



Mosman Municipal Council

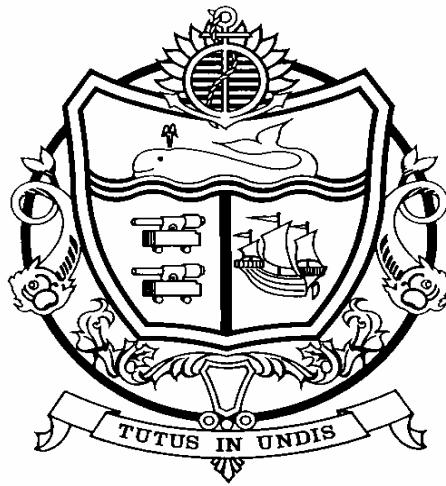
2003-2004 Annual Report



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



Mosman Municipal Council



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Protecting our Heritage
Planning our Future
Involving our Community*

2003 - 2004 Annual Report

VISION

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

MISSION

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

CUSTOMER SERVICE POLICY

**"Our commitment ...
quality and friendliness
in the provision of service".**

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MEMBERS OF COUNCIL 2003/2004

(New Council elected March 2004)

MAYOR

Councillor Shirley Hermione Jenkins

DEPUTY MAYOR

Councillor Andrew Murray Brown

COUNCILLORS

Balmoral Ward

Councillor Lynette Deidre Elsegood
Councillor Patricia Joy Harvey, OAM
Councillor David Macdona Strange

East Ward

Councillor Dominic Joseph Lopez, OAM
Councillor Martin Eric Skipper
Councillor Kate Traill

Middle Harbour Ward

Councillor Andrew Murray Brown
Councillor Shirley Hermione Jenkins
Councillor James Thomas Reid

West Ward

Councillor Anne Spiers Connon
Councillor Simon Menzies
Councillor Denise Mary Wilton

(Old Council prior to March 2004 elections)

MAYOR

Councillor David Macdona Strange

DEPUTY MAYOR

Councillor Anthony Mills Whybrow, RFD, RD

COUNCILLORS

Balmoral Ward

Councillor Patricia Joy Harvey, OAM
Councillor Anthony Mills Whybrow, RFD, RD
Councillor Lynette Deidre Elsegood

East Ward

Councillor Virginia Erica Howard
Councillor Martin Eric Skipper
Councillor Dominic Joseph Lopez, OAM

Middle Harbour Ward

Councillor James Thomas Reid
Councillor David Macdona Strange
Councillor Shirley Hermione Jenkins

West Ward

Councillor Susan Mary O'Connor
Councillor Zara Florence Colman Grayspence
Councillor Denise Mary Wilton

STATEMENT OF VALUES

We, the Councillors and staff, in a spirit of mutual respect and trust, work ethically, as a team to fulfil this Council's Mission and Vision striving ...

FOR OUR COMMUNITY

To consult with our residents and to ensure all are treated equitably and have access to information and a consistent and transparent decision-making process, and to enable residents 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 an environment where learning is supported and encouraged, where leadership and individual potential are developed, and where excellence and initiative are recognised and rewarded.

FOR OUR SUPPLIERS

To communicate our requirements precisely, exercise and expect honesty in all commercial dealings and observe all commercial commitments.

**REVIEW OF COUNCIL'S MANAGEMENT PLAN – MOSPLAN
FOR THE PERIOD 1 JULY 2003 TO 30 JUNE 2004
428(2)(b)**

MOSPLAN

- Report on progress of Statement of Means to 30 June 2004
- Report on result of Performance Indicators from 1 July 2003 to 30 June 2004

PROGRAM 1	COUNCIL, COMMUNITY AND COMMUNICATION Participative open local government for the Mosman community.
PROGRAM 2	RESOURCE AND ASSET MANAGEMENT Protecting and enhancing the community's assets.
PROGRAM 3	STRATEGIC TOWN PLANNING Working together to retain the unique characteristics of Mosman.
PROGRAM 4	BUILT ENVIRONMENT Managing our built environment.
PROGRAM 5	NATURAL ENVIRONMENT Protecting and enhancing.
PROGRAM 6	PUBLIC HEALTH Protecting the health of our community.
PROGRAM 7	COMMUNITY SAFETY Enhancing the community's sense of safety through a collaborative approach.
PROGRAM 8	COMMUNITY DEVELOPMENT AND SERVICES Relevant, accessible community services for all age groups and levels of fitness.
PROGRAM 9	LIBRARY AND INFORMATION Satisfying the information and leisure needs of the community and supporting formal and self education.
PROGRAM 10	PARKS, RECREATION AND CULTURE Celebrating our strong community spirit.
PROGRAM 11	TRANSPORT AND TRAFFIC Safe, convenient access to our homes and various destinations.
PROGRAM 12	ECONOMIC DEVELOPMENT In a sustainable and socially responsible manner, fostering the use and enjoyment of our business environment by residents, visitors and those employed in Mosman.

SUB-PROGRAM 01.01: COUNCIL SECRETARIAT & CIVIC INVOLVEMENT

CO-ORDINATOR: MANAGER GOVERNANCE

STATEMENT OF MEANS		DATE	PROGRESS
A	Assign the necessary resources to ensure agendas are completed and prepared for distribution to Councillors and staff during normal business hours and available to the public electronically on the Friday evening prior to the meeting.	Ongoing – review June	Achieved and ongoing.
A	Have the minutes of each meeting indexed within 21 days.	Ongoing – review September	Achieved and ongoing.
A	Review and enhance systems relating to online minute taking, business papers and agenda preparation.	Ongoing - review September	Achieved and ongoing. Dataworks Minutes Manager and processes being refined.
B	Provide for staff availability to the Council and the community.	Ongoing – review April	Achieved and ongoing. Access to DA staff formalised.
C	Have all correspondence relating to items referred to Council answered within 7 days of the meeting.	Ongoing – review April	Correspondence and action initiated generally within 7 days.
C	Have the Policy and Delegations Register updated within 7 days of Council decision.	Ongoing – review April and September	Achieved and ongoing. Delegation reviewed May and July 2004.
C	Have the Questions Without Notice Register updated within 7 days of each Council meeting.	Ongoing – review September	Achieved and ongoing.
C	Distribute to staff, resolved and altered items within 2 days of the meeting.	Ongoing – review September	Achieved and ongoing.
D	Review Committee protocol eg. meeting operations, scheduling, procedures and delegations.		Achieved. Council and Committee meeting structure and associated scheduling, procedures and delegations reviewed with adoption of User Friendly Reforms in April 2004.

SUB-PROGRAM 01.01: COUNCIL SECRETARIAT & CIVIC INVOLVEMENT

CO-ORDINATOR: MANAGER GOVERNANCE

STATEMENT OF MEANS		DATE	PROGRESS
F	Provide ongoing education and support by both Councillors and the General Manager for new Councillors in understanding Council policies, practices and meeting procedures.	Ongoing	Achieved. Extensive Councillor induction program conducted for all Councillors between April and July 2004.
G & I	Facilitate and provide a conduit for the community to voice concerns on amalgamation issues.	Ongoing	Local Government Structural Reform issues addressed throughout the year.
G	Resource Ward meetings at discretion of respective Ward Councillors.	Ongoing – review December	Held at Councillor's discretion.
G	Issue Ward Councillor newsletters as required (at discretion of Ward Councillors) in conjunction with issues of 'Mosman News'.	Ongoing – review September	None issued.
H	Award Citizen of the Year and Young Citizen of the Year annually in conjunction with the Australia Day Council, together with School Citizen Awards.	Ongoing – review April	2004 Mosman Citizen of the Year awarded to Monsignor Eugene Harley. No Young Citizen of the Year nominated nor awarded. School Citizen Awards facilitated during November/December 2003
I	Prepare submissions to lobby State and Federal Government on issues pertaining to Mosman.	Ongoing – review annually	Range of issues addressed through Council, Mayor and General Manager and through motions put to local government representative bodies and through SHOROC.
F	In accordance with Section 380 of the Local Government Act, review Council's delegations within 12 months of the new Council.	June 2004	Achieved. Reviewed May and July 2004.
F	In accordance with Section 440 of the Local Government Act review Council's Code of Conduct within 12 months of the new	June 2004	Achieved. Due to be reviewed October 2004 using draft model Code of Conduct and Guidelines issued by

SUB-PROGRAM 01.01: COUNCIL SECRETARIAT & CIVIC INVOLVEMENT

CO-ORDINATOR: MANAGER GOVERNANCE

STATEMENT OF MEANS		DATE	PROGRESS
	Council.		Department of Local Government.
F & G	Prepare a Councillor Information Kit for residents and community member interested in the September 2003 local government elections..	July 2003	Information made available to potential candidates prior to March 2004 election.
F	Prepare an Induction and Formal Briefing Program for Councillors post September 2003 local government elections.	August 2003	Achieved. Extensive Councillor induction program conducted for all Councillors following March 2004 election between April and July 2004.
C	Develop indexes for Policies and Delegations Manuals	September 2003	Achieved. Indexes developed and implemented March 2004.
F	Review Committee structure and membership	December 2003	Achieved. Council and Committee meeting structure reviewed with adoption of User Friendly Reforms in April 2004.
F	Consideration of introduction of Mosman Independent Hearing Assessment Panel	December 2003	Matter considered a number of times by previous Council and referred in February 2004 to the incoming Council. (Matter considered by new Council in October 2004 and deferred).

