate of 94%. Service provision has been reviewed with no significant changes identified. Review of the preschool day for January 2014 and provision of 0-2 year placements are identified for review in 2013/14.
Review the Mosman Children's Services Network Group.	Ongoing	Feedback from The Network group has been positive and deemed to be a valuable network and resource tool for service providers. Further review in regards to attendance flagged for December 2013.

STATEMENT OF MEANS	DATE	PROGRESS
Review leasing arrangements for Council-owned child care facilities.	Ongoing	Pippies at Balmoral reviewed by Manager Governance - lease has been renewed for a 5 year term and market rental now applies.
Review delivery options for Council's immunisation clinic.	Ongoing	Council staff previously participated in regional discussions on this issue, however discussions are yet to re-commence for 2013.
Review provision of parent education workshops.	Ongoing	A range of parent education workshops were held through the course of the year providing education to families on topics including sibling rivalry, new baby and living with less chemicals in the home.
Review the provision of the Connections Playgroup.	Monthly Review	The connections playgroup continues to be highly valuable in the facilitation and development of relationships and networks for new residents and new parents including grandparents and other family members. The playgroup averages approximately 70 children and families per week.

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.04: YOUTH SERVICES

Co-ordinator: Youth Development Officer

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none"> ➤ Youth Development Centre ➤ Zone Ten-14 Vacation Care Program ➤ Girls Only ➤ Youth Health Forums ➤ 24/7 Youth Film Festival ➤ Shorefest Youth Week event ➤ Saturday Youth Group ➤ Youth Consultation Forum ➤ Parent education seminars ➤ Interagency programs and events ➤ Schools based programs 	Ongoing	Review and development of programs and services has been undertaken and changes implemented. Numbers for Vacation Care program, Saturday Youth Group and Girls' Night In have increased.
<ul style="list-style-type: none"> ➤ 24/7 Youth Film Festival ➤ Shorefest Youth Week event ➤ Mosman Youth Art Prize ➤ Youth Consultation Forum ➤ Mosman Youth Centre Music Room 	Ongoing	Youth Forum established and working towards strengthening connectedness of youth to community in Mosman. Opportunities for collaboration with the library and gallery are being explored.
<ul style="list-style-type: none"> ➤ High School Youth Health Forums ➤ Lower North Shore Youth Interagency ➤ Support and distribution of the Lower North Shore Youth Guide ➤ Representation on the Lower North Shore Interagency Executive Committee ➤ Girls Only Self Esteem Workshops ➤ Girls Only Body Image Forums ➤ Parent education seminars ➤ Youth Consultation Forum 	Ongoing	As part of the Beat the Blues program Body Image forums were delivered by The Butterfly Foundation in local schools. A Parent Forum on the topic of 'Navigating Teen Depression' was delivered by the Black Dog Institute. Wallet sized health information cards were produced for distribution to young people in Mosman.
Explore opportunities to facilitate youth health and cyber safety forums at a range of local schools.	Ongoing	Health Forums scheduled for Term 1, 2014.
Promote awareness of youth mental health issues through a 'Beat the Blues' concept.	Ongoing	A number of initiatives were prepared during the year after consultation with Queenwood and Mosman High Schools and youth and health networks. These included seminars for parents and a youth health contact card.
<ul style="list-style-type: none"> ➤ 24/7 Youth Film Festival ➤ Reelability ➤ Shorefest, National Youth Week Event ➤ International Day of Disability ➤ Mosman Youth Art Prize ➤ Collaborative Interagency projects ➤ Youth Consultation Forum ➤ Mosman Superstar 	Ongoing	Promotion of all programs and services is continuously reviewed and developed. An e-newsletter for parents and Youth Facebook has been established to increase marketing reach.
Develop a comprehensive service framework to guide current and future planning and provision of services for young people and their families.	Ongoing	Contributed to overall framework - to be finalised.

STATEMENT OF MEANS	DATE	PROGRESS
Undertake a comprehensive Youth Service review utilising proposed framework.	Ongoing	Survey undertaken and results delivered in to MOSPLAN 2014.
Develop, implement, monitor and review appropriate programs for young people with disabilities.	Ongoing	Program reviewed and receiving positive feedback. Regular group of attendees is forming and some attendees are becoming involved with other youth activities.
Expand the Shorefest photographic competition incorporating library and gallery clients into our regional Youth Week activities.	Ongoing	This program has been discontinued. Other opportunities for the Art Gallery and Library to be involved in National Youth Week activities are being explored.
Develop and deliver programs and events supporting the Youth Centre music room.	Ongoing	Opportunities have been taken advantage of where possible with continued support to individuals and groups being provided by staff.
Support and promote the recently announced Headspace unit in Northern Sydney.	Ongoing	Headspace information was included on health cards that were produced for Beat the Blues. Opportunities for further collaboration are being explored.
Support schools with initiatives addressing the needs of young people in understanding adolescent sexuality.	Ongoing	Support and information is always available. Further initiatives are being investigated.
Mosman Rider.	Ongoing	The operating hours of the Mosman Rider were amended by Council with a new timetable to be established in August 2013. Marketing initiatives have been rolled out in conjunction with the implementation of the new hours.
Investigate opportunities to increase youth led community engagement.	Ongoing	Youth Survey was conducted and results are being used in review and development of existing programs and services. Youth Forum initiated and being supported in further engagement initiatives. Youth Volunteering groups established with a project focus.

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.05: OLDER PEOPLE

Co-ordinator: Aged and Disability Development Officer

STATEMENT OF MEANS	DATE	PROGRESS
Review further opportunities to address social isolation in the community.	Review in July	Aged and Disability services continue to assess and identify residents who may be at risk of social isolation in the community. Staff encourages those that may be socially isolated to attend various activities at the Seniors Centre including the Community Restaurant and Community Transport outings. Information on Council's website encourages residents to be aware of elderly neighbours and what to do if they are concerned.
<ul style="list-style-type: none">➤ Participation in Ageing, Disability and 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 and Disability Services continues to offer varied activities, including those that are related to health and fitness, Monday to Friday in the Mosman Square Seniors Centre. Service provision is strong with all HACC related services meeting contract requirements. Aged and Disability Services staff attend regular network meetings, forums, conferences and workshops to keep up to date with State and Federal changes in service delivery.
Mosman Carers Group.	Ongoing	Mosman Carers Group continues to meet weekly with guest speakers, information, support and referrals. Feedback from Carers extremely positive and 15 new Carers have joined in the past year. Carers are often referred by external groups e.g. Chesalon, Hammond Care and Social Workers at local hospitals etc.
Implement revised Home and Community Care Common Standards.	Ongoing	Work proceeding, after a setback, on the revision of the Aged and Disability Policy and Procedures Manual to ensure compliance with the Community Common Care Standards.
Participate in Council of Australian Governments (COAG) consultations regarding proposed amendments to Home and Community Care funding.	Ongoing	Consultations attended and changed funding arrangements commenced on 1 July 2012.
Undertake a review of aged and disability services including the Seniors Centre administered by Council.	Ongoing	The review is now scheduled to begin in Q1 2013/2014.

STATEMENT OF MEANS	DATE	PROGRESS
<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 and Saturday Bus Trips. ➤ Social Support Program. 	Ongoing	Aged and Disability Services receives government funding to provide services that enable older people to remain in their own homes for as long as possible. In addition, a variety of interesting and health related activities are provided in the Seniors Centre and promoted through the Over 55's Newsletter and Council's web page.
Home Library Service.	Ongoing	Home Library Service continues to be run by the Home Library Service Librarian. In the annual Home Library Service Survey June 2013, the customer satisfaction rate with the service was a high with 95% satisfied or very satisfied with the service and reading selection.
<ul style="list-style-type: none"> ➤ Healthy ageing programs at the Mosman Square Seniors Centre e.g. Tai Chi, Healthy Lifestyle Exercise Classes, Table Tennis, Dancing, U3A, Art Classes, and Computer Pals. ➤ Stepping On program and Upright and Active program (Healthy Lifestyle). 	Ongoing	Healthy Lifestyle programs continue to be offered in the Seniors Centre as well as Tai Chi and Old Time Dance. The Table Tennis group continues to increase in numbers as does the Men's Chess group. New activities introduced in the last 6 months are the Singing Group on Friday afternoons and the Dementia Cafe.
Monitor the Mosman Men's Shed program under the management of a community based committee.	Ongoing	Monitoring is continuing, and the Shed is operating smoothly. A new Executive Committee was elected at the AGM early in July.
Facilitate development of further activities for active people over 55 years of age by Council and other service providers.	Ongoing	Mosman Square Seniors Centre is operating to capacity with every morning and afternoon taken up by a variety of activities. Table Tennis continues to gain in numbers and is proving a popular pastime for the fitter 55+ age group. Thursday afternoons in the main hall are generally left free to ensure a space and time for any new activity or event that would be of interest to the client group.
Investigate options for the effective provision of a weekend day respite program for frail older people and their carers.	Ongoing	Funding submissions made whenever the opportunity arises.
<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 Meeting (CLAM). ➤ Participation in aged services forums, network meetings, consultations etc. 	Ongoing	ADS staff attends various forums and meetings across the Northern Region and participate in joint ventures when possible. A services information day was held in April 2013 in association with the Multicultural Access Project.

STATEMENT OF MEANS	DATE	PROGRESS
Mosman Men's Shed.	Ongoing	The Men's Shed is running smoothly with a settled group of members and new initiatives being undertaken. At the AGM, Council was formally thanked for its assistance in establishing the Shed.

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.06: PEOPLE WITH A DISABILITY

Co-ordinator: Manager Community Services

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none">➤ International Day of People with a Disability.➤ Access Consultative Group.➤ Mental Health promotional activities.	Ongoing	The new 12-24 year old Saturday group is developing with a number of regular attendees. Council has re-established an Access and Mobility Community Consultative Committee that has met and begun to establish priorities for access work by Council. Youth Services has produced a mental health contact card under the Beat the Blues banner for distribution to local young people.
Explore the opportunities for a mature age activity for people with a disability.	Ongoing	The new group for older young people has been established and the members successfully transitioned from the younger group. A joint disco was held during the last quarter and was well attended.
Mosman Access Consultative Group.	Ongoing	The Access and Mobility Community Consultative Committee has been established and its inaugural meeting held.
Saturday Youth Group.	Ongoing	Ongoing.
Supporting children and adults with a disability and their carers.	Ongoing	Friday Night Social Group for Young Adults with a Disability has been running successfully for 6 months with 8 to 12 young people attending.

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.07: PRIMARY AND COMMUNITY HEALTH

Co-ordinator: Manager Community Services

STATEMENT OF MEANS	DATE	PROGRESS
Implement outcomes of Council's Health Needs Analysis for the Mosman community, involving research and engagement with local stakeholders including general practitioners.	Review in July	Implementation of outcomes from Council's Health Needs Analysis has included provision of Input to local health district planning, participation in the regional ageing strategy development and Medicare Local needs assessment; collaboration in program provision for older people; and promoting health services through Council's communication channels including Mosman Daily, Council's noticeboards and Council's website.
<ul style="list-style-type: none">➤ Ongoing discussions and collaboration with North Sydney Council regarding the current and future operation of Cremorne Early Childhood Health Centre.➤ Ongoing discussions with Northern Sydney Local Health District regarding community health facilities.		Discussions are ongoing.
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	Discussions with the Cremorne Community Health Centre are ongoing, and Youth Services staff have been in contact to support the opening of the new Headspace Centre in Chatswood, a service for young people with mental health concerns.
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	This work is ongoing. Staff in Community Services are also working to establish contact with the new Medicare Local.
Promotion and monthly delivery of local immunisation clinic.	Ongoing	Discussions regarding setting up a regional service have not progressed, but attempts will be renewed over the coming years.
Review opportunities to provide a centralised administration point for Council's immunisation clinic with adjoining local government areas.	Ongoing	Council staff previously participated in regional discussions on this issue, however discussions are yet to re-commence for 2013.