SUB-PROGRAM 01.02: PUBLIC ACCOUNTABILITY**CO-ORDINATOR: MANAGER GOVERNANCE**

	STATEMENT OF MEANS	DATE	PROGRESS
A	Transfer Council's Management Plan - MOSPLAN into an electronic format to record changes to MOSPLAN and the cross referencing to other programs.	September 2004	MOSPLAN in electronic format to make it a living document. COSMOS implemented August 2003. Review of 2004/2007 Management Plan to be conducted using COSMOS.
A	Undertake consultation process including public exhibition for minimum of 28 days required for development of draft Management Plan (including Annual Statement of Revenue Policy) by 31 May each year as required by Sections 402-405 of the Local Government Act, 1993.	Ongoing – review May	Completed.
A	Ensure adoption of Management Plan (including Annual Statement of Revenue Policy) following public exhibition and consultation process by 30 June each year as required by Section 406 of the Local Government Act, 1993.	Ongoing	Achieved.
A	Report to Council re achievement of performance targets set in Council's Management Plan as required by Section 407 of the Local Government Act, 1993 ie. 6 weeks after the end of each quarter (a 'quarter' is the period of 3 months ending on 30 September, 31 December, 31 March and 30 June).	Ongoing – review quarterly	Achieved.
A	Use concise plain English in Council documents and reports.	Ongoing – review September	Ongoing awareness and improvement program and as part of updates of documents to accord with legislative changes.
B	Produce the Annual Report under the Local Government Act, 1993 as required by Section 428 of the Local Government Act, 1993 by 30 November each year.	Ongoing – review November	Achieved. Referred to Minister on 26 November 2003.

SUB-PROGRAM 01.02: PUBLIC ACCOUNTABILITY**CO-ORDINATOR: MANAGER GOVERNANCE**

STATEMENT OF MEANS		DATE	PROGRESS
B	Publish Annual Statement of Affairs as required by Freedom of Information Act, 1989 (Chapter 14) by 30 June each year.	Ongoing – review June	Achieved.
B	Publish Summary of Affairs as required by 30 June and 31 December each year.	Ongoing – review June and December	Achieved.

SUB-PROGRAM 01.03: GOVERNANCE**CO-ORDINATOR: MANAGER GOVERNANCE**

STATEMENT OF MEANS		DATE	PROGRESS
A	Review Council's policies in regard to access to information and prepare a plan consistent with requirements of the NSW Privacy and Personal Information Protection Act.	Ongoing – review March	Achieved and ongoing. Privacy Management Plan adopted August 2000. Ongoing review of Council's systems and procedures. Privacy a core topic in induction sessions for new staff.
A	To ensure staff awareness of Council's confidentiality, open file policies and the FOI Act.	Ongoing – review March	Undertaken through induction sessions and Code of Conduct training sessions.
B	To have the draft Minutes of Ordinary and Extraordinary Meetings of Council available for perusal by the public within one week of such meetings, noting that they are to be confirmed at the next Ordinary meeting of Council.	Ongoing – review March	Achieved and available on web page by the Friday following a completed Council meeting.
C	Obtain annual written Disclosure of Interest returns from Councillors and designated persons by 30 September each year as required by Section 449 of the Local Government Act, 1993 and by new Councillors by 13 December 2003.	Ongoing – review September December 2003	Achieved.
C	Review Code of Conduct for Councillors and Senior Staff and provide opportunities to update awareness regularly.	Ongoing – review June	Reviewed Code adopted June 2003 with follow up Code of Conduct training. Summary brochure produced. Code due to be reviewed October 2004 using draft model Code of Conduct and Guidelines issued by Department of Local Government.
D	Enhance the use of the accolades/complaints reporting system.	Ongoing – review quarterly	Achieved and ongoing. Complaints Policy reviewed and adopted with follow up training sessions. Summary brochure produced.

SUB-PROGRAM 01.03: GOVERNANCE**CO-ORDINATOR: MANAGER GOVERNANCE**

STATEMENT OF MEANS		DATE	PROGRESS
E	Regularly update elected members on customer survey, feedback mechanisms.	Ongoing – review quarterly	Last customer survey conducted February 2003 with results fed back to Councillors and incorporated in MOSPLAN review.
E	Have mechanisms in place to maintain a high level of staff confidentiality and protection of privacy issues.	Ongoing – review August	Ongoing. Core topic in induction sessions and Code of Conduct training sessions.
G	Conduct a further ethical health survey of the organisation based on the ICAC model.	June 2004	Delayed pending acquisition and implementation of survey software. Anticipate further survey will be conducted mid 2005.
H	Develop and implement internal audit Charter and program focusing on best practice.	December 2003	One ad hoc audit completed. Establishment of an internal audit charter and program yet to be commenced.
H	Develop and implement contract systems and support.	December 2003	Anticipate development and adoption by December 2004.
H	Develop and adopt a Purchasing/Procurement Policy commensurate with WRAPP requirements.	July 2003	Anticipate development and adoption by December 2004.

SUB-PROGRAM 01.04: COMMUNICATION**CO-ORDINATOR: MANAGER GOVERNANCE**

	STATEMENT OF MEANS	DATE	PROGRESS
A	Continue to liaise with local newspapers to ensure reports on Council decisions are accurate and ready assistance offered.	Ongoing - Review April	Ongoing liaison with Mosman Daily.
A	Monitor local resident access to and use of electronic information systems and increase, as appropriate, dissemination of information via E-mail and Council's home page.	Ongoing - review quarterly	Council's home page undergoing continual improvement and enhancement.
A	Conduct public meetings on major issues as need arises and make information readily available to those wishing to participate prior to the meetings.	Ongoing – review December	Community consultation held on range of issues including contentious development applications, Spit Bridge widening and ongoing CEC and MOSPLAN consultations.
A	Conduct regular Planning Information evenings and Environmental Awareness community education sessions as required.	Ongoing – review March	Achieved and ongoing.
A	Continue the use of letterbox drops to inform the local community about contentious issues and major proposals.	Ongoing – review December	Achieved and ongoing.
A	Update and distribute a Residents Information Kit to new residents.	Ongoing – review April	Achieved.
A & D	Place all relevant and appropriate Council documents on web page.	Ongoing	Achieved. Most corporate documents now available together with many application forms for downloading.
B	Survey community expectation and opinion as required for planning purposes.	Ongoing - review December	None conducted since February 2003.
B	Regularly monitor customer response through surveys or other feedback mechanisms.	Ongoing – review quarterly	Achieved.

SUB-PROGRAM 01.04: COMMUNICATION**CO-ORDINATOR: MANAGER GOVERNANCE**

STATEMENT OF MEANS		DATE	PROGRESS
C	Conduct phone surveys as appropriate of users of Council services to monitor satisfaction levels.	Ongoing – review December	Not conducted.
C	Develop effective usage of e-mail to and from residents as an additional Community Information mechanism.	Ongoing- review annually	Limited database held. Further addresses being captured and used as appropriate.
D	Produce 'Mosman News' as a quarterly full colour tabloid format Council newsletter issued to residents.	Ongoing – review September	Last published November 2003. Commenced publication of fortnightly What's On column in Mosman Daily and Mosman Is Community bi-monthly insert in Mosman 2088 magazine in September 2004.
D	Keep the State and Federal Governments informed and up to date on issues pertaining to Mosman.	Ongoing – review annually	Ongoing briefing, consulting and lobbying of higher government.
E	In accordance with new Information Technology systems review principles and procedures for the way in which the Customer Support Team handles DA and CC applications, waste services information, etc.	Ongoing - review October	Achieved and ongoing.
E	Using new IT systems, develop an extensive range of automated workflows for business processes.	Ongoing	Achieved and ongoing.
E	Develop protocols for handling customer enquiries and continually review and improve systems which will assist the processing and provision of information and service delivery.	Ongoing – review October	Achieved and ongoing. Dataworks and workflows and systems protocols being developed and enhanced.