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 8.08: HEALTHY LIFESTYLE AND FITNESS

Co-ordinator: Manager Community Services

STATEMENT OF MEANS	DATE	PROGRESS
Short term and ongoing healthy lifestyle and fitness programs including the Active After School Communities Program, health and 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.	Ongoing	Programs at the Seniors' Centre continue to be well patronised and the table tennis group established this year is attracting some lively members.
Recreational opportunities and programming - Marie Bashir Mosman Sports Centre.	Ongoing	Ongoing.

PROGRAM 8: COMMUNITY DEVELOPMENT AND 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	The Guringai Festival was celebrated by a number of different sections across Mosman Council and in conjunction with other regional partners.
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	Investigations continue on the possible development of an Aboriginal Interpretive Heritage Trail along the Mosman foreshore.
Collaborative strategies arising out of the outcomes of the Northern Sydney Aboriginal Social Plan evaluation.	Ongoing	Following the completion of the Northern Sydney Aboriginal Social Plan, strategies for regional collaboration with other councils in Northern Sydney for programs and services for Aboriginal people have continued, and council resources for cultural protocols, cultural appreciation, and staff training have been shared.
<ul style="list-style-type: none">➤ Promotion and support of issues and initiatives relevant to Aboriginal reconciliation.➤ Support the Mosman Reconciliation Group.	Ongoing	A very successful workshop was held for frontline Council staff, giving them the opportunity to learn about Aboriginal people and the particular heritage in the Mosman municipality.
Investigate delivery of appropriate cultural awareness training for staff and Councillors.	Ongoing	Aboriginal Cultural Awareness Training was provided for staff in May 2013 and other training relevant to staff interaction with diverse communities continues to be investigated.

PROGRAM 8: COMMUNITY DEVELOPMENT AND 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	Harmony Week celebrations were held at the Mosman Markets in March, with a number of activities available to all the community, and a range of cultures represented.
Friendship community projects and events.	Ongoing	Cross cultural projects and exchanges are currently being investigated as part of Council's Friendship Community program, including Children's Art Exchanges.
Themed events and projects - Children's, Youth and Aged Services.	Ongoing	Youth Week and Seniors' Week have both been celebrated across Council. Youth Week culminated in Shorefest, a regional music event for young people.
Deliver events as part of the Mosman Festival that draw upon and celebrate Australia's cultural diversity.	Ongoing	Events and activities are planned as part of the 2013 Festival of Mosman 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	A migrant services quick reference guide has been developed and published in conjunction with the Lower North Shore Multicultural Network. The guide provides information and contact details for a range of community agencies and has been translated into different community languages.
Investigate delivery of appropriate cultural awareness training to staff and Councillors.	Ongoing	Aboriginal Cultural Awareness Training was provided for staff in May 2013 and other training relevant to staff interaction with diverse communities continues to be investigated.
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	ABS census data was reviewed and used to inform cultural diversity strategy implementation by Council and the Lower North Shore Multicultural Network. A poster and flyer highlighting the findings of the census data was promoted during Harmony events held in March 2013 and generated community interest and appreciation of cultural diversity.
<ul style="list-style-type: none"> ➤ Collaboration and partnerships - Northern Sydney service providers. ➤ Participation in Northern Sydney Multicultural Network. 	Ongoing	Participation and support has been provided to the Lower North Shore Multicultural Network and its working party for the development of migrant services quick reference guides in English, Chinese (simplified) and Japanese. Translation and printing of the guides was funded through Council's Community Grants program. Support was also provided to the Multicultural Health Service of the local health district, and Crows Nest Centre Multicultural Services. Multicultural services stalls were held at Mosman markets during March 2013 to promote access to services to people from culturally and linguistically diverse backgrounds.

STATEMENT OF MEANS	DATE	PROGRESS
Participate in development of the SHOROC Regional Liveability Strategy.	Ongoing	This is ongoing, with the focus currently on contributing to the State Regional Plans for ageing and youth.

PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

SUBPROGRAM 9.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Manager Library Resources and Manager 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	Annual user survey 2012-2013 showed high levels of satisfaction with Library services, staff and collection. Library Facebook receives frequent positive feedback on services and events.
<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	Manager Library Services is a member of the NSW Public Libraries Network Research Committee (research projects included 'A business case framework for RFID in NSW Public Libraries' and 'People Places Guidelines'). Successful 2012-2013 Library Development Grant application (\$43,000) for establishment of the 'Interactive Digital Learning Centre for Seniors'.
<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	Marketing and promotion of the Library is ongoing. Use of Social Media continues to grow. Friends on Facebook has grown to over 260 this year and followers on Twitter are also growing. A new program of talks on Digital Literacy for Seniors was introduced in March this year entitled Technology Tuesday Talks.

PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

SUBPROGRAM 9.02: LIBRARY RESOURCES

Co-ordinator: Manager Library Resources

STATEMENT OF MEANS	DATE	PROGRESS
<ul style="list-style-type: none">➤ Maintain, develop and evaluate the collection.➤ Review Resources Selection Guidelines.	Ongoing	10,726 items added 2012-2013. High level of satisfaction with the collection: 93.7% (Library Survey June 2013).
Develop downloadable digital resources (eAudio books and eBooks).	Ongoing	1,196 downloads ('loans') of eBooks and e-Audiobooks - an increase of 139% over previous year. Range of titles expanded to include Children's and Young Adult material. Training sessions provided for staff and customers.
Review Resources Selection Guidelines.	Ongoing	Guidelines reviewed and updated.
<ul style="list-style-type: none">➤ Provide print, audio-visual and electronic resources.➤ Analyse customer feedback to ensure that resources meet community needs.	Ongoing	High level of satisfaction with the collection: 93.7% (Library Survey June 2013).
Improve the Literacy Collection.	Ongoing	Online resources: IELTS - International English Language Testing System and Transparent Learning Online are accessible from home PCs. Recent additions of Literacy Kits (books + DVDs) have received positive feedback.
<ul style="list-style-type: none">➤ Access to document delivery services and online resources.➤ Awareness of developments in electronic publishing and document delivery.	Ongoing	602 items were borrowed on Inter-Library Loan. E-Resources are well-used - most of the 30 full-text databases 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	Satisfaction rates with the Library Services remain high. The percentage of Library customers satisfied with Library Services In the Annual User Survey 2012/13 was 98.5%. In the Mosman Community Survey 2012 the Library achieved a mean score of 7.69 out of 10.
<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	Technology Tuesday Talks focussing on various digital literacy topics and specifically targeting Seniors began in March 2013. Four monthly talks were held with a total of 63 attendees. The Monday Matters series continued to provide talks/workshops on a variety of lifelong learning topics. A total of 10 talks were in 2012/13 with 264 people attending.
<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	Services for the community continue to be improved and developed. During 2013 the Library offered HSC Seminars on essay writing and study skills as well as 'HSC Lock Ins' for study prior to the 2012 HSC. Class visits took place throughout the year and special visits were held in December 2012 for Year 11 students moving into Year 12 to introduce students to the Library's services and resources to support their final year at high school.
<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 events were held for all age groups. Highlights included Literary Trivia Night, the Library Lovers Day competition and the Share Your Story competition and Library Trivia Night held in May 2013 to celebrate Australian Library Week.
<ul style="list-style-type: none"> ➤ Reader education. ➤ Reader Advisory Services including Book Clubs, Mosman Readers and Reading Lounge. 	Ongoing	The Library facilitated meetings for the Library's four book clubs with a total of 41 meetings and 384 attendees. The Read Review and Win Reading Program for Adults was reviewed and relaunched with a newly designed logo. It now runs twice per year during Summer in January/February and Winter in July/August. The Library also continued to produce reviews on Mosman Readers social networking site and monthly NextReads in various genres.

STATEMENT OF MEANS	DATE	PROGRESS
Deliver programs and activities to celebrate Australian National Year of Reading 2012.	Ongoing	<p>The National Year of Reading continued to be promoted from July to December 2012. A special workshop was held in August 2012 to encourage parents to read to their children and to provide guidelines in selecting reading materials for their child.</p> <p>To celebrate Indigenous Literacy Day a special indigenous storytelling and dance performance was held to raise funds for the Indigenous Literacy Foundation.</p> <p>The last event for National Year of Reading 2012 was the Literary Trivia night in December 2012.</p>
Implement a program of workshops for older residents to develop their digital literacy skills.	Ongoing	<p>The Technology Tuesday Talks series was launched in March 2013. There were 4 talks between March and June 2013 with a total of 63 attendees.</p>

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	SirsiDynix contract expired ended June 2013. New system selected (AIT Aurora).
Improve Children's Library Webpage.	Review in July	To be undertaken in conjunction with the major redesign of Council's website, scheduled for 2013-2014.
Improve the content, appearance and functionality of the Shorelink online catalogue.	Ongoing	Improvements on hold due to implementation of new Library Management System (and new online catalogue) in June 2013.
<ul style="list-style-type: none">➤ Seek grant funding for cooperative projects.➤ Shared knowledge and expertise.➤ Cooperative purchasing initiatives.	Ongoing	Key staff from all Shorelink libraries participated in the evaluation of the library management system tenders in 2012 and in the training, testing and implementation of the Aurora system in 2013. The Shorelink libraries cooperatively purchase downloadable eBooks and e-Audiobooks.
Upgrade or replace the Shorelink communications network to provide improved Internet and wireless services.	Ongoing	The new communications network went live in July 2012. The system has delivered improved response times and increased capacity as well as significant cost savings. 88.4% of respondents to the Library Survey in June 2013 were satisfied with the wi-fi service - an increase of 17% over the previous year.
<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 and projects are reported on the Library blog. Staff receive regular training in the use of online resources. 'Technology Tuesdays' (seniors digital literacy program) launched March 2013.
Further develop the Cumulus digital image management system and investigate provision of web access to images.	Ongoing	Web access to 'Trace': the Mosman Local Studies digital archive (photographs, Council minutes, annual reports, newspapers, maps, original subdivision plans, oral history recordings and transcripts) achieved December 2012.
<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, Library Facebook and Mosman Readers (online book discussion community) are regularly updated with news and reviews.
Review and refresh Library home page.	Ongoing	To be undertaken in conjunction with the major redesign of Council's website, scheduled for 2013-2014.

STATEMENT OF MEANS	DATE	PROGRESS
Seek tenders for a new library management system.	Ongoing	The LMS Tender was advertised August 2012, closing September 2012. The recommendation to accept the tender of AIT Aurora was endorsed by the Shorelink Committee and the member Councils in February 2013. Data conversion, training, and migration and was undertaken March - June 2013 and Aurora went live on 23 June 2013.
Improve customer service and collection management through implementation of RFID technology <ul style="list-style-type: none"> ➤ Stage 1: tag collection; upgrade self-checkout kiosks and security gates. ➤ Stage 2: install RFID enabled returns chute. 	Ongoing	Stage 1 completed February 2013. 70,000 books, magazines and audio visual resources were tagged and scanned; self-checkout kiosks were upgraded for RFID and new security gates were installed. 99.4% of customers are satisfied with the self-checkout service (Library survey June 2013).