SUB-PROGRAM 01.04: COMMUNICATION**CO-ORDINATOR: MANAGER GOVERNANCE**

STATEMENT OF MEANS		DATE	PROGRESS
E	Build organisational links and conduct regular liaison between Customer Support, Corporate Information and Community Information Teams and other departments to review operational procedures, re-evaluate administrative systems and enhance focus on services which directly reflect customer need.	Ongoing - review October	Achieved and ongoing.
E	Identify and document achievable customer service standards.	Ongoing - review Feb	No further action. Decision not to proceed with service guarantee. Issues adequately addressed in Code of Conduct, Complaints Policy and Customer Response Policy.
E	Regularly monitor and update Customer Support, Corporate Information and Community Information Teams staff in the use of existing or enhanced computer programs, Council resources and information, new or altered services, Council processes and functional areas and an understanding of the whole service delivery process.	Ongoing – review quarterly	Ongoing
F	Monitor customer use of office hours to ensure adequate opportunity for public access and to balance and match staffing requirements.	Ongoing – review quarterly	Ongoing. Public access to DA staff limited to free up resources for assessment function.
G	Develop Council's web site to facilitate the conduct of business on-line, not only in disseminating information and inviting feedback, but allowing applications and enquiries to be made on-line.	Ongoing	Some application forms available for downloading. On-line applications yet to be developed. Online DA enquiries available.

SUB-PROGRAM 02.01: POLICY, ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR CORPORATE SERVICES

	STATEMENT OF MEANS	DATE	PROGRESS
A	To review the appropriate organisational structure and procedural arrangements which support effective and efficient decision making and where appropriate, introduce workplace reform.	Ongoing – review June	Ongoing.
A	Question existing delivery methods and market test if appropriate, for the most cost-effective provision of services/functions.	Ongoing - review June	Ongoing.
A C	Identify contract management staff skills and run training programs to develop those skills.	Ongoing – review June	Ongoing.
A,C	Investigate further opportunities to market test areas of Council's operations not currently under contract.	Ongoing – review June	Ongoing.
A	Assess demand, utilisation and appropriateness of Council's facilities by monitoring income and expenditure trends and by surveying users.	Ongoing – review June	Ongoing.
A,C	Keep informed of Council's legal responsibilities and any legislative changes and incorporate same into standard contract documentation.	Ongoing – review June	Ongoing and updated when necessary in consultation with Council's solicitors.
A,C	Use probity checklists based on the principles of fairness, equity, value for money, ICAC guidelines and best practice.	Ongoing – review June	Ongoing and ICAC and Ombudsman's guidelines incorporated where appropriate.
C	Undertake and complete investigation of complaints regarding contractors within three working days of receipt.	Ongoing – review June	Ongoing.

SUB-PROGRAM 02.01: POLICY, ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR CORPORATE SERVICES

STATEMENT OF MEANS		DATE	PROGRESS
C	Review procedures to improve service levels and ensure contractors perform work in accordance with the specification and conditions of contract and that they are aware of the community expectation.	Ongoing – review June	Ongoing. Procurement and contract management procedures to be reviewed and documented 2004/2005.
C	Work with contractors to ensure they know and comply with their obligations under OH&S legislation and other relevant industrial legislation.	Ongoing – review June	Ongoing.
C	To have all contractors fully aware of Council's high standards and the community's high expectations.	Ongoing - review June	Ongoing.
C	Undertake internal audit of contracts to ensure probity, best practice and value for money.	Ongoing	Ongoing review of service contracts.
A	Ensure all relevant matters pertaining to this Program are posted on the Council's website in a timely manner, are kept up-to-date and linked appropriately.	Ongoing – review quarterly	Ongoing.

SUB-PROGRAM 02.02: FINANCE AND CORPORATE ASSETS**CO-ORDINATOR: MANAGER FINANCE**

STATEMENT OF MEANS		DATE	PROGRESS
A	Review rating structure annually to ensure fair and reasonable imposition.	April Estimates	Achieved
A	To raise funds for local purposes by the fair imposition of rates, charges for services, income earned from investments and, when appropriate, by borrowing and grants.	April - Estimates	Achieved
A	Ensure Estimates process provides recurrent funding for new and extended services, in accordance with adopted financial strategy.	Ongoing - review annually	Achieved
A	Review Pricing Policy quarterly to ensure fees and charges are set at a level to reflect statutory requirements, the user-pays principle, the ability to pay principle and movement in the CPI.	Quarterly	Achieved
A	To generate greater financial awareness and accountability in all cost centres	Ongoing - review quarterly	Achieved & Ongoing
A	To profit from contributable works	Ongoing - review quarterly	Achieved
A	Prepare annual financial reports and refer to auditors - Section 413 of Local Government Act, 1993.	Ongoing – review August	Achieved
A,B	Ensure that Council's resources and leasable properties are generating consistent market returns.	Ongoing - review quarterly	Achieved
A,B	Review costing structure for all revenue streams of Council.	Ongoing – review March	Achieved

SUB-PROGRAM 02.02: FINANCE AND CORPORATE ASSETS**CO-ORDINATOR: MANAGER FINANCE**

STATEMENT OF MEANS		DATE	PROGRESS
A,B	Maintain and regularly review Council's rental property portfolio to a standard that will optimise returns.	Ongoing – review March	Achieved
A,B	Encourage, train and assist staff responsible for a budget to develop greater financial awareness and expertise.	Ongoing – review March	Achieved
A,B	Continue to program funding strategies in relation to Council's Community Environmental Contract.	Ongoing	Achieved & Ongoing
A,C	Effectively manage Council's external loan borrowing program.	May - Estimates	Achieved
A,C	Ensure accurate and timely recording of accounts and quarterly reporting on the present and anticipated future financial position.	Ongoing – review quarterly	Achieved
A,C	Maintain and review Council's Strategic Financial Plan to ensure Council's viability and to ascertain ability to fund increased levels of service and capital projects.	Ongoing – part of Estimates process	Achieved
B	Have a complete register and an effective management system for all Council assets.	Ongoing	Achieved & Ongoing

SUB-PROGRAM 02.03: INFORMATION TECHNOLOGY & INFRASTRUCTURE

CO-ORDINATOR: MANAGER INFORMATION TECHNOLOGY SERVICES

STATEMENT OF MEANS		DATE	PROGRESS
A	Directors to facilitate staff training and awareness of systems.	Ongoing – review annually	Achieved and Ongoing
A	Determine training needs of departments and develop appropriate training system.	Ongoing – review March	Achieved and Ongoing, installed a computer based training software package for Council staff to train in Microsoft Office applications.
A,B,C	Capitalise on Staff Information Technology skills and experience.	Ongoing – review quarterly	Achieved and Ongoing
A-C	Review and enhance usage of Council's Diary and Schedule features.	Ongoing – review March	Achieved and Ongoing, installed new Exchange Server 5.5 to provide additional facilities including web access for selected users.
A,B,C	Develop in-house training programs for PC applications and administrative protocols for the local area network.	Ongoing – review March	Achieved and Ongoing
A,H	Develop a Procedure Manual on system housekeeping for the local area network.	Ongoing – review June	Achieved and Ongoing
B,C	Enhance and keep up-to-date all Information Technology hardware (including PABX, printers, facsimiles, photocopiers and other software).	Ongoing – review March	Achieved and Ongoing, replaced Photocopier facilities with newer leased equipment. Installed smaller inkjet printers in selected locations around Council
A,B,C	Review and enhance usage through in-house and external training of the Core Local Government System.	Ongoing – review June	Achieved and Ongoing, external and internal training conducted in selected modules of financial and document management systems

SUB-PROGRAM 02.03: INFORMATION TECHNOLOGY & INFRASTRUCTURE

CO-ORDINATOR: MANAGER INFORMATION TECHNOLOGY SERVICES

STATEMENT OF MEANS		DATE	PROGRESS
B-D	Review and enhance usage of Council's document management and customer request system.	Ongoing – review March	Achieved and Ongoing
B,C,D	Review and enhance usage of Council's Client/Server and Relational Database Technology.	Ongoing, review March/September	Achieved and Ongoing
B,C	Implement a computerised Assets Management System.	November 2003	Ongoing, installed a PDA based data capture system in the GIS area for collection of selected spatial assets
B,C	Review and enhance usage of Council's Facilities Management Bookings System.	Ongoing – review September	Achieved and Ongoing
A-D	Review and enhance the WAN (Wide Area Network) between Council offices, the Community and Cultural Centre and Cowles Road Depot.	Ongoing – review March	Achieved and Ongoing, planning commenced to upgrade from Dial-in facility to ADSL service between Depot and Council
A-D	Expand external secure access to the Council's PC network to facilitate out of office hours staff access.	Ongoing – review Quarterly	Achieved and Ongoing
B,C,D	Integrate Council's e-mail and fax facilities with the Corporate Information Management system.	Ongoing – review December	Due to funding considerations this is now scheduled for late 2005
C	Review and enhance usage of the Geographic Information System to include commercial opportunities for dissemination of community information.	Review annually September	Achieved and Ongoing
B,C,D	Ensure ongoing planning and budget provision for growth and enhancement in Information Technology facilities and services.	Ongoing – review March	Achieved and Ongoing

SUB-PROGRAM 02.03: INFORMATION TECHNOLOGY & INFRASTRUCTURE

CO-ORDINATOR: MANAGER INFORMATION TECHNOLOGY SERVICES

STATEMENT OF MEANS		DATE	PROGRESS
A,C	Coordinate internal user groups for all systems to meet on a needs basis but at least quarterly to discuss problems with systems.	Ongoing – review quarterly	Achieved and Ongoing
B,C	Review procedures ensuring that all data is stored on Council's recoverable media and that backup media is correctly indexed, archived and stored off site. Unnecessary data to be disposed of or purged in accordance with records disposal schedule.	Ongoing – review quarterly	Achieved and Ongoing
A,C,D	Review Internet and E-mail Usage Policy and Protocols.	Ongoing – review December	Achieved and Ongoing
C,D	Maintain an awareness of technical research & development of Internet facilities for the purpose of improving service provision to Council and community.	Ongoing – review December	Achieved and Ongoing
B,C,D	Update and further develop the Internet Plan to address the various issues associated with Web site management, resourcing, improvements and future maintenance.	Ongoing - review October	Achieved and Ongoing, installed internal web server and commenced online delivery of DA tracking mechanism for public accessibility via the internet. Planning underway to increase infrastructure and complete delivery of internal hosting of main council site on council premises prior mid 2005.
C,D	Provision of full electronic services to customers both internal and external using the Internet and other public access technologies.	Ongoing – review December	Achieved and Ongoing, introduction of Internet based access to DA tracking information extracting data from back office applications implemented in May 2003
C,D	Review and enhance Council's connectivity to the Internet and promote appropriate use within Council.	Ongoing – review December	Achieved and Ongoing, planning underway to increase speed and download traffic capabilities during latter half of 2004

SUB-PROGRAM 02.03: INFORMATION TECHNOLOGY & INFRASTRUCTURE

CO-ORDINATOR: MANAGER INFORMATION TECHNOLOGY SERVICES

STATEMENT OF MEANS		DATE	PROGRESS
B,C,D,	Review and enhance phone systems to all staff to provide caller-ID in order to enable automated retrieval of customer information at point of first contact and entry of customer request in Corporate Information Management System.	Ongoing – review September	Achieved and Ongoing
B,C	Regularly review Plans of Management for network infrastructure, maintenance, improvement and upgrade.	Ongoing – review September	Achieved and Ongoing
B,C	Review and replace, as appropriate, PC and server hardware and storage systems.	Ongoing – review Marc	Achieved and Ongoing, a total of 105 PC's have been upgraded or replaced during 2003/2004
B,C	Review and replace, as appropriate, printer hardware requirements and develop equipment replacement plans.	Ongoing –review March	Achieved and Ongoing
A,B,C	Review all Council business processes and ensure usage of appropriate corporate software systems.	Ongoing – review December	Achieved and Ongoing
B,C	Implement or enhance specialised asset, works, waste and traffic software solutions within corporate systems.	Ongoing – review December	Achieved and Ongoing
B,C,D	Investigate and review, as part of IT Strategy, Mobile and PABX Services and their delivery.	Ongoing - review September	Achieved and Ongoing
B,C,D	Review voicemail system, particularly “Messages on Hold”.	Ongoing - review September	Achieved and Ongoing
B,C,D	Develop delivery of Council services to the community through the use of “E-Enabling” technologies.	Ongoing - review September	Achieved and Ongoing

SUB-PROGRAM 02.03: INFORMATION TECHNOLOGY & INFRASTRUCTURE

CO-ORDINATOR: MANAGER INFORMATION TECHNOLOGY SERVICES

STATEMENT OF MEANS		DATE	PROGRESS
B,C,D	Review and develop plan to bring Web hosting services in house, providing for dynamic delivery of customised electronic information from Council IT systems.	Ongoing - review September	Achieved and Ongoing, installation of second hand server for delivery of web hosting for DA tracking commenced in May 2004, planning underway to complete internal hosting of main website prior mid 2005
B,C	Further the integration between all corporate systems.	Ongoing - review September	Achieved and Ongoing, Special Interest Group of Councils working together to arrange delivery of new functionality scheduled installation in early 2005
B,C	Enhance GIS with additional layers supporting statistical analysis from corporate systems.	Ongoing - review September	Achieved and Ongoing
B,C	Implement image compression.	Ongoing - review September	Achieved and Ongoing
B,C	Review, replace or augment (as appropriate) scanning and photographic technologies to improve data collection and business paper production.	Ongoing - review December	Achieved and Ongoing
B,C,D,E	Review and enhance IT systems and services to include commercial opportunities for revenue generation.	Ongoing - review quarterly	Achieved and Ongoing
B,C	Review and enhance internal IT standards and procedures for the acquisition and environmental disposal of hardware equipment and E-consumables.	Ongoing - review annually	Achieved and Ongoing
A-E	Review and prepare a new IT strategy to meet Council's needs to 2006 and beyond.	Ongoing - review annually	Achieved and Ongoing

SUB-PROGRAM 02.03: INFORMATION TECHNOLOGY & INFRASTRUCTURE

CO-ORDINATOR: MANAGER INFORMATION TECHNOLOGY SERVICES

STATEMENT OF MEANS		DATE	PROGRESS
A,B,C,D	Review and enhance, as appropriate, provision of IT equipment and services (including training) to Councillors.	Ongoing - review annually	Achieved and Ongoing
A,B,C	Review and enhance the Executive Management Information systems for regular reporting of corporate key performance indicators.	Ongoing - review annually	Achieved and Ongoing, installation of an electronic database application for the creation and management of MOSPlan, Council's management planning document, together with the facility to create monthly and annual reports and documents completed in August 2003, with first electronic version of management plan completed in March 2004

SUB-PROGRAM 02.04: INSURANCE AND RISK MANAGEMENT**CO-ORDINATOR: MANAGER GOVERNANCE**

STATEMENT OF MEANS		DATE	PROGRESS
A	Survey and review condition and hazards for buildings and structures.	Ongoing – review quarterly	Regular maintenance of property, inspections by Occupational Health and Safety Committee and rectification of hazards required. OH&S recurring item at staff meetings.
A,B	Educate staff to identify and report potential hazards.	Ongoing – review January	Constant reviews and follow up by OH&S Committee and induction program for new staff. OH&S recurring item at staff meetings.
B,C	Effective worker's compensation claims management.	Ongoing - review June & December	Achieved and ongoing.
B,C	Continually review insurance portfolio and obtain most cost-efficient brokage deals.	Ongoing – review April	Achieved and ongoing.
C	Maintain effective insurance cover for reduced premium.	Ongoing – review April	Reduced premium not achievable but effective cover maintained having regard to existing public liability insurance environment and legislative regime.
C	Review and maintain an effective Business Recovery Plan to deal with disaster or disruption to the Council's four key buildings – Civic Centre, Community and Cultural Centre, Depot and Library complex.	Ongoing, review six monthly	Document completed and implemented. Ongoing review of document and awareness by stakeholders.
A	Review regulatory and information signs in public places.	December 2003	Audit and review completed. Best practice guidelines adopted by Council. Council's brokers have undertaken review and final draft to be submitted.