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	The layout and arrangement of the collections are reviewed on a regular basis.
Investigate options for extending the Library in conjunction with the Spit Junction Master Plan.	Review in May	Plans for a new Library building were included in the Spit Junction Master Plan.
Monitor staff and public areas for cleanliness and safety.	Ongoing	The Building is checked for cleanliness and safety on a daily basis. Any hazards are attended to immediately. WHS inspections are held on a quarterly basis.
Carry out asset replacement in accordance with Council's Asset Management Plan.	Ongoing	Ongoing.
Develop plans for the redesign of Level 2 Entrance Foyer including the Customer Service Desk to accommodate the introduction of RFID technology.	Ongoing	Budget funds for the redesign of the entrance foyer have been provided for in the 2013/14 Budget. Community grant application was unsuccessful and grant application will be resubmitted in July 2013. Planning for the foyer redesign is scheduled for the first quarter of 2013/14 financial year.
Implement new design for Level 2 Entrance Foyer and install RFID.	Ongoing	Planning for Foyer redesign was deferred until 2013/14. RFID tagging of collection was completed in December 2012 and RFID Loans were implemented. RFID returns will be installed as part of Stage2 RFID Project and the implementation of the new Library Entrance Foyer design.

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	Ongoing.
Co-ordinate and promote the range of services to the schools and their students including HSC programs.	Ongoing	Ongoing.
School Principals' Liaison Group.	Ongoing	Ongoing.
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
Migrate digital images from external host to in-house system.	Review in July	Local Studies Images are now housed on Council's servers and are being transferred to Cumulus Image Management System. The images are now accessible on Council's website on 'Trace' the Local Studies Digital Archive.
<ul style="list-style-type: none">➤ Develop, manage and evaluate the collection.➤ Ensure conservation and preservation of fragile material.	Ongoing	This is ongoing. Preservation and conservation work is carried out on items in the collection according to need and depending on budget funds.
Investigate options of digitally preserving the BA/DA architectural plans for the period 1935-1967.	Ongoing	Preservation options are being worked on in conjunction with Council's records officers.
Conduct workshops and training for individuals, groups and Council staff.	Ongoing	Workshops were held as part of the Doing Our Bit Mosman Great War Project. Staff refresher training is conducted on a regular basis and in-depth training provided for new staff members.
<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	The Local Studies Librarian organised 7 major displays in 2012/13. The exhibitions were 'Mosman Dresses' for History Week in September 2012, International Women's Day March, 2013, 'Jack Carroll' October 2012, Spit Amateur Swimming Club, November 2012, Cayley and Cayley in April 2013 and an exhibition to coincide with the launch of the Doing Our Bit - Mosman in the Great War Project in April 2013. The Mosman Library online Digital Archive 'Trace' was launched in November 2012. New interviews for 'Mosman Faces' were recorded and will be launched in September 2013.

PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

SUBPROGRAM 9.08: COMMUNITY INFORMATION

Co-ordinator: Manager Library Resources

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 is updated annually. Directories are produced as required.
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	Services, facilities and events are promoted via social media channels including Twitter and Facebook (Council, Library, and Youth Services). QR codes included on promotional material. The new events website (launched June 2013) includes a facility for organisations to add details of their events.
<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 on events, activities and services is advertised in all media. New online events calendar designed and built in-house and launched June 2013.
<ul style="list-style-type: none">➤ Coordinate events to welcome new residents.➤ Produce New Residents' Information Guide.	Ongoing	Two welcome events held - November 2012 and May 2013. Publication of Information guide is under review.

PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

SUBPROGRAM 9.09: INTERNET SERVICES

Co-ordinator: Internet Coordinator

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>Community participation opportunities through the Big Ideas Mosman site and social media channels (Facebook and Twitter). Online community consultations held for Community Engagement Strategy and MOSPLAN reviews. 2012-2013 projects included:</p> <ul style="list-style-type: none">➤ Website and online nomination process deployed for Mosman Design Awards 2013.➤ Online campaign for International Day of People with a Disability incorporating video produced in-house, social media and Facebook photo campaign.➤ Ken Done exhibition video produced.➤ UNSW planning students' video produced.➤ New material added to Mosman Voices oral history online.➤ Mosman Great War project - Facebook 'photo detectives' campaign, plus a number of well attended events in the Library. Significant materials added to the Local Studies collection. Good press achieved through Mosman Daily, Manly Daily and Inside History magazine.➤ Online nomination deployed for Artists of Mosman: 2088 exhibition.➤ Christmas Decoration Competition website and online entry.➤ Mosman Art Prize online entry form.
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	The 'Doing our Bit' Mosman 1914-1918 Project 'Build-a-thon', held on 11 August 2012, piloted this approach. It brought together programmers, local historians and volunteers to plan the project direction and design and build the website and collect information.
Work with Council staff to extend the range and quality of information published online in open, machine-readable formats.	Ongoing	Web Team worked with Assets and Services Team to develop dynamic data-driven reporting of Council project works. The Works and Alerts website http://works.mosman.nsw.gov.au provides Council project information in open data formats, incorporates other agency data, and allows Council engineers to input information easily.
Coordinate digital culture talks and workshops for constituents and staff to give practical support for community participation and collaboration online.	Ongoing	Innovative OPEN DAY and SCAN-A-THON held at Mosman Library in November 2012 as part of the 'Doing our bit: Mosman 1914-1918' Project.

STATEMENT OF MEANS	DATE	PROGRESS
<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	Content is created, published and shared across Council website, satellite sites, social media channels and e-newsletters. Improvements to functionality are ongoing.
Develop Mosman Council DATAstore to publish information in open, machine-readable formats for Council and third-party web services.	Ongoing	Data feeds for Mosman events, MDAP and Traffic Committee meetings, and engineering, road and other project works developed. Data feeds to be incorporated into Council website redesign. Beta website now.mosman.nsw.gov.au deployed to prototype user interfaces for local and regional data.
Extend opportunities for customer requests and reports online, including reporting tools for mobile devices.	Ongoing	New events website events.mosman.nsw.gov.au (developed and designed in-house) launched June 2013. The site enables external organisations to add details of their events. It is a prototype for reporting functionality as it allows not only text inputs, but also map locations and image and file attachments, to be captured securely on the web server. Development of mobile reporting tool is in progress.
Provide a single sign-on for integrated online Council services.	Ongoing	Long-term goal scheduled for 2014-2015.
Redesign Mosman Council's home page to be task-focused and mobile-friendly, and improve online consultation opportunities.	Ongoing	Re-design of the home page is being incorporated into the larger project of redesign of the entire website, to be completed in 2013-2014. Information architecture review and consultations commenced in June 2013.

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	<p>Mosman Art Gallery and the cultural services of Mosman are promoted constantly on-line through Council's and the Gallery's webpages and social media. A new events website for Mosman wide events has been launched in 2013. Exhibitions, concerts and events are also promoted through a range of openings, publications, press releases, calendars of events, posters, brochures and mail-outs.</p> <p>Residents are engaged in the cultural life and development of Mosman through a range of passive and active opportunities provided including regular exhibitions of local artists, Mosman Art Prize, Mosman Youth Art Prize, 2088 exhibition, open air concerts, and the support of local organisations such as Mosman Symphony Orchestra and the University of the Third Age.</p>
Finalise the development of a business plan for Council's Cultural Services, including the Mosman Art Gallery.	Ongoing	Strategic plan for Cultural Services currently being revised with annual plan (2013) developed for grant funding proposal to Arts NSW. Future business plan to be developed in line with revised Mosman 10 year objectives.

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	A public sculpture by nationally renowned sculptor, Ann Ferguson, has been donated to Council and installed in the courtyard of the Mosman Art Gallery. Planning is being undertaken for possible sculpture garden outside the Gallery building. The 2013 Mosman Address has been postponed to early 2014, due to the invited speaker being unable to present in the given timeframe.
Commission additional art panels for the Mosman Sporting Wall of Fame.	Review in June	Nominations for the Sporting Wall of Fame have been received and are currently being reviewed for potential display and possible need for additional panels.
<ul style="list-style-type: none"> ➤ Annual program of cultural events - Mosman Art Gallery. ➤ Festival of Mosman (biennial). ➤ 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	Ongoing.
Celebration of Harmony Day, and International Women's Day. Participation in annual Guringai Festival	Ongoing	Council successfully participated in a range of celebrations in 2013 including Harmony Day, International Women's Day and the Guringai Festival.
Conduct a limited season of musical performances at the Mosman Art Gallery.	Ongoing	Performances are ongoing and have been run successfully to date.
Introduce regular seasons of musical performances at Mosman Art Gallery.	Ongoing	Funding has been applied for from Arts NSW to extend musical performances at the Gallery in 2014.
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	Mosman Art Gallery continues to pursue a greater range of activities since its redevelopment including retail, community gallery, collection exhibitions, performances and public art opportunities.
Create online database of Public Art in Mosman.	Ongoing	Work continues with volunteers to create an on-line database of public art.
Promotion and marketing of Mosman Art Gallery and Community Centre programs, activities and opportunities for venue hire	Ongoing	Promotion of the Gallery as a venue is available in print form and on-line from the Council website. The Gallery is continuing to develop a portal for venue hire, including electronic lodgement of forms and payments.
Ensure that opportunities for a well-equipped performing arts venue are considered as part of the Mosman Civic Centre site feasibility study.	Ongoing	Representations for a performing arts venue were made as part of consultations for the development of the Mosman Civic Centre 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	It is planned to resubmit an application in late 2013.
Promotion of the Art Gallery's location and services.	Ongoing	The Gallery continues to increase its use of social media to supplement existing promotional strategies, including the use of targeted promotion using Facebook.
Provide improved facade treatment/external signage for the Mosman Art Gallery.	Ongoing	The Gallery is currently working with Assets and Infrastructure on designs for improved facade treatment and external signage.
Rebrand the Mosman Art Gallery, including update of logo.	Ongoing	Logo redesign completed and now used for Gallery signage and branding.
<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	In 2013 the Gallery has won additional awards for its quality of programming, including being highly commended in the 2013 Museums and Galleries National Award for Exhibition and winning a Museums Australia Publication Design Award.
Increase Mosman Art Prize to \$30,000 first prize.	Ongoing	Prize money increased to \$30,000 in 2011.
Consolidate the operations and activities of the newly established philanthropy officer position.	Ongoing	The Gallery continues to consolidate the operation of the Philanthropy Officer, securing a second year of support from the Balnaves Foundation and extending its range of activities including the Creative Circle and donations under the Cultural Gifts Program.
Review Mosman Art Gallery Friends and Volunteer programs.	Ongoing	The volunteer program has been reviewed with a new program of support and training developed for the Gallery Guides. The review of the Friends program is ongoing.
<ul style="list-style-type: none"> ➤ Maintain, conserve and properly document and catalogue the Mosman Art Collection. ➤ Exhibitions, public programs and online resources. 	Ongoing	As above.
Establish Balnaves Room within the Mosman Art Gallery.	Ongoing	Collection Gallery established.
Complete online database of Council's Art Collection.	Ongoing	Work on updating the database continues through volunteer assistance.

STATEMENT OF MEANS	DATE	PROGRESS
Review storage needs for Mosman Council's Art Collection.	Ongoing	Review of storage needs is currently being reassessed in view of completed works and vibrancy of the donation program.
<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	As above.
Establish a small retail presence for local artists and craft practitioners in the Gallery foyer area.	Ongoing	Retail area currently in operation and review of systems for cash handling and stock control is currently underway.
Develop a program of artisan works on display and for sale in the Gallery.	Ongoing	A program of local artisans work is in place as part of the In Profile space in the Gallery foyer.
Commission an architect to prepare plans for possible alterations and changes of use in space at Mosman Art Gallery.	Ongoing	The Gallery is currently working with Assets and Infrastructure to develop appropriate plans for possible alterations and use of space.
Conduct minor alterations to Gallery, replace lighting system in Gallery areas with energy efficient LED lights and adjust air conditioning system.	Ongoing	Replacement of lighting track system in level one gallery is currently being negotiated with Maintenance section of Council, with plan to replace Level 2 Gallery track at a future date, dependant on resources.
Refurbishment of Gallery Foyer, Harmony and Melody Rooms.	Ongoing	Refurbishment completed.
Develop planning and costings for the conversion of the Grand Hall into a flexible space suitable for concerts and exhibitions and possible conversion of outside area of the Art Gallery and Community Centre for more effective community use.	Ongoing	Currently investigating planning options for conversion of Grand Hall and landscaping of outdoor areas.

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	The Mosman Market assists local artists and community organisations in the planning and provision of regular income potential generation events. Key selected Market artists have been linked to the Gallery through its regular retail operations.
Planning and administration of monthly Mosman Village Market	Ongoing	Planning and administration of the Mosman Market continues on an ongoing basis.
Redesign branding/logo for the Mosman Village Arts and Craft Market.	Ongoing	Draft designs for improved logo/signage for the Mosman Village Arts and Craft Market have been completed and are currently being assessed.
Create new signage/banners for the Mosman Village Arts and Craft Market.	Ongoing	New banners will be created for the Market once the new logo/design has been finalised.

PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

SUBPROGRAM 10.08: CIVIC EVENTS ORGANISED BY COUNCIL

Co-ordinator: Events and Marketing Coordinator

STATEMENT OF MEANS	DATE	PROGRESS
Delivery and facilitation of community celebrations and entertainment.	Ongoing	Plans continue for the creation of the presentation and promotion of a dynamic range of community programs and entertainment as part of the 2013 Festival of Mosman, including annual events such as Pet's Day Out and the Children's Fair.
<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.
Consolidate the process of re-invigorating the Festival of Mosman in collaboration with the local community, businesses, and other key stakeholders.	Ongoing	Council has continued to work with the local community, businesses and other key stakeholders, such as HMAS Penguin, NPWS and Sydney Harbour Federation Trust in the development of the 2013 Festival of Mosman.
Apply to Tourism NSW and other bodies for Festival funding.	Ongoing	Council has received a \$30,000 grant for its Middle Head Project, scheduled as part of the Festival. Council has also been successful in obtaining sponsorship, both cash and in-kind, from a variety of private sources.
Position the Festival of Mosman as a regional tourism event.	Ongoing	A report on the 2013 Festival of Mosman was presented to the February 2013 meeting of Council, outlining the balancing of community needs against visitor potential. It is recognised that the current Council is sensitive to the level of visitation to Mosman and its environs and the Festival has been positioned to better reflect community aspirations rather than emphasising its regional significance.
<ul style="list-style-type: none">➤ Organisation of civic and community events in accordance with Special Event Management Policy and Sustainable Event Management Policy.➤ Planning and delivery of the biennial Festival of Mosman.	Ongoing	Organisation of all civic and community events is in accordance with Council's Special Event Management Policy and Sustainable Event Management Policy.
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 and Marketing Coordinator

STATEMENT OF MEANS	DATE	PROGRESS
Promotion of local events through Council's events calendar, web marketing and local media	Review in September	Ongoing.
<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 and Sustainable Event Management Policy.	Review in September	Ongoing.

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
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	Council representatives attended the 2013 Glen Innes Festival the Glen Innes Aboriginal Art Education Program continues to be supported through the financial support of Mosman Council. In May 2013 Council delegations made up of staff and community members visited both Mudanjiang (China) and Otsu Japan to assist the facilitation of community exchanges, partnerships and collaborations between our communities including the Mudanjiang Girl/Child project and arts exchanges between Mosman and Otsu.
<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	Plans are in place for the further exchange in children's artwork between Otsu and Mosman in 2013. Funds were raised and presented by the Mosman delegation in May 2013 in support of the Mudanjiang Girl Child project.
Further development of Mosman's Friendship Agreements with Otsu, Japan and Mudanjiang, China	Ongoing	Ongoing.

PROGRAM 11: TRAFFIC AND TRANSPORT

Convenor: Director Environment and Planning

SUBPROGRAM 11.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Director Environment and Planning

STATEMENT OF MEANS	DATE	PROGRESS
Erect pedestrian signage in Council precincts in accordance with the Public Domain Improvement Program and Pedestrian Access and Mobility Plan and review outcomes to identify further need.	Review in March	Pedestrian signage erected as part of Active Transport Group at Avenue Road and Military Road in 2013. Visual Amenity - Signage and Advertising Community Consultative Committee established in 2013 to discuss signage in Mosman.
<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 Roads and Maritime Services regarding Spit/Military Road Traffic Flow Improvement Initiatives including removal of 'rat runs' from residential streets. ➤ 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	Council staff involved with SHOROC and lobbying of the NSW Government to improve traffic network in Mosman.
<ul style="list-style-type: none"> ➤ Negotiate with Roads and Maritime Services 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 Maritime Services' desire to increase capacity along Spit/Military corridor. ➤ Negotiate with the Roads and Maritime Services 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	Ongoing.
Lobby for bus rapid transit in accordance with SHOROC's 'Shaping Our Future'.	Ongoing	Ongoing.

STATEMENT OF MEANS	DATE	PROGRESS
Consult, lobby and liaise with public transport agencies to ensure Mosman retains and improves access to public transport.	Ongoing	Ongoing.
Continue lobbying for proposed Harbour ferry services stopping at Balmoral and Clifton Gardens.	Ongoing	Ongoing.
Undertake and review traffic information and trends by use of surveys, counts, reviews as required.	Ongoing	Ongoing. Areas surveyed where customer complaints require investigation or at the request of Council. Report regarding Parking at Spit and Balmoral presented to Council in early 2013 with further report on wider parking to be presented to Council in 2014 regarding Spit Junction.
Undertake investigations into the development of a Mosman Parking Policy.	Ongoing	Works scheduled for 2014 after consideration of updated Spit Junction/Mosman Junction Parking Study.
Provide submissions in support of SHOROC's position in response to the Long Term Transport Masterplan for NSW.	Ongoing	Ongoing.

PROGRAM 11: TRAFFIC AND TRANSPORT

Convenor: Director Environment and 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. Meeting with Executive of Ausgrid undertaken with Mayor in March 2013 to seek further collaboration and Ausgrid and Sydney Water undertaking large scale works in Mosman over 2013.
<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	All works undertaken in accordance with Roads Asset Management Plan. Work schedule increased with additional funding from Local Infrastructure Renewal Scheme round 1 and round 2.
<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	Works undertaken in accordance with Roads Asset Management Plan. All high risk assets reinspected in 2012 and work plans revised accordingly.
Complete footpath linkage map for Mosman and identify areas where footpath is required.	Ongoing	Ongoing.

PROGRAM 11: TRAFFIC AND TRANSPORT

Convenor: Director Environment and 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 Ausgrid'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. Council continues to be a member of SLIP.
<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 Roads and Maritime Services for an increase in the Block Grant to maintain traffic facilities on local roads.	Ongoing	Crash barriers upgraded as per Asset Management Plan subject to funding.
Subject to Roads and Maritime Services funding, complete a refuge island audit (40% pedestrian refuges remaining).	Ongoing	Initial funding application not successful however funding will continue to be sought for the project.
Implement actions outlined in Pedestrian Access and Mobility Plan subject to funding.	Ongoing	Ongoing where funding is available. Funding sought from RMS for some refuge island improvements in 2014/2015.
Review street lighting as part of Military Road streetscape upgrade.	Ongoing	Completed. Initial costs exceeded the budget however matter will be reviewed and reported to Council in 2014 as part of stage 2 of Streetscape Upgrade program for consideration.

PROGRAM 11: TRAFFIC AND TRANSPORT

Convenor: Director Environment and 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	Areas for motor bike parking submitted to Traffic Committee for approval where opportunities arise.
<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	Balmoral RPS has been review completed in 2013 and reported to Council. Other areas periodically reviewed and considered by the Local Traffic Committee and Council.
Review of Balmoral Resident Parking Scheme.	Ongoing	Completed in 2013 and reported to Council.
Lobby for bus rapid transit in accordance with SHOROC's 'Shaping Our Future'.	Ongoing	Ongoing.
Prepare and implement annual road safety action plan and review the outcomes.	Ongoing	Undertaken on an annual basis by Road Safety Officer and reported to Council.
<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 in conjunction with upgrades to Mosman Junction and Spit Junction Masterplan. ➤ Investigate traffic management options for improvements around the Mosman Junction area. 	Ongoing	Specifications completed for parking management devices in car parks in Military Road. Matter is out to public consultation regarding installation of technology and charging a fee for staying over 3 hours in Council car parks. The matter will be reported back to Council in early 2014.
Install parking management devices in Council car parks.	Ongoing	Specifications completed for parking management devices in car parks in Military Road. The matter is out to public consultation regarding installation of technology and charging a fee for staying over 3 hours in Council car parks. The matter will be reported back to Council in early 2014.

PROGRAM 11: TRAFFIC AND TRANSPORT

Convenor: Director Environment and 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	Improvements undertaken at Avenue Road with new raised pedestrian crossing and narrowing of the intersection width. Lighting phases and pedestrian phases at Raglan Street and Military Road have been previously investigated and trialed but were not considered successful.
<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	Undertaken annually by Road Safety Officer.
Review all parking restrictions in vicinity of pedestrian crossing facilities in Mosman through a pedestrian crossing audit (subject to funding).	Ongoing	Funding applications will be sought for this work with refuge island audit.
Implement progressively recommendations of the Pedestrian Access and Mobility Plan (PAMP) subject to funding.	Ongoing	Undertaken subject to available funding.

PROGRAM 11: TRAFFIC AND TRANSPORT

Convenor: Director Environment and Planning

SUBPROGRAM 11.06: BICYCLES

Co-ordinator: Manager Assets and Services

STATEMENT OF MEANS	DATE	PROGRESS
<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	Draft Bike Plan will be reported to Council in late 2013 with a view to going on public exhibition. Final plan will be reported to Council in 2014.
Call tenders for Mosman Bike Plan.	Ongoing	Tender has been accepted and draft plan scheduled to be reported to Council in late 2013.

PROGRAM 11: TRAFFIC AND TRANSPORT

Convenor: Director Environment and 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	There is limited availability to increase locations of ferry services in Mosman. However Council will continue to liaise with RMS on matter.
Contracted operation of the Mosman Rider bus service.	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	Reported to Council on 2 July 2013 with hours of operation changed to meet needs.
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 staff participating with SHOROC and lobbying the NSW Government for better transport options for Mosman.
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	Council staff participating with SHOROC and lobbying the NSW Government for better transport options for Mosman.
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 staff participating with SHOROC and lobbying the NSW Government for better transport options for Mosman.
Lobby for alternative solutions including SHOROC's bus rapid transit proposal.	Ongoing	Council staff participating with SHOROC and lobbying the NSW Government for better transport options for Mosman.
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	Council staff participating with SHOROC and lobbying the NSW Government for better transport options for Mosman.