SUB-PROGRAM 02.04: INSURANCE AND RISK MANAGEMENT**CO-ORDINATOR: MANAGER GOVERNANCE**

STATEMENT OF MEANS		DATE	PROGRESS
A,B,C	Undertake an audit of Council's policies and exposure to risks in respect of Council trees, roads and footpaths management.	December 2003	Footpath management manual adopted. Tree Management Contract 2004-2006 requires every street tree to be inspected and assessed, pruned etc. once a year. Management of parks trees being addressed. Roads risk management outstanding.
A	Undertake a revaluation of Council's assets for insurance purposes.	July2003	Valuation undertaken July 2003

SUB-PROGRAM 02.05: HUMAN RESOURCES**CO-ORDINATOR: EXECUTIVE OFFICER -
CORPORATE AND HUMAN DEVELOPMENT**

STATEMENT OF MEANS		DATE	PROGRESS
Objective	Statements of Means	Date	
A	Resource and consult with Managers and Supervisors on HR matters	Ongoing	Ongoing
A,B,C, D,E	Develop and implement a program of continuous improvement for all HR systems, policies and procedures	Ongoing – review December	HR Policies and procedures manual developed. Review and monitoring programme to be established.
A	Develop electronic systems to improve access to HR information	Ongoing	Ongoing
A,E	Research and communicate strategies to meet emerging needs of managers, such as staff retention strategies and supervision of OHS in contracts.	Ongoing –review January	Ongoing
A	Manage a confidential grievance handling system	Ongoing – review biannually	Ongoing – training scheduled for key staff in grievance handling during 2004.
A,B	Carry out staff EEO surveys on a regular basis, and together with the relevant Committee, use the survey data to review and develop the Equal Opportunity Management Plan.	September 2004	Survey to be conducted during last quarter 2004.
B	Ensure all staff are aware of Council policies relating to discrimination, harassment and EEO in the workplace.	Ongoing	Ongoing. EEO and harassment policies form part of induction programme.
B	Ensure staff who have a key role in sustaining Equal Employment Opportunity are provided with theoretical and practical understanding of EEO principles; such staff to include the General Manager, Directors, Executive Officer and staff Committees and interview panels.	Ongoing – review December	Ongoing

SUB-PROGRAM 02.05: HUMAN RESOURCES**CO-ORDINATOR: EXECUTIVE OFFICER -
CORPORATE AND HUMAN DEVELOPMENT**

STATEMENT OF MEANS		DATE	PROGRESS
B	Ensure that staff are aware of all channels and opportunities for discussion of any concerns or complaints relating to EEO principles.	Ongoing –	Ongoing. Standard item on Consultative Committee agendas.
B,D,E	Investigate potential for reasonable adjustment to work environments and/or practices in consideration of the needs of people with disabilities and/or carer responsibilities.	Ongoing	As needed and ongoing.
B	Ensure specific EEO responsibilities are included in job specifications of all managers and supervisors.	Ongoing – review March	Ongoing
B	Encourage employment opportunities for women, people with disabilities, people of a non-English speaking background, and Aborigines and Torres Strait Islanders in all areas of the organisation so that the workforce reflects the make-up of the community, bearing in mind the principle of merit.	Ongoing – review biannually	Ongoing
B	Monitor and review statistics relating to recruitment	Ongoing – review July March	Ongoing
B,C	Ensure that staff have equal access to training and development opportunities	Ongoing – review biannually	Existing software use enhanced to help identify training and development requests and provision.
C,D	Encourage staff career development opportunities, for example, job rotation, job redesign, in-house training, re-training and multi-skilling.	Ongoing	Ongoing
B,C	Access appropriate apprenticeship and job schemes	Ongoing	None accessed during the period.

SUB-PROGRAM 02.05: HUMAN RESOURCES**CO-ORDINATOR: EXECUTIVE OFFICER -
CORPORATE AND HUMAN DEVELOPMENT**

	STATEMENT OF MEANS	DATE	PROGRESS
C,D,E	Develop an ongoing program of training and provide information for all staff in key areas, including : <ul style="list-style-type: none">• Induction and MOSPLAN• EEO, OHS, HR policies and practices• Code of Conduct and Internal Reporting System• Customer Contact• Complaints Handling• Relevant legislation• Contract Management	Orientation Program to be scheduled within 3 months of commencement, other training, ongoing	Regular orientation programmes conducted.
E	Reinforce and promote the requirements of OH&S legislation.	Ongoing	Ongoing.
E	Enhance Council's meaningful and effective work injury rehabilitation and return to work program.	Ongoing	Ongoing and excellent results achieved.
E, C	Resource Managers and Supervisors so they can meet their responsibilities under OHS legislation confidently, including their responsibilities in the management of contractors	Ongoing – review December	Ongoing.
E	Resource the OHS Committee so it can be an effective body	Ongoing	OHS Committee functioning effectively.
E	Continue the Tetanus, Hepatitis A, Hepatitis B and Fluvax immunisation program for Council staff.	Ongoing – review annually	Programme conducted during first quarter 2004.
E	Enhance and develop effective documentation to assist with OHS prevention and rehabilitation	Ongoing – review quarterly	Ongoing. Staff member appointed in 2003 to assist with this function.

SUB-PROGRAM 02.05: HUMAN RESOURCES

**CO-ORDINATOR: EXECUTIVE OFFICER -
CORPORATE AND HUMAN DEVELOPMENT**

STATEMENT OF MEANS		DATE	PROGRESS
E	Review performance of Workers' Compensation insurer	Ongoing	Ongoing.

SUB-PROGRAM 02.06: CORPORATE INFORMATION MANAGEMENT**CO-ORDINATOR: MANAGER GOVERNANCE**

STATEMENT OF MEANS		DATE	PROGRESS
A	Regular liaison with Departmental Managers to determine specific information management needs and to facilitate changed processes.	Ongoing	Achieved. Further user guides developed.
A	Register and distribute incoming information throughout the organisation via the CIMS in an accurate and timely manner.	Ongoing	Achieved and ongoing. Aim is for same day turnaround, dependant on staff resources available.
A	Ensure efficient and accurate system administration and maintenance of the CIMS.	Ongoing	Achieved and ongoing. Appointment of IT Business Systems Co-ordinator to review systems.
A	Process applications for Public Access to Council Records in an efficient and timely manner.	Ongoing	Achieved and ongoing. Electronic registration and access to files implemented August 2004.
A	Attend to internal and external customer enquiries and requests for information in a timely and efficient manner.	Ongoing	Achieved and ongoing.
A, C	Review and enhance existing physical file retrieval and storage processes.	Ongoing - Review October	No change necessary. Normal one day turnaround to retrieve file for internal and external customers.
A,C	Transfer file information currently stored on the old card system into the CIMS.	July 2004	Delayed due to lack of resources.
A,D	Upgrade the Corporate Information Management System as new releases become available.	Ongoing	Achieved and ongoing.
B,C	Continue to develop the "Registration Protocols" document for the CIMS that can be easily referenced by all staff.	Ongoing	Achieved and ongoing.

SUB-PROGRAM 02.06: CORPORATE INFORMATION MANAGEMENT**CO-ORDINATOR: MANAGER GOVERNANCE**

STATEMENT OF MEANS		DATE	PROGRESS
B,E	Prepare and maintain easy to follow User Guides so that they accord with changes to the CIMS.	Ongoing	Achieved and ongoing.
B	Review Council's Internet and e-mail Policy and Protocols as required by the Records Management Program.	October 2003	Current protocols appropriate.
C	Implement an Audit and Tracking system to ensure accurate registration, distribution and timely actioning of correspondence.	November 2003	Achieved and ongoing.
C	Ensure appropriate storage and retrieval of all physical files and hard copy records.	Ongoing	Rationalisation of archive areas to be conducted.
D	Review and enhance existing workflows and create additional automatic workflows to further improve the efficient handling of customer enquiries and correspondence.	Ongoing	Achieved and ongoing.
D	Further streamline processes associated with Business Paper production.	Ongoing	Achieved and ongoing.
D	Aid in the design, preparation and maintenance of Microsoft Word document templates used within the CIMS.	Ongoing	Achieved and ongoing.
E, A	Ensure comprehensive training for Key Users of the CIMS is maintained with release upgrades.	Ongoing	Achieved and ongoing.
E, A	Enable Key Users of the CIMS to organise and conduct comprehensive training for End Users.	Ongoing	Achieved and ongoing.

SUB-PROGRAM 02.06: CORPORATE INFORMATION MANAGEMENT**CO-ORDINATOR: MANAGER GOVERNANCE**

STATEMENT OF MEANS		DATE	PROGRESS
E, A	Regular communication to ensure staff awareness of the importance of accurate information management through mechanisms such as broadcast e-mails, new staff orientation presentations, etc.	Ongoing	Achieved and ongoing.
E,A	Provide adequate training for Information Services Staff enabling them to keep abreast of new technologies, ie. colour scanner, direct registration of e-mails, etc.	Ongoing	Achieved and ongoing.

SUB-PROGRAM 02.07: STRATEGIC ASSET MANAGEMENT AND PROPERTY MANAGEMENT

CO-ORDINATOR: MANAGER PROPERTY AND ASSETS

STATEMENT OF MEANS		DATE	PROGRESS
A	To provide a 24 hour incident and make safe callout system for Council's Assets.	Ongoing	Ongoing
A,B,C, D	Implementation of a Computerised Asset Management System for efficient management of its assets	November 2003	Negotiating with current supplier of core systems for installation of their new integrated asset management system.
A,B,C, D	Maintain an accurate asset register as part of the Asset Management System.	Ongoing	Not achieved. Linked to installation of Computerised Asset Management System.
A,B,C, D	Implement a system of regular condition audits for all assets	March 2004	Not achieved. Linked to installation of Computerised Asset Management System.
A,B,C, D	Develop asset management plans for individual assets to accord to Council's business needs, including minimum 5 year rolling maintenance and capital works programs.	Ongoing	Not achieved. Linked to installation of Computerised Asset Management System.
A,B,C, D	Implement asset management plans to ensure assets are at an acceptable standard that provides for safe, healthy and efficient operational use, and meets community expectations, within budget.	Ongoing	Not achieved. Linked to installation of Computerised Asset Management System.
B	Prepare a concept design and investigate funding options for installing an accessible hot shower at Balmoral Baths	March 2004	Not achieved. Funding not available.
D	Ensure entrepreneurial assets are adequately maintained to provide acceptable rates of returns	Ongoing	All entrepreneurial assets maintained in good condition.