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	Ongoing liaison with local business networks, particularly the Mosman Chamber of Commerce, has enabled information flow on economic development issues on a regular basis. There have also been specific initiatives undertaken during the year to engage businesses on important local issues - for example the Spit Junction Masterplan, the review of the development assessment process and the Business Forum conducted in late 2012 to gather the views of local business people during development of MOSPLAN 2013-2023. Contact has also been maintained with the Northside Business Enterprise Centre at Chatswood and local business advisory services promoted. During the year the business page on Council's website was also updated.
Mosman Business Centres Development Control Plan (DCP).	Ongoing	Ongoing.
Subject to available funding, review Mosman branding to ensure it is a relevant, contemporary reflection of Mosman and its community.	Ongoing	A branding review or branding strategy has not been undertaken as no funds were allocated for this purpose. Notwithstanding, corporate branding improvements have continued to be implemented to provide greater message consistency and professional branding and design standards are applied to the marketing of specific products, services and events.

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	Ongoing.
Engagement, participation and support of local business community including Mosman Chamber of Commerce.	Ongoing	Ongoing liaison with local business networks, particularly the Mosman Chamber of Commerce, has enabled information flow on economic development issues on a regular basis. There have also been specific initiatives undertaken during the year to engage businesses on important local issues - for example the Spit Junction Masterplan, the review of the development assessment process and the Business Forum conducted in late 2012 to gather the views of local business people during development of MOSPLAN 2013-2023. Contact has also been maintained with the Northside Business Enterprise Centre at Chatswood and local business advisory services promoted. During the year the Business page on Council's website was also updated.
Business community partnerships - themes and decorations in retail/commercial areas.	Ongoing	The Christmas Window Decoration Competition was again successfully conducted in partnership with Mosman Chamber of Commerce in November - December 2012.
Deliver the Military Road Streetscape Upgrade Project.	Ongoing	Stage 1 Completed and Councillors briefed on development of Stage 2 and have requested further information. A report will be prepared to Council in 2014.
Prepare the Spit Junction Masterplan.	Ongoing	The Spit Junction Masterplan was prepared by a team of consultants and completed in March 2013 following a briefing with the Council. Final draft Masterplan reported to Council 9 April 2013. The Plan will be publicly exhibited in 2013/14.
Partnerships with the local business community to support community, cultural and economic development.	Ongoing	The Christmas Window Decoration Competition was again successfully conducted in partnership with Mosman Chamber of Commerce in November-December 2012. More recently Council has also given consideration to a proposal from the Chamber to conduct a winter festival in Mosman. Local businesses sponsored a number of Council events during the year, providing important support for local cultural and community activities.

STATEMENT OF MEANS	DATE	PROGRESS
Further develop the biennial Festival of Mosman as a key element of Mosman tourism and marketing.	Ongoing	Mosman marketing and visitation continue to be areas of active consideration in the development of the 2013 Festival of Mosman.
Preparation and distribution of commercial area parking maps.	Ongoing	Parking areas and inventory currently available on Council's website. Parking Management Devices currently being specified for all Vista Street, Bridgepoint, RSL and Cache car parking areas which may include development of an online application to view car parking availability. Matter of parking technologies in Council car parks is currently on public exhibition and will be reported back to Council in 2014.
Mosman Rider bus service.	Ongoing	The operating hours of the Mosman Rider have been changed and marketing to support the changed hours has been undertaken by means of print and online media, brochures and posters.
Community information, education and promotion - sustainable transport options.	Ongoing	Ongoing.
Cycling and pedestrian accessibility works.	Ongoing	Draft Bike Plan will be reported to Council in 2013 with a view to go for public consultation. Final report is expected to be reported back to Council in 2014.
Implement the results of the 2011/12 Mosman Rider review.	Ongoing	The new service consistently increased the number of passengers being carried, and efficiencies were introduced in Q4 to reduce costs.
<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	Council maintains a good working relationship with the Northside BEC/Sydney Business at Chatswood. Although BEC Advisory Services are no longer conducted in Mosman on a regular fortnightly basis, Council has continued to assist in the promotion of Small Biz Connect, which provides business advisory services to local businesses and business people. Council staff also continued to provide opportunities for local promotion of other government led or sponsored business initiatives.
<ul style="list-style-type: none"> ➤ Biennial Festival of Mosman. ➤ Biennial In Situ Festival of Sculpture and Installation. 	Ongoing	Planning is continuing for the 2013 Festival of Mosman, including the development of partnerships between businesses and Council on the InSitu Festival of Sculpture and Installation.

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
<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	Information on a wide variety of Council services, projects, activities and initiatives was distributed through electronic and other more traditional channels including the Community Information Service (Mosman Library), Customer Service Centre, letter-box drops, market stalls, media releases and advertising during the year.
Pursue further partnership opportunities with Tourism NSW, Destination NSW and other services/agencies including Sydney Ferries to promote Mosman to domestic and international audiences.	Ongoing	Opportunities to work with other State or Federal agencies on appropriate promotional projects are regularly sought, discussed and pursued. Grant opportunities were also reviewed for a potential future project involving walking trails and aboriginal heritage along Mosman's harbour foreshore.
Subject to available funding, review Mosman branding to ensure it is a relevant, contemporary reflection of Mosman and its community.	Ongoing	A branding review or branding strategy has not been undertaken as no funds were allocated for this purpose. Notwithstanding, corporate branding improvements have continued to be implemented to provide greater message consistency and professional branding and design standards are applied to the marketing of specific products, services and events.
Ongoing collaboration and support - Mosman Chamber of Commerce.	Ongoing	Council continues to develop and maintain good working relations with local business associations. During the year Council again partnered with the Mosman Chamber of Commerce and BNI Balmoral to run the 2nd annual Christmas Window Decoration Competition. The views of members as well as those of the broader business community were also sought through Council's Business Breakfast and Workshop held in early November.
Participate in SHOROC regional tourism initiatives.	Ongoing	In the latter part of 2012 Council staff met with SHOROC staff and representatives of other SHOROC Councils for preliminary discussions on a project aimed at growing the regional economy, including visitation and tourism considerations. This project remains in its very early stages and is expected to be further progressed in 2013.
Development of stronger links with Tourism NSW and other relevant agencies through funding and partnership arrangements that help market and promote Mosman.	Ongoing	Opportunities to work with other State or Federal agencies on appropriate promotional projects are regularly sought, discussed and pursued. Grant opportunities were also reviewed during the year for a potential future project involving walking trails and aboriginal heritage along Mosman's harbour foreshore.

STATEMENT OF MEANS	DATE	PROGRESS
Coordinate local 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	Consultation continues with these key groups and all stakeholders were invited to participate in planning sessions for the 2013 Festival of Mosman and Australian Naval Fleet Review.
Assessment/processing of Complying Development Certificates/Development Applications for B'n'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' and 'Shaping Our Sustainable Future' - SHOROC's regional strategy and sub-strategy, with focus on housing, jobs, health, transport and sustainability.	Ongoing	Council actively participated in regional SHOROC initiatives during the year, contributing to submissions on transport, planning and infrastructure as well as participating in various forums and working groups. Planning for future waste management also advanced, with good progress made toward the future contracting of MRF and RRF facilities at the Kimbriki site, as well as common collection systems across the SHOROC region.
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	During the year Council contributed to various SHOROC submissions relating to regional transport solutions, including submissions on BRT Pre-Feasibility Study, the Transport Masterplan and State Infrastructure Strategy. These submissions were supplemented with numerous meetings with State members and executives to further advance transport planning and funding.
Participation in SHOROC network groups, workshops and forums.	Ongoing	Staff and Councillors participate in a variety of regional networks and forums. A joint governance induction program was conducted by SHOROC following the September 2012 Council elections and a Councillor Forum involving elected members from all SHOROC Councils was held on 13 February 2013. Other staff network meetings and forums contributed to the development of various regional submissions and the progress of other projects included in the 2012/13 SHOROC Corporate Plan.
Contribute to the development of the SHOROC Regional Sustainability Liveability Strategy.	Ongoing	Staff were involved in the very early developmental stages of the Liveability Strategy, which is expected to continue through 2013/14.

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 2012 to 30 June 2013 follows.

Council, Community and Communication

Program 1

Convenor: General Manager

Program 1.01 - Coordinator: Manager Governance

Council, Secretariat and Civic Involvement

Performance Measures	Actual 2012/13
Percentage of customer service telephone enquiries resolved on first contact	56% [#]

[#] 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 (2011/12 data).

Program 1.03 - Coordinator: Manager Governance

Governance

Performance Measures	Actual 2012/13
Percentage of internal audit programs completed	100%
Percentage of formal complaints received and resolved internally	100%
Number of privacy complaints received and resolved internally	1
Percentage of formal complaints resolved within 10 days	55%

Program 1.04 - Coordinator: Director Community Development

Communication

Performance Measures	Actual 2012/13
Percentage residents satisfied – Council engaging (consulting) with the community	5.93*
Percentage residents satisfied – access to Council information and Council support	6.72*
Percentage residents satisfied – overall delivery of Council services	6.60*
Number of Mosman News editions distributed per annum	4

* Mean score out of 10 – Mosman Community Survey, 2012

Resource and Asset Management

Program 2

Convenor: Director Corporate Services

Program 2.01 - Coordinator: Director Corporate Services

Policy and Administration

Performance Measures	Actual 2012/13
Percentage residents satisfied – Council staff	7.1*

* Mean score out of 10 – Mosman Community Survey, 2012

Program 2.02 - Coordinator: Manager Finance

Finance

Performance Measures	Actual 2012/13
Unrestricted Current Ratio	1.36:1
Debt Service Ratio	5.32%
Rates and Annual Charges Coverage Ratio	45.23%
Rates and Annual Charges Outstanding Percentage	2.21%
Building and Infrastructure Renewals Ratio	85.85%

Program 2.03 - Coordinator: Manager IT Services

Information Technology and Infrastructure

Performance Measures	Actual 2012/13
Availability of IT Systems within normal working hours	99.96%
Annual Staff Satisfaction Rating	88.5%
Percentage of formal applications to access information under the GIPA Act as a percentage of all access applications	5%
Percentage of documents registered in corporate information system within 24 hours of receipt	100 %

Program 2.04 - Coordinator: Manager Governance

Insurance and Risk Management

Performance Measures	Actual 2012/13
Percentage of staff trained in risk management	25%
Percentage of public liability insurance claims accepted	58% [#]

[#]24 claims received. 6 or 25% settled in full. 8 or 33% settled partially.

Program 2.05 - Coordinator: Coordinator HR and Risk

Human Resources

Performance Measures	Actual 2012/13
Employee retention rate	83%
Unscheduled absence rate (No. days absent/available workdays)	0.25
Number of Workers Compensation claims	4
Cost of Workers Compensation claims (total cost minus journey claims/Full Time Equivalent staff (excluding casuals)	\$26,638
Staff satisfaction/well-being score	72%

Program 2.07 - Coordinator: Manager Assets and Services

Strategic Asset and Property Management

Performance Measures	Actual 2012/13
Number of Asset Management Plans completed	4
Council sites covered by CCTV	21

Community Safety

Program 7

Convenor: Director Corporate Services

Program 7.01 - Coordinator: Director Corporate Services

Collaboration, Communication and Accountability

Performance Measures	Actual 2012/13
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	0
Number of police new recruit orientation days per annum	0

Program 7.03 - Coordinator: Manager Ranger Services

Combating Offences and Crime

Performance Measures	Actual 2012/13
Number of school zone parking patrols	Every school day

Program 7.05 - Coordinator: Manager Ranger Services

Event Management – Safety and Traffic Aspects

Performance Measures	Actual 2012/13
User satisfaction/feedback - special events	N/A
Number of unplanned incidents reported during events	0

Program 7.06 - Coordinator: Manager Ranger Services

Emergency Management

Performance Measures	Actual 2012/13
Number of Local Emergency Management Committee (LEMC) meetings attended per annum	3
Number of desktop exercises conducted per annum	1

Program 7.08 - Coordinator: Manager Community Services

Safe Communities

Performance Measures	Actual 2012/13
Percentage of residents who feel safe in their local community	8.66*

* Mean score out of 10 – Mosman Community Survey, 2012

Program 7.09 - Coordinator: Manager Ranger Services

Companion Animals

Performance Measures	Actual 2012/13
No. of animals impounded to Council's facility per annum	10
Percentage residents satisfied – animal management and control	6.52*

* Mean score out of 10 – Mosman Community Survey, 2012

Urban Planning

Program 3

Convenor: Director Environment and Planning

Program 3.03 - Coordinator: Manager Urban Planning

Plan Making and Implementation

Performance Measures	Actual 2012/13
Percentage residents satisfied – managing development – land use planning	5.81*

* Mean score out of 10 – Mosman Community Survey, 2012

Program 3.04 - Coordinator: Manager Urban Planning

Heritage Planning

Performance Measures	Actual 2012/13
Percentage residents satisfied – protection of heritage values and buildings	6.69*
Number of residents accessing heritage advisory service per annum	149
Number of entries to Mosman Design Awards 2013	11
Number of website views and votes in Mosman Design Awards 2013	6,990 visits 400 votes

* Mean score out of 10 – Mosman Community Survey, 2012

Built Environment

Program 4

Convenor: Director Environment and Planning

Program 4.01 - Coordinator: Manager Development Services

Development Assessment and Regulation

Performance Measures	Actual 2012/13
Percentage residents satisfied – development approvals process	5.12*
Number of development applications received annually	282
Number of development applications determined annually	235
Median net development application processing time (in days)	54
Number of Construction Certificates received	2
Number of Construction Certificates issued	2
Median net Construction Certificate processing time (in days)	8
Number of Complying Development Certificates received	1
Number of Complying Development Certificates determined	1
Median Complying Development Certificate processing time (in days)	7
Percentage development applications to appeal	0.003%
Percentage appeals with a positive result / consistent with recommendations	100%
Outstanding number of fire program properties to be inspected	102

* Mean score out of 10 – Mosman Community Survey, 2012

Environmental Management and Health

Program 5

Program 5.01 - Coordinator: Director Environment and Planning

Policy and Administration and Customer Focus

Performance Measures	Actual 2012/13
Percentage residents satisfied – management and protection of the environment	7.29*

* Mean score out of 10 – Mosman Community Survey, 2012

Program 5.02 - Coordinator: Manager Environment and Services

Climate Change and Air Quality

Performance Measures	Actual 2012/13
Council's energy consumption per annum (KWh)	1,937,777.8
Council's greenhouse gas emissions (tonnes CO2e) per annum	1,765 (scope 1 and 2)
Percentage green power purchased by Council for primary sites and street lighting per annum	10% 100%
Percentage of foreshore works applying NSW Government sea-level rise benchmarks of 0.4m by 2050 and 0.9m by 2100	N/A

Program 5.03 - Coordinator: Manager Assets and Services

Total Water Cycle

Performance Measures	Actual 2012/13
Total Council potable water use (kl) per annum	45,645
Total potable water use (kl) in the Mosman Local Government Area per annum	3,089,433 kL
Percentage of the catchment treated prior to stormwater pollutants entering the harbour	90%
Total gross pollutants (tonnes) removed from SQIDs per annum	405.64
Percentage residents satisfied – management of drainage and local flooding	6.81*

* Mean score out of 10 – Mosman Community Survey, 2012

Program 5.04 - Coordinator: Manager Assets and Services

Biodiversity

Performance Measures	Actual 2012/13
Number of registered active Bushcare volunteers and volunteer hours per annum	102 871
Number of Noxious Weeds Assessments undertaken per annum	11
Hectares of bushland area under contract, greater than 90% native vegetation cover	17.6ha (55%)

Program 5.05 - Coordinator: Manager Assets and Services

Trees

Performance Measures	Actual 2012/13
Total no. of trees approved for removal on private land per annum	229
Total no. of native plants supplied to volunteers, contractors and residents per annum	8,430
Percentage residents satisfied – management of street trees	6.41*

** Mean score out of 10 – Mosman Community Survey, 2012*

Program 5.06 - Coordinator: Manager Environment and Services

Land Management

Performance Measures	Actual 2012/13
Percentage of Site Environmental Management Plans developed and complied with for all applicable contaminated sites	100%

Program 5.08 - Coordinator: Manager Environment and Services

Engagement and Education for Sustainability

Performance Measures	Actual 2012/13
Number of sustainability programs delivered per annum	63

Program 5.09 -Coordinator: Manager Environment and Services

Environmental and Public Health

Performance Measures	Actual 2012/13
Percentage of relevant premises in Mosman inspected at least once per annum	100%
Percentage residents satisfied – enforcement of health and food regulations	7.32*

** Mean score out of 10 – Mosman Community Survey, 2012*

Program 5.10 - Coordinator: Manager Environment and Services

Waste

Performance Measures	Actual 2012/13
Total tonnes of waste to landfill per annum	6,455
Total tonnes of waste to recycling per annum (diverted from landfill)	5,450
Total green-waste/organics diverted from landfill per annum	2,112
Kerbside diversion rate (%)	45.8%
Number of illegal dumps reported per annum	319
Percentage residents satisfied – Litter control and rubbish dumping	7.08*
Percentage residents satisfied – Waste and recycling collection services	7.37*

** Mean score out of 10 – Mosman Community Survey, 2012*

Program 5.11 - Coordinator: Manager Assets and Services

Environmental Cleaning Services

Performance Measures	Actual 2012/13
Percentage residents satisfied – overall cleanliness, management and appearance of public spaces	7.36*
Percentage residents satisfied (high satisfaction) – cleaning of streets	70%
Percentage residents satisfied (high satisfaction) – condition of public toilets	49%
Tonnes of rubbish captured through street sweeping per annum	542.16

** Mean score out of 10 – Mosman Community Survey, 2012*

Program 5.12 - Coordinator: Manager Environment and Services

Food Safety

Performance Measures	Actual 2012/13
Number of training programs delivered to Mosman food businesses per annum	1
Percentage compliance with Council's statutory responsibilities per annum	100%
Percentage residents satisfied– enforcement of health and food regulations	7.32*

** Mean score out of 10 – Mosman Community Survey, 2012*

Parks and Recreation

Program 6

Convenor: Director Environment and Planning

Program 6.01 - Coordinator: Director Environment and Planning

Policy and Administration and Customer Focus

Performance Measures	Actual 2012/13
Percentage users satisfied – sporting fields	6.69*
Percentage residents satisfied – provision and maintenance of parklands including bushland, harbour foreshores, local parks and bushland trails	7.75*
Percentage residents satisfied – sport and recreational facilities	6.69*

* Mean score out of 10 – Mosman Community Survey, 2012

Program 6.02 - Coordinator: Manager Assets and Services

Parks, Gardens, Playgrounds and Civic Spaces

Performance Measures	Actual 2012/13
Percentage residents satisfied – provision and maintenance of parklands including bushland, harbour foreshores, local parks and bushland trails	7.75*
Percentage residents satisfied – overall cleanliness, appearance and management of public spaces	7.36*

* Mean score out of 10 – Mosman Community Survey, 2012

Program 6.03 - Coordinator: Manager Assets and Services

Recreational Facilities

Performance Measures	Actual 2012/13
Percentage residents satisfied – provision and maintenance of parklands including bushland, harbour foreshores, local parks and bushland trails	7.75*
Percentage residents satisfied – sport and recreational facilities	6.69*
Number users per annum – Marie Bashir Mosman Sports Centre	41 groups of users over 2,062.45 hours

* Mean score out of 10 – Mosman Community Survey, 2012

Program 6.04 - Coordinator: Manager Assets and Services

Beaches, Sea Pools and Foreshores

Performance Measures	Actual 2012/13
Percentage residents satisfied – provision and maintenance of parklands including bushland, harbour foreshores, local parks and bushland trails	7.75*
Percentage residents satisfied – overall cleanliness, appearance and management of public spaces	7.36*

* Mean score out of 10 – Mosman Community Survey, 2012

Traffic and Transport

Program 11

Convenor: Director Environment and Planning

Program 11.01 - Coordinator: Director Environment and Planning

Policy and Administration and Customer Focus

Performance Measures	Actual 2012/13
Percentage residents satisfied – traffic management	5.84*
Percentage residents satisfied – enforcement of parking restrictions	5.78*

* Mean score out of 10 – Mosman Community Survey, 2012

Program 11.02 - Coordinator: Manager Assets and Services

Roads

Performance Measures	Actual 2012/13
Percentage residents satisfied – providing and maintaining local roads	6.56*
Percentage residents satisfied – providing and maintaining footpaths	6.01*

* Mean score out of 10 – Mosman Community Survey, 2012

Program 11.03 - Coordinator: Manager Assets and Services

Traffic Facilities

Performance Measures	Actual 2012/13
Percentage residents satisfied – providing and maintaining local roads	6.56*
Annual budget – roads maintenance and renewal	\$1,168,413 (Road and Kerb and Gutter)

* Mean score out of 10 – Mosman Community Survey, 2012

Program 11.04 - Coordinator: Manager Assets and Services

Traffic Management

Performance Measures	Actual 2012/13
Number of (off-street) public carparking spaces	1,230 (Not including 710 Military Road)
Number of traffic accidents reported on local roads per annum	121 (Rolling 5 year average 124)
Percentage residents satisfied – traffic management	5.84*
Percentage residents satisfied – provision of car parking	5.97*
Percentage residents satisfied – enforcement of parking restrictions	5.78*

** Mean score out of 10 – Mosman Community Survey, 2012*

Program 11.05 - Coordinator: Manager Assets and Services

Road Safety and Pedestrians

Performance Measures	Actual 2012/13
Percentage residents satisfied – providing and maintaining footpaths	6.01*
Annual budget – footpath maintenance and renewal	\$585,114
Percentage of projects completed – Road Safety Action Plan (as the number of programs can vary each year)	100%

** Mean score out of 10 – Mosman Community Survey, 2012*

Program 11.06 - Coordinator: Manager Assets and Services

Bicycles

Performance Measures	Actual 2012/13
Percentage residents satisfied – providing and maintaining bike paths	5.38*
Km of bicycle paths in Mosman	2.87 On Road 2.26 Off Road

** Mean score out of 10 – Mosman Community Survey, 2012*

Program 11.07 - Coordinator: Manager Assets and Services

Public Transport

Performance Measures	Actual 2012/13
Number of passengers using the Mosman Rider bus service per annum	46,325

Community Development and Services

Program 8

Convenor: Director Community Development

Program 8.01 Coordinator: Manager Community Services

Policy and Administration and Customer Focus

Performance Measures	Actual 2012/13
Percentage residents satisfied – overall range and quality of community facilities and activities	6.96*
Percentage residents satisfied – access to Council information and support	6.72*
Percentage residents satisfied – Council engaging (consulting) with the community	5.93*

* Mean score out of 10 – Mosman Community Survey, 2012

Program 8.02 Coordinator: Aged and Disability Development Officer

Community Connection and Volunteering

Performance Measures	Actual 2012/13
Number of volunteers managed/coordinated by Council	505
Number of volunteer training programs conducted per annum	80
Number of 'New Residents Morning Teas' held per annum	2
Annual Volunteer feedback	0