SUB-PROGRAM 02.07: STRATEGIC ASSET MANAGEMENT AND PROPERTY MANAGEMENT

CO-ORDINATOR: MANAGER PROPERTY AND ASSETS

STATEMENT OF MEANS		DATE	PROGRESS
A,B,C, D	Utilise lifecycle cost analysis for acquisition of assets, and capital expenditure for existing assets	Ongoing	Not achieved. Linked to installation of Computerised Asset Management System.

SUB-PROGRAM 03.01: POLICY, ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR ENVIRONMENT AND PLANNING

	STATEMENT OF MEANS	DATE	PROGRESS
A	Conduct recurrent community surveys to identify planning objectives and to review the performance of existing planning instruments.	Ongoing – review May	Ongoing – community survey carried out March 2004 for Belmont/Cabramatta Roads proposed Heritage Conservation Area. Surveys planned for 2004/05 including Local Heritage Assistance Fund.
A	Inform the community about urban planning issues through Council's newsletter, the "Mosman Daily", information brochures and through community information evenings and seminars.	Ongoing – review May	Mosman Daily (Council column; press releases); brochures (incl Balmoral self-guided heritage Walk); Community Information Meetings (Glover Street, Belmont & Cabramatta Roads proposed Heritage Conservation Area); Council's web site.
A	Provide appropriate information to the community on major projects to minimise the potential for conflict.	Ongoing – review May	Ongoing - Exhibitions at Council and Library and updated information on Council web site. Written notification to community as required.
B	Continue to update and review, both statutory and policy planning documents.	Ongoing – review May	Mosman LEP 1998 amendments; Car Parking DCP review; Contributions Plans review.
B	Provide accurate S.149 Certificates in an efficient and effective manner.	Ongoing	Achieved & ongoing
C	Undertake mapping in a format compatible with Council's GIS.	Ongoing – review September	Achieved & ongoing
D	Maintain systems and procedures for the issue of section 149 zoning certificates, in conjunction with Council's GIS.	Ongoing – review September	Achieved & ongoing
E	Investigate and implement effective methods of community consultation for strategic planning projects.	Ongoing – review May	Ongoing – improved use of Council's web site

SUB-PROGRAM 03.01: POLICY, ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR ENVIRONMENT AND PLANNING

STATEMENT OF MEANS		DATE	PROGRESS
F	Hold regular Community Information Evenings on strategic planning matters.	Ongoing – review May	Glover Street, Belmont & Cabramatta Roads proposed heritage conservation area meeting March 2004.
F	Prepare all planning documents to a high standard, both in presentation and ease of understanding and which convey a strong Mosman identity.	Ongoing – review July	Achieved & ongoing
G	Undertake service review of Planning and Transport Team (including identification of action plan).	Complete by Dec 2003	Statement of means deleted from 2004-2007 MOSPLAN.
H	Appropriately respond to governmental initiatives and legislative change.	Ongoing	Responses to: <ul style="list-style-type: none"> • BASIX • DIPNR Taskforces reports – plan First; Local Development; S.94; SEPP 5; draft REP Sydney Harbour • SHFT Management Plans • Year of the Built Environment - promotion

SUB-PROGRAM 03.02: ZONING FRAMEWORK**CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT**

STATEMENT OF MEANS		DATE	PROGRESS
A,C	Review provisions of State Government legislation and provide appropriate LEP framework..	Ongoing – review May	Ongoing – awaiting Standard Provisions for local environmental plans in NSW discussion paper (release SEPT 2004).
A,D	Prepare local environmental studies which will identify the need to amend current planning instruments.	Ongoing – review May	Fences & Folly Features Report and Rockfaces & Retaining Walls Report completed Feb 2004; Glover Street Heritage Assessment completed Sept 2003.
B	Review the effectiveness of existing planning controls and introduce means by which adverse environmental impacts of development may be mitigated.	Ongoing – review May	Mosman LEP 1998 amendments – Amendment No 12 (FBL) gazetted July 2003; Amendment No 19 (5-11 Raglan St) gazetted Sept 2003; Amendment No 20 (FSR objective) gazetted Dec 2003; Amendment No 21(miscellaneous) underway June 2004.
C	Assess minor LEPs as they arise.	Ongoing	Mosman LEP 1998 (Amendment No 18) 647 -653 Military Road – draft prepared, exhibited, assessed; re- exhibited.

SUB-PROGRAM 03.03: PLANNING POLICY DEVELOPMENT**CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT**

STATEMENT OF MEANS		DATE	PROGRESS
Objective	Statements of Means	Date	
A,B	Review and exhibit amendments to Mosman Business Centres DCP where appropriate.	December 2003	Statement of Means reviewed in 2004-2007 MOSPLAN
A,B	Review and exhibit Car-parking Development Control Plan.	August 2003	Review undertaken. Exhibition planned 2004/05.
B	Respond to proposals by utility authorities for telecommunications infrastructure and review design guidelines.	Ongoing – review September	Ongoing, as and when received.
C	Monitor S94 Plans and revise as required. (Achieved review of both Section 94 plans)	Ongoing	Amendment to Contribution plans exhibited as part of exhibition of Mosman LEP 1998 (Amendment No 18).
E	Implement recommendations contained within the Recreation Strategy Action Plan	Ongoing	Ongoing – Brief prepared and consultant engaged to undertake Mosman Park Plan of Management.
	Review and include best practice issues into Development Control Plans e.g. sustainability; biodiversity etc.	Ongoing	Residential DCP amendments (May 2004) include updated Waste section.
	Undertake an education program regarding plantings and vegetation within foreshore building line	Ongoing	Ongoing

SUB-PROGRAM 03.04: HERITAGE PLANNING**CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT**

STATEMENT OF MEANS		DATE	PROGRESS
A	Continue to identify and list heritage items	Ongoing	Nominations include those from the community, foreshore inspection, Fences & Folly Features Study recommendations; all awaiting assessment – pending funding.
A,B	Continue to implement the recommendations of the Mosman Heritage Review.	Ongoing – review August	Ongoing
A, B	Consideration be given to reactivating the Heritage Advisory Group	October 2003	Heritage Advisory Group met 17 July & 6 Nov 2003. Disbanded by Council. Heritage & Architectural Advisory Group formed.
A, C	Investigate purchase of historical aerial photographs (unfunded).	Ongoing	Deferred pending funding
A, C	Appoint consultants to undertake a survey of fences and rock outcrops within Mosman. (Interim Policy on rock outcrops achieved; brief for fences achieved)	July 2003	Consultants undertook study 2003 and final report received 18Feb2004. Report to Council May 2004.
B,C	Investigate Glover Street as a Conservation Area	July 2003	Heritage Assessment prepared by consultant Sept 2003. Council resolved to proceed with draft heritage conservation area and investigate Belmont & Cabramatta Roads as well.
C	Continue to employ a heritage adviser for implementation of heritage controls and community education.	Ongoing – Review August	Achieved & ongoing.
C	Review and prepare strategy for Post War Housing within Mosman.	December 2003	Initial review carried out by Heritage Advisor. Work continuing.
C,D	Prepare a Walking Map on heritage sites. Investigate Heritage Trails.	December 2003	Balmoral self-guided Heritage Walk completed Dec 2003.

SUB-PROGRAM 03.04: HERITAGE PLANNING**CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT**

STATEMENT OF MEANS		DATE	PROGRESS
C, E	Continue with Local Heritage Fund on an annual basis.	Ongoing	Achieved & ongoing.
E	Investigate other ways of promoting good urban design	Dec 2003	Involvement in the Year of the Built Environment 2004 promotion to include Council projects.

SUB-PROGRAM 03.05: LAND USE MANAGEMENT PLANNING**CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT**

STATEMENT OF MEANS		DATE	PROGRESS
A	Continue involvement in planning process with Sydney Harbour Federation Trust regarding public land at Middle Head and Georges Heights.	Ongoing – review September	Submissions and reports to Council prepared for: <ol style="list-style-type: none">1. Walking Track2. Markham Close3. Chowder Bay4. Georges Head5. Community Use of Trust Land and Building Policy6. Transport Plan
A B E	(Achieved) Implement findings of Clifton Gardens Reserve, especially preparation of Interpretative Study.		Funding granted for Interpretation Study to be carried out in 2004.
B	Secure government grants for open space improvements, especially for Rosherville Reserve.	Ongoing – review March	Applications made for Interpretation Study Curlew Camp Artists' Walk, Foreshore pedestrian link Clifton Gardens.
B,C	Implement appropriate recommendations contained with Plans of Management and Recreation Strategy Action Plans.	Ongoing	Ongoing
B,D	Investigate opportunities for funding for preparation of Crown Land Plans of Managements, in particular for The Spit Reserve.	August 2003	Funding application successful for Mosman Park Plan of Management.
E	Prioritise and coordinate the public domain improvements program. Identify opportunities for funding of such improvements eg. special levy; redevelopment of Council owned sites.	Ongoing	Ongoing

SUB-PROGRAM 03.06: HOUSING STRATEGY**CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT**

STATEMENT OF MEANS		DATE	PROGRESS
Objective	Statements of Means	Date	
A	Monitor residential land sales using Valuer-General's annual reports.	Ongoing – review October	Ongoing
A, C	Investigate opportunities for Council to undertake a demonstration residential development to provide a best practice example of urban and environmental design. Enter Water Sensitive Urban Design challenge (feasibility study)	December 2003	Participated in Sustainable Water Challenge – Council winner Infill Category Aug 2003.
B	Monitor the demographics of the Mosman community and in particular, review ABS 2001 Census.	Ongoing – review October	Ongoing (use of Community Profile)
B	Investigate opportunities for the use of developer contributions for the provision of low-cost housing opportunities in Mosman.	Ongoing – review September	To be reviewed 2004-2007 MOSPLAN.
B,C	Prepare streetscape character assessments and guidelines in areas where redevelopment potential is likely.	Ongoing – review September	Applied for Planning reform Funds for Neighbourhood Area Study June 2004 – unsuccessful.
	Review possible downzonings of areas where they have heritage value i.e. in a conservation area	Dec 2003	Linked to Neighbourhood Area Study project. Deferred for review of MOSPLAN 2004 – 2007.
C	Review and interpret available statistics on implementation of housing policy in Mosman.	Ongoing - review September	Metropolitan Urban Development Program (MUDP) submission Aug 2003.

SUB-PROGRAM 04.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR ENVIRONMENT & PLANNING

STATEMENT OF MEANS		DATE	PROGRESS
A	Fast track D/As and Construction Certificates (CC) and organise key personnel to negotiate projects from conception to completion.	Ongoing - review August	Applications are streamed and shortcomings identified within initial 7 day period. Action is taken to prioritise applications based on staff workloads and nature of specific applications.
A	Liaise with other departments to ensure consistency of standards and policies and stream-lining of CC/DA processes.	Ongoing – review August	On-going.
A	Train all technical staff in the use of computer-based assessment programs and other available information technology, including energy efficiency and thermal design.	Ongoing – review December	On-going
A-D	Review codes and policies regularly with regard to public opinion.	Ongoing – review December	Extensive review of conditions of approval and enforcement procedure undertaken and commenced respectively.
C	Encourage discussion with applicants and Council staff prior to lodgement of applications.	Ongoing – review August	On-going. Regular publicity through various media emphasising need for pre-lodgement meetings both on a formal and informal basis and with Heritage Advisor.
C	Promote the use of mediation to resolve conflict between applicants and objectors.	Ongoing – review December	All applicants and interested parties are offered this option on notification of applications.

SUB-PROGRAM 04.02: DEVELOPMENT**CO-ORDINATOR: MANAGER DEVELOPMENT SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A	Process Construction Certificates (CCs) , DAs and Complying Development Certificates (CDCs) within the statutory period.	Ongoing – review August	Significant improvements have been made over period in average times taken for processing applications. This has to a large degree related to availability of staff numbers and extent of use of consultants.
A-E, i	Ensure that each property the subject of a DA is adequately assessed for its heritage significance prior to determination.	Ongoing – review December	Achieved and on-going.
A-E, i	Utilise the services of Council's Heritage Adviser. Also seek to transfer the knowledge of this Adviser to Council staff.	Ongoing – review September	Achieved and on-going.
A-E,	Investigate and implement a system of professional certification of on-site detention systems which satisfy Council's policy for on-site detention and have regard to amendments to the Environmental Planning and Assessment Act.	Ongoing	Review underway. Scope of review widened due to implementation of BASIX tool in relation to stormwater retention.
B, H, J	Review the range of policies required to satisfy the administrative changes to the Environmental Planning and Assessment Act and related legislation.	Ongoing review January	On-going.
B	Ensure that each property the subject of a DA or CC is adequately assessed for access and egress and facilities for aged people and people with disabilities.	Ongoing – review January	On-going.
B, H, J	Ensure conditions that are applied to development applications are attainable and enforceable.	Ongoing –review August	Conditions of approval substantially reviewed and standardised in Council and delegated authority reports. Method of drafting reinforced with regard to SMART methodology.

SUB-PROGRAM 04.02: DEVELOPMENT**CO-ORDINATOR: MANAGER DEVELOPMENT SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
B	Inspect all swimming pools and child safety barriers installed in accordance with prevailing legislation.	Ongoing	On-going. Publicity of Council's free inspection service provided to owners.
B	Periodically inspect the Municipality from the harbour.	Ongoing – review March	Achieved and on-going.
B, H	Review methods and procedures for ensuring compliance with conditions of consent.	Ongoing – review January	Enforcement Policy in course of preparation.
B,C	Investigate and implement a policy on lead contamination and asbestos related to demolition and building.	Ongoing – review August	Methods of certification under consideration as part of development assessment process for affected properties.
C	Liaise with the Manager Ranger Services to ensure appropriate management of building sites, environmental controls and to minimise obstructions on Council property.	Ongoing – review September	Ongoing regular patrols and audits of building site by Rangers.
D	Ensure that Rangers are trained and available to act and report on matters such as building and landscaping materials stored on footpaths and roadways; and damage or destruction of trees.	Ongoing – review September	Ongoing and new procedures developed for Rangers with input into Council footpath manual.
D, H	Ensure Development Applications are assessed in term of impacts on the environment, landform and trees and vegetation.	Ongoing	On-going and achieved.
D, H	Ensure appropriate conditions are applied to approved development to regulate impact of development on the environment during construction.	Ongoing – review August	Achieved notably following revision and standardisation of conditions and formats.
F	Continue to monitor and implement a Notifications Development Control Plan.	Ongoing	Achieved and on-going.

SUB-PROGRAM 04.02: DEVELOPMENT**CO-ORDINATOR: MANAGER DEVELOPMENT SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
F	Continue to use digitised photographs for site inspections and meetings of Council to assist in decision making.	Ongoing	Use of digital photos extended to business paper preparation as well as to inspections.
G	Continue to monitor fire safety issues and implement outcomes of Fire Safety Upgrade Program	Ongoing	On-going. Progress enhanced by recruitment of additional qualified building surveyor and provision of overtime.
J	Implement construction and demolition waste reduction policy as per existing DCPs	Ongoing – review December	On-going.
D, H	Ensure development applications are assessed to prevent and minimise the environmental effects of new development through integrating the principles of ESD with environmental assessment	Ongoing – review March	Applied on a case by case basis.
K	Undertake a detailed review of the program processes and procedures to identify procedural, time and financial savings	Ongoing – review January 2004	Process issues assessed and reviewed as part of revised customer support positions and implementation of web-based applications facility. On-going.
D, L	Implement “safety by design” principles within the assessment of DAs	Ongoing – review January 2004	Achieved and implemented as appropriate.
B, K	Review methods and procedures for ensuring compliance with bushfire legislation	January 2004	On-going.
B, K	Continue review of development consent conditions with view to compiling list of development consent conditions for Councillors’ use.	September 2003	Achieved.

SUB-PROGRAM 05.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR ENVIRONMENT AND PLANNING

	STATEMENT OF MEANS	DATE	PROGRESS
A	Co-ordinate the preparation of an Environmental Management Plan which documents all current and potential environmental projects, integrates activity across Council's functional areas and clearly links with the annual State of Environment report and MOSPLAN.	December 2003	Ongoing and in progress Completion date rescheduled to March 2005.
A	Review Council's Environmental Policy and revise where appropriate.	Ongoing – review quarterly	Achieved. Results of review incorporated into EMP.
A	Monitor, review and report upon the development and introduction of all relevant environmental legislation and regulations.	Ongoing – review quarterly	Ongoing.
A	Monitor, review and report upon the development of all relevant National, State and Regional environmental strategies	Ongoing - review quarterly	Ongoing.
A	Monitor the availability of all environmental grants and make applications where appropriate.	Ongoing - review quarterly	Achieved and ongoing. Grant funds received from EPA "Living Thing" program [Ecological Footprint and Community Education, Environmental Trust [Red Crowned Toadlet Habitat Restoration project] and Metropolitan Greenspace Program [Clifton Gardens Bush Regeneration]. Grant applications currently with Environmental Trust for creekworks at Sirius Cove.
A	Continue to participate as a member of the Sydney Coastal Councils Group.	Ongoing – review quarterly	Achieved and ongoing.
A	Continue to participate as a member of ICLEI	Ongoing- review quarterly	Achieved and ongoing.
A	Participate as a member of the SHOROC ESD Committee.	Ongoing – review quarterly	Achieved and ongoing.