Program 8.03 - Coordinator: Children's Services Development Officer

Children and Families

Performance Measures	Actual 2012/13
Percentage residents satisfied – services and facilities for children and families	6.76*
Utilisation rates – Vacation Care, Mosman Occasional Child Care (MOCC), Family Day Care and Before and After School Care	Vacation Care – 100% MOCC – 94% FDC (no longer Council operated) Before School – 67% After School – 100%
Percentage of services rated under the National Quality Standards	OOSH – No longer assessed under State jurisdiction. MOCC – still awaiting review and assessment
Number of playgroups and other children's programs delivered per annum	112

* Mean score out of 10 – Mosman Community Survey, 2012

Program 8.04 - Coordinator: Youth Development Officer

Youth Services

Performance Measures	Actual 2012/13
Percentage residents satisfied – services for young people	6.04*
Average number of attendees per week – Youth Development Centre	150-250
Number young people attending Council youth programs per annum: <ul style="list-style-type: none">• Drop-in• Shorefest• Vacation care• 24/7 Film Festival• face to face responses to youth consultation• online responses to youth consultation• Girls Only• Discobility• Boys' Nights In• Fri Nights In/Out• Beat the Blues – Body Image Forums	8,000 1,500 584 300 25 46 40 80 40 60 300
Number young people attending Zone Ten-14 vacation care program	584
Number attending Saturday Youth Group program, aged 11-17 years	5

* Mean score out of 10 – Mosman Community Survey, 2012

Program 8.05 - Coordinator: Aged and Disability Development Officer

Older People

Performance Measures	Actual 2012/13
Percentage residents satisfied – services and facilities for older people	6.68*
Number of participants in healthy ageing programs per annum	187
Number of Meals on Wheels deliveries per annum	14,452
Number of attendances at the Community Restaurant per annum	2,160
Number of residents accessing Community Transport per annum	326 clients 9,715 trips

* Mean score out of 10 – Mosman Community Survey, 2012

Program 8.06 - Coordinator: Manager Community Services

People with a Disability

Performance Measures	Actual 2012/13
Percentage residents satisfied – services and facilities for people with a disability	6.28*
Number of carers assisted through Council programs per annum: <ul style="list-style-type: none">• Carers group• CT• ISRA• Sat Respite	37 15 20 16

* Mean score out of 10 – Mosman Community Survey, 2012

Program 8.07 - Coordinator: Manager Community Services

Primary and Community Health

Performance Measures	Actual 2012/13
Number children immunised per annum	545
Number health-related promotions and partnerships per annum	12

Program 8.08 - Coordinator: Manager Community Services

Healthy Lifestyle and Fitness

Performance Measures	Actual 2012/13
Number healthy lifestyle programs delivered and facilitated per annum	26

Program 8.09 - Coordinator: Manager Community Services

Aboriginal Culture, Heritage and Reconciliation

Performance Measures	Actual 2012/13
Number activities per annum promoting, raising awareness or celebrating Aboriginal culture and heritage	2

Program 8.10 - Coordinator: Manager Community Services

Culturally and Linguistically Diverse People

Performance Measures	Actual 2012/13
Percentage residents satisfied – services and facilities for people from culturally and linguistically diverse backgrounds	5.37*

* Mean score out of 10 – Mosman Community Survey, 2012

Library and Information

Program 9

Convenor: Director Community Development

Program 9.01 - Coordinators: Manager Library Resources and Manager Library Services

Policy and Administration and Customer Focus

Performance Measures	Actual 2012/13
Percentage residents satisfied – library services	7.69*
Library visits per capita per annum	8.25

* Mean score out of 10 – Mosman Community Survey, 2012

Program 9.02 - Coordinator: Manager Library Resources

Library Resources

Performance Measures	Actual 2012/13
Percentage of customers satisfied with the library collection	93.7%
Percentage of the collection acquired in the last 5 years	62%
Acquisitions per capita per annum	3.53
Loans per capita per annum	12.8

Program 9.03 - Coordinator: Manager Library Services

Library Services

Performance Measures	Actual 2012/13
Percentage residents satisfied - library services	7.69*
Percentage of customers satisfied with library services	98.5%
Percentage of population who are library members	59.4%
Percentage of reference enquiries completed successfully	94%

* Mean score out of 10 – Mosman Community Survey, 2012

Program 9.04 - Coordinator: Manager Library Resources

Library Information Technology

Performance Measures	Actual 2012/13
Percentage of customers satisfied with public access Internet and online catalogue	94.5%
Percentage of inter-library loan requests satisfied within the Shorelink Network	81%

Program 9.05 - Coordinator: Manager Library Services**Library Building**

Performance Measures	Actual 2012/13
Percentage of customers satisfied with Library building and facilities	95.5%

Program 9.06 - Coordinator: Manager Library Services**Education**

Performance Measures	Actual 2012/13
Number of School Principals Liaison Group meetings held per annum	2

Program 9.07 - Coordinator: Local Studies Librarian**Local Studies**

Performance Measures	Actual 2012/13
Percentage of customers satisfied with Local Studies service	96.7%
Percentage of Local Studies enquiries completed successfully	99%

Program 9.08 - Coordinator: Manager Library Resources**Community Information**

Performance Measures	Actual 2012/13
Percentage of customers satisfied with the Community information service (annual survey)	99%
Percentage of community information enquiries completed successfully	98%

Program 9.09 - Coordinator: Internet Coordinator**Internet Services**

Performance Measures	Actual 2012/13
Percentage residents satisfied – Council engaging (consulting) with the community	5.93*
Percentage residents satisfied – access to Council information and Council support	6.72*
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)	40,236

* Mean score out of 10 – Mosman Community Survey, 2012

Cultural Development and Services

Program 10

Convenor: Director Community Development

Program 10.01 - Coordinator: Manager Cultural Services

Policy and Administration and Customer Focus

Performance Measures	Actual 2012/13
% residents satisfied – overall range of facilities and activities relevant to culture and the arts	6.47*

* Mean score out of 10 – Mosman Community Survey, 2012

Program 10.05 - Coordinator: Manager Cultural Services

Cultural Development

Performance Measures	Actual 2012/13
Percentage residents satisfied – overall range of facilities and activities relevant to culture and the arts	6.47*
Occupancy rate – Mosman Art Gallery and Community Centre	80-85%
Number public art installations	2

* Mean score out of 10 – Mosman Community Survey, 2012

Program 10.06 - Coordinator: Manager Cultural Services

Gallery Exhibitions and Activities

Performance Measures	Actual 2012/13
Percentage residents satisfied – Mosman Art Gallery and Community Centre	6.73*
Number of exhibitions, educational activities and special Gallery events per annum	19 exhibitions plus 130 educational activities and special Gallery events
Total Gallery visitation per annum	81,000
Customer satisfaction – Gallery exhibitions and special events	98%
Number of Gallery Friends and volunteers	349 friends, 44 volunteers

* Mean score out of 10 – Mosman Community Survey, 2012

Program 10.07 - Coordinator: Manager Cultural Services**Community Arts, Crafts and Village Markets**

Performance Measures	Actual 2012/13
Number of stalls per market and per annum	Average 120 per month/12 markets per year
Customer satisfaction – Mosman Village Markets	95%

Program 10.08 - Coordinator: Events and Marketing Co-ordinator**Civic Events Organised by Council**

Performance Measures	Actual 2012/13
Percentage residents satisfied – local festivals and events	6.54*
Customer satisfaction – civic events	98%
Number events delivered per annum	10
Number attendees at civic events per annum	12,950 (non-Festival year)

* Mean score out of 10 – Mosman Community Survey, 2012

Program 10.09 - Coordinator: Events and Marketing Co-ordinator**Commercial Community Events approved/facilitated by Council**

Performance Measures	Actual 2012/13
Customer feedback – major commercial events and celebrations	95

Program 10.10 - Coordinator: Manager Cultural Services**Friendship Agreements**

Performance Measures	Actual 2012/13
Number events, projects and activities undertaken with Mosman's Friendship Communities per annum	5

Local and Regional Economy

Program 12

Convenor: Director Community Development

Program 12.01 - Coordinator: Director Community Development

Policy and Administration and Customer Focus

Performance Measures	Actual 2012/13
Percentage residents satisfied – Council assisting economic development with the business community and visitors	5.99*

* Mean score out of 10 – Mosman Community Survey, 2012

Program 12.02 - Coordinator: Director Community Development

Business Support and Local Employment

Performance Measures	Actual 2012/13
Number of businesses and business people assisted through Council facilitated workshops and advisory services	N/A
Number of passengers per annum – Mosman Rider	46,325

Program 12.03 - Coordinator: Manager Cultural Services

Marketing Mosman

Performance Measures	Actual 2012/13
Number of tourist promotions delivered and/or supported	1
Level of external funding assistance sought and achieved for tourism-related initiatives	\$30,000

Program 12.04 - Coordinator: General Manager

Regional Development

Performance Measures	Actual 2012/13
Number of SHOROC regional projects supported/participated in per annum	42

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. The 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 2013 the second generation SWAMP was adopted and its stormwater network revaluated by Council. This included CCTV investigation of 15% of the stormwater pipeline network – over 9km. Priority maintenance and capital works for the next 12 years have been determined and an accelerated program has been devised with additional funding from the introduction of the Stormwater Levy being used.

Stormwater Pollution Control and Creek Rehabilitation

In June 2000 Council adopted the Community Environmental Contract (CEC), which is a program of environmental works including retro-fitting Stormwater Quality Improvement Devices (SQIDs) to the existing drainage network. These SQIDS filter stormwater from over 90% of the treatable area of Mosman.

This successful program has since come to an end with 38 SQIDs installed. Council continues to allocate funding for the maintenance of these SQIDs.

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 2012/2013
Stormwater Assets	\$1,356,000	\$667,000	\$488,000

Road Assets

A comprehensive condition survey and valuation of all its road assets was conducted in 2010. Road assets include roads, kerb and gutter, footpaths, street furniture, traffic control devices such as roundabouts and refuges, lines and signs and retaining walls/rock faces.

With the completion of the audit, a comprehensive Road Asset Management Plan (RAMP) was developed in 2011. This document has provided Council with a 10 year capital works program and identified a list of priority maintenance works.

In 2012 Council, with the assistance of a resident Asset Management Reference Group, 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. New unit rates and useful lives were developed and further endorsed by the Audit Committee.

The RAMP was subsequently updated and adopted by Council in 2013 to reflect new figures.

It is clear from the RAMP that significant funding was required to maintain these assets at satisfactory level and an injection of funding was required to bring those assets in an unsatisfactory

rating to satisfactory. Of the asset classes, retaining walls were identified as requiring the bulk of the funding.

Council has since been successful in its application to the NSW Government for a reduced interest subsidy loan under the Local Infrastructure Renewal Scheme (LIRS). This financial year's maintenance and capital works program is inclusive of a one-off \$1.44M expenditure on road assets.

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 2012/13
Road Assets	\$3,226,000	\$2,699,000	\$4,123,000

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. This financial year's maintenance and capital works program is also inclusive of extra funding under the LIRS.

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 2012/13
Marine Assets	\$199,000	\$124,000	\$295,000

STATEMENT OF AMOUNTS INCURRED IN RELATION TO LEGAL COSTS AND EXPENSES (s428 (2)(E))

The costs for 2012/2013 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 \$
91 Ourimbah Rd	13.2008.038.1	Finalised	Yes	5,810.54
60 Moruben Rd	8.2012.221.1	Upheld with conditions	Yes	18,413.42
76 Middle Head Rd	8.2008.264.6	Upheld with conditions	Yes	21,315.38
31 Carrington Ave	8.2012.109.1	Upheld with conditions	Yes	1,285.01
21 Balmoral Ave	8.2011.178.2	Upheld with conditions	Yes	11,680.47
22B Burran Ave	8.2012.063.1	Dismissed	No	186,572.48
58 Shadforth St	8.2012.147.2	Dismissed	Yes	7,314.10
25 Bond St	8.2012.098.1	Upheld with conditions	Yes	14,274.60
61 & 61A Muston St	8.2012.164.2 8.2012.165.2	Upheld with conditions	Yes	11,614.29
27 Parriwi Rd	8.2006.191.7	Upheld with conditions	Yes	12,389.73
21A Redan St	8.2006.249.2	Finalised	Yes	26,504.98
39 Raglan St	8.2010.154.1	Finalised	Yes	2,776.32
3 & 3A Burton St	8.2011.351.1	Vacated	Yes	54.00
45 Parriwi Rd	8.2011.035.2	Upheld with conditions	Yes	4,500.01
TOTAL				\$324,505.33

2. Local Court Matters

21 matters were referred for mention or defended hearings to the Local Court during 2012/2013. They related to the following offences:

- Illegal Parking (19)
- Breach the weight limit on road (1)
- Development not carried out in accordance with approval (1)

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 (S428 (2)(F))

The following fees and expenses with regard to the Mayor and Councillors were paid during 2012/2013:

Details	\$
Mayoral Allowance	37,230
Members' Fees	119,420
Catering/Receptions	21,031
Child care	429
Delegates Expenses	5,619
Travelling	1,154
Phone line rentals to Councillors' residences	836
Additional dedicated phone line for facsimile machines to Councillors' residences	64
Mobile phone for Mayor's use for Council business	223
Mayoral Discretionary Fund (Cl.1.1(c) Expenses Policy) <ul style="list-style-type: none"> • Taldumande Youth Services (\$1,000) • Salvation Army Red Shield Appeal (\$500) • Humpty Dumpty Foundation (\$500) • Tikondane Community (\$160) • Mudanjiang Girls Project (\$500) • Catering – CLAIR (\$400) • Hunter Day- Schools Donation (\$560) • Catering – City of Otsu Delegation (\$882) • Flowers (\$90) • Catering – Mayor/D/Mayor-Editor Mosman Daily (\$119) • Catering-Local Clergy(\$266) 	4,977
TOTAL	190,983

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. A detail of other workshops attended by Councillors appears at page 4.

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:

ITEM	1 July 2012-8 September 2012	9 September 2012-30 June 2013
Laptop computers	6 Councillors	1 Councillor
Printers/facsimile	9 Councillors	4 Councillors
Tablet Device	N/A	5 Councillors

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

The "Policy on Payment of Expenses and Provision of Facilities to Mayor and Councillors" 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)	CS/36

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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 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
- (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 Manager 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 CL 217 (1)(B) REGULATION)

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 2012/2013 amounted to **\$890,474**.

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	\$273,609
• Director Corporate Services	\$204,882
• Director Environment and Planning	\$210,113
• Director Community Development	\$201,870

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

Contracts awarded at a tender price of more than \$150,000 per annum during 2012/2013 included:

Activity	Contractor	Date Awarded	Term of Contract	Tender Price
Delivery of Local Community Bus, the Mosman Rider	North Sydney Bus Charters	18 July 2012	3 years (commencing 23 July 2012)	\$279,618 (pa)
Civic and Public Amenities Buildings Cleaning Contract 2012-2014	Guardian Property Services Pty Ltd	7 August 2012	2 years (1 October 2012-30 September 2014)	\$284,053 (pa)
Graffiti Management Contract	Urban Maintenance Systems Pty Ltd	7 August 2012	2 years (1 October 2012-30 September 2014)	\$97,420 (pa)
Construction of the Spit Bicycle Path	QMC Group	4 December 2012	14.5 weeks (25 February - 30 June 2013)	\$680,000
Road Rehabilitation and Reconstruction Works in Mosman	Ozpave (Aust) Pty Ltd	4 December 2012	20 weeks (from 11 December 2012)	\$821,830

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 2012/2013 financial period.

AMOUNTS GRANTED UNDER SECTION 356 OF THE LOCAL GOVERNMENT ACT, 1993 (DONATIONS AND SUBSIDIES) (S428 (2)(L))

No monies were paid during 2012/2013 in respect of donations and subsidies under Section 356 of the Local Government Act, 1993.

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

Person	Date	Destination	Funding
General Manager	September 2012	Changchung, China, to speak at People's Association for Friendship with Foreign Countries conference	Nil
General Manager	November 2012	Kimbriki Environmental Enterprises study tour of Alternate Waste Technology sites in United Kingdom and Europe	\$5,000 resolved by Council \$5,000 contributed by Kimbriki Environmental Enterprises
General Manager	March 2013	Local Government Chief Officers Group Conference, New Zealand (+ some annual leave)	Nil
General Manager	May 2013	Friendship visits to Mudanjiang, China and Otsu Japan	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 58% female and 42% 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 | • Police and Justice |
| • Joint tenders and resource sharing | • Waste Management |
| • Graffiti | • Health Services |
| • Safe Communities | • Finance and Competition Policy |
| • Procurement initiatives | • Regional Plans |

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

2012/2013	RATES \$	CHARGES \$
Pensioners	122,787	44,836
Rates	-	-
Interest	-	-
Legal Fees	-	-
Postponed W/O	-	-
TOTAL	122,787	44,836

ANNUAL REPORT 2012/2013 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	2	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		0	0	0	0	0	0	0
Members of the public (application by legal representative)	5	0	0	0	0	0	0	0
Members of the public (other)	9	2		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*	2	2		0	0	0	0	0
Access applications (other than personal information applications)	13	0	0	0	0	0	0	0

Table B: Number of applications by type of application and outcome con't

	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
Access applications that are partly personal information applications and partly other	1	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	3
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	0
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)	10
Decided after 35 days (by agreement with applicant)	8
Not decided within time (deemed refusal)	0
Total	18

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 2012/2013:

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

2012/2013:

- 10 dogs were impounded to Council's facility.
- 6 dogs were returned to their owners.
- 0 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.

On 9 April 2013 Council revised and adopted its Privacy Management Plan to reflect the Model Privacy Management Plan for Local Government issued by the Division of Local Government and amended to provide best practice provisions from Council's existing adopted Plan not provided for in the Model Plan.

Council received one privacy complaint during 2012/2013:

- Council responded to a request for an internal review under Section 53 of the Privacy and Personal Information Protection Act alleging monitoring of telephone calls/unlawful workplace surveillance. The internal review concluded that the complaints were unfounded. A subsequent application lodged with the Administrative Decisions Tribunal was withdrawn.

FORMAL COMPLAINTS INVESTIGATED UNDER COUNCIL'S COMPLAINTS HANDLING POLICY

During 2012/2013 a total of 11 complaints were received, investigated and responded to as formal complaints.

CODE OF CONDUCT COMPLAINTS

Council is required to report annually on Code of Conduct complaints for the reporting period 1 September to 31 August.

Council received five Code of Conduct complaints during the reporting period 1 September 2012 to 31 August 2013. The following statistics for the reporting period have been provided to the Division of Local Government:

Number of Complaints and Associated Costs		
1a	The total number of code of conduct complaints made about councillors and the general manager under the code of conduct	5
1b	The number of code of conduct complaints referred to a conduct reviewer	2
1c	The number of code of conduct complaints investigated by a conduct reviewer	1
1d	The number of code of conduct complaints investigated by a conduct review committee	0
1e	The total cost of dealing with code of conduct complaints made about councillors and the general manager including staff costs	\$16,506
Preliminary Assessment Statistics		
2a	The number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage	0
Final Investigation Statistics		
3a	The number of code of conduct complaints investigated by a conduct reviewer or conduct review committee	1
3b	The number of these complaints finalised by the following recommendation: <ul style="list-style-type: none"> In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Act 	1
Complaints Reviewed by the Division		
G	The number of matters reviewed by the Division	0

In relation to the above Council received five Code of Conduct complaints, two of which were referred to a Conduct Reviewer with one being investigated the other being mediated. Of the remaining three, one was resolved by mediation through the General Manager with two being assessed by the Mayor who found the complaint not justified with no further action.

2012-2013 ANNUAL REPORT ON MOSMAN COUNCIL'S OBLIGATIONS UNDER THE PUBLIC INTEREST DISCLOSURES ACT 1994

	2012-2013
Number of public officials who have made a public interest disclosure	1
Number of public interest disclosures received in total	2
Number of public interest disclosures received relating to:	
Corrupt conduct	2
Maladministration	0
Serious and substantial waste of public money or local government money (as appropriate)	0
Government information contraventions	0
Local Government pecuniary interest contraventions	0
Number of public interest disclosures finalised	2
Is there a public interest disclosures policy in place	Yes
<p>What actions has the General Manager of Mosman Council taken to ensure that staff awareness responsibilities under section 6E(1)(b) of the Act have been met.</p> <p><i>Section 6E(1)(b) states "the staff of the public authority are aware of the contents of the policy and the protections under this Act for a person who makes a public interest disclosure"</i></p> <ul style="list-style-type: none"> • Staff are aware of the contents of the policy and the protections under the Act for a person who makes a public interest disclosure • Staff undertaking that they have read and understood Mosman Council's internal reporting policy • Training has been provided for staff in public disclosures • Training has been provided by a private sector organization • Email message to all staff • Links available on intranet site • Messages in staff newsletters • Messages on staff noticeboards • Posters provided • Training provided to new staff during induction • Policies are discussed at staff meetings • Mandatory training for all nominated disclosure officers was conducted on 12 February 2013 	

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.

Bridgepoint Pedestrian Bridge, Military Road, Mosman

Council entered into a Voluntary Planning Agreement (VPA) with oOh! media Assets Pty Limited on 8 August 2012. The VPA relates to Council's approval of a S82A review of Development Application 8.2009.343.1 for a supersite sign, upgrade of the façade of Bridgepoint Pedestrian Bridge and Shopping Centre, Military Road, Mosman for a period of 15 years from the date of that consent. The VPA requires the developer to pay to Council an annual contribution for the erection and display of outdoor advertising signage on the eastern and western sides of the footbridge (Lot 2 DP 805982 Military Road).

The first annual contribution was payable the first business day after the first display of signage appeared on the footbridge. The first display of signage appeared on 17 June 2013 and the appropriate payment was made to Council by the developer. The annual contribution is reviewed annually and is payable on the anniversary of the payment date of 18 June.

Council will report annually on how the contribution is spent in the Mosman local government area.

A contribution of \$426,218 was paid by the developer to Council for the period 18 June 2013 to 17 June 2014 on 20 June 2013. The contribution was allocated for expenditure in the 2012/2013 financial year in the following manner:

Annual principal and interest repayment of loan taken up in 2011/2012 for Military Road upgrade works	\$278,915.74
Internal Restriction (Infrastructure Replacement) for expenditure on infrastructure works scheduled for 2013/2014	\$147,302.26

ADDENDUM 1
FINANCIAL REPORTS FOR THE YEAR ENDED
30 JUNE 2013
INCLUDING AUDITOR'S REPORT

ADDENDUM 2
ENVIRONMENTAL SUSTAINABILITY ACTION PLAN
2011-2013
AND
2012/13 REVIEW OF THE ENVIRONMENTAL SUSTAINABILITY
ACTION PLAN

ADDENDUM 3
STATE OF THE ENVIRONMENT REPORT 2012/2013

**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**