SUB-PROGRAM 05.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR ENVIRONMENT AND PLANNING

	STATEMENT OF MEANS	DATE	PROGRESS
A	Progressively review works and service contracts and incorporate environmental requirement to ensure they are consistent with and promote the principles of Ecologically Sustainable Development.	Ongoing – review quarterly	Ongoing. To be incorporated into EMP.
A	Prepare the annual State of the Environment Report ensuring participation by representatives of all relevant Council sections.	Sept 2003	Achieved and ongoing. Comprehensive SoE for 2003/04 prepared.
A	Participate in meetings of relevant external groups, committees, etc and projects and initiatives where required.	Ongoing – review quarterly	Achieved and ongoing
A	Contribute to the development of strategic land management policies and strategies, which embrace the concepts of ecologically sustainable development.	Ongoing -review quarterly	Achieved and ongoing.
A	Liaise with, foster contacts and lobby Statutory Bodies, Federal and State Governments in order to achieve Program objectives.	Ongoing – review quarterly	Achieved and ongoing.
A	Implement the Administration and Auditing Statement of Means as per the CEC program.	Ongoing	Achieved and ongoing. Progress against CEC SoMs reported in CEC Annual Report.

SUB-PROGRAM 05.02: ATMOSPHERIC ENVIRONMENT**CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
Objective	Statements of Means	Date	
A-C	Revise and implement Council's Greenhouse Gas Reduction Plan (GGRP)	December 2003	Achieved and ongoing. Detailed facility study undertaken in preparation of possible energy performance contract.
A-C	Participate in the CCP Plus program	Ongoing – review quarterly	Achieved. Travel Demand Management report prepared through CCP+.
	Enter into an energy performance contract with an Energy Service Provider to reduce energy consumption in Council facilities.	Dec 2003	Ongoing. Contract for detailed facility study entered into in preparation for possible energy performance contract.
C	Undertake surveillance of, regulate and enforce local atmospheric emissions in accordance with the provisions of the Protection of the Environment Operations Act 1997 and associated Regulations.	Ongoing – review quarterly	Ongoing regular patrols by Rangers, and complaint response and investigation by Rangers and Environmental Health Officers.

SUB-PROGRAM 05.03: WATER CYCLE MANAGEMENT**CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES AND MANAGER ASSETS AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
D	Implement the actions identified as a result of the "Every Drop Counts" water consumption audit.	Ongoing – review quarterly	Achieved and ongoing.
A,C	Undertake Water Sensitive Urban Design feasibility studies as committed to in the "Sustainable Water Challenge" project.	Aug 2003	Not achieved. Project removed from Mosplan.
A,B	Monitor and review harbour water quality data collected by Harbourwatch.	Ongoing – review quarterly	Achieved and ongoing.
A	Undertake surveillance of, regulate and enforce activities and incidents that may give rise to pollution of waters, in accordance with the provisions of the Protection of the Environment Operations Act 1997 and associated Regulations.	Ongoing – review quarterly	Ongoing regular patrols by Rangers, and complaint response and investigation by Rangers and Environmental Health Officers.
A	Install SQIDs and undertake creek rehabilitation works as per the CEC schedule.	Ongoing – review quarterly	Achieved and ongoing. Progress of CEC projects reported on in CEC Annual Report.
B	Review Council's Stormwater Asset Management Plan and develop a five year forward works program. Following completion of the drainage condition survey.	Ongoing Review May	Deferred. Drainage condition survey not yet undertaken. See explanation below.
B	Undertake video analysis of stormwater pipelines which are suspected to require rehabilitation and incorporate required works into Council's Stormwater Asset Management Plan.	Ongoing – review annually	Achieved and ongoing.
B	Complete condition survey of the infrastructure.	Sept 2003	Deferred until decision taken on purchase of asset management software to ensure data collection is compatible with whatever system is purchased.

SUB-PROGRAM 05.03: WATER CYCLE MANAGEMENT**CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES AND MANAGER
ASSETS AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A, B	Review requirements and opportunities for cleaning out SQIDs with a view to preparing a contract for SQID maintenance after all SQIDs installed in 2004.	Dec 2004	In progress. Opportunities for joint contract with other northern Sydney Councils under investigation.

SUB-PROGRAM 05.04: BIODIVERSITY**CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A	Regulate and enforce the provisions of the Noxious Weeds Act (1993) on public and private land.	Review bi-annually	Achieved & ongoing. Active participation: Sydney North Regional Noxious Weeds Committee.
A,B	Liaise with neighbouring Councils, the National Parks and Wildlife Service and Taronga Zoo and Sydney Harbour Federation Trust regarding integrated management of remnant vegetation.	Ongoing - review bi-annually	Achieved & ongoing. Active participation: Manly - Mosman Bushfire Management Committee. Sydney Harbour Dieback Working Group.
A,B	Develop and promote opportunities for community involvement in Council's Bushcare Volunteer Program.	Ongoing – review bi-annually	Achieved & ongoing.
A,B	Establish and implement a system of registration and recognition of the work undertaken by individual residents to bushland areas adjacent to their homes.	June 2003 - review annually in March	Achieved & ongoing. Bushcare data base.
A,B	Develop, monitor and report upon the implementation of the National Local Government Biodiversity Strategy.	Ongoing – Review annually	Ongoing
A	Implement program of works to rehabilitate unmade road reserves with potential as bushland and fauna corridors	Ongoing - Review March	Achieved and ongoing. Unmade roads strategy implemented. Onground works achieved.
A	Implement the Bushland Education Strategy to deal with the effects of residential properties located adjacent to Bushland areas as part of Council's Environmental Education Strategy.	Ongoing - Review March	Progress & ongoing. Initial mailing in development.
A	Prepare and implement a program for progressive upgrade of walking tracks and trails through Council's bushland areas	December 2003	Achieved & ongoing. Program developed, onground works achieved.

SUB-PROGRAM 05.04: BIODIVERSITY**CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES**

	STATEMENT OF MEANS	DATE	PROGRESS
A	Incorporate specific requirements of the Manly-Mosman District Bushfire Management Plan into annual workplans for bushland areas under contract management	Ongoing - Review November	Achieved & ongoing.
A	Prepare and update annually a 5 year forward program of fire hazard reduction burns in bushland areas under Council's control.	Ongoing - review February	Achieved & ongoing.
A	Implement the protocols as prepared by the Royal Botanical Gardens, Sydney, in Council's Bushland Rehabilitation contracts and volunteer programs for prevention of the spread of Phytophthora Root Rot.	June 2003 - Review annually in November	Achieved. Reviewed with annual workplans.
A	Undertake an investigation of Council managed bushland reserves to determine whether Phytophthora Root Rot is present.	August 2003	Achieved April 2004. Delay due to drought conditions. Ongoing. Follow up testing required.
A	Following completion of the investigation, develop a management plan for the prevention of the spread of Phytophthora Root Rot through Council managed bushland areas.	December 2003	Ongoing. Reviewed with annual workplans in consideration of test results.
B	Enforce the prohibition of the collection and harvesting of intertidal species in intertidal protected areas.	Ongoing – review bi-annually	Ongoing.
A	Undertake a fauna survey of bushland areas in 2006 to measure species diversity habitat value of work completed.	June 2006	Ongoing.
A,	Explore opportunities for external funding of bushland restoration projects	Ongoing, review annually	Achieved and ongoing. Clifton Gardens. Bradley's Head Road - Red Crowned toadlet project.
A	Utilise opportunities and develop land management strategies which promote the development of green corridors	Ongoing - December 2004	Achieved and Ongoing. Urban Forest Policy development, Street Tree Planting program, Unmade Roads strategy.

SUB-PROGRAM 05.04: BIODIVERSITY**CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES**

	STATEMENT OF MEANS	DATE	PROGRESS
B	Investigate the feasibility and utilise opportunities to dedicate suitable areas for the purposes of the conservation of biodiversity	Ongoing – December 2004	Ongoing. Management of Council owned & controlled lands zoned 7a.

SUB-PROGRAM 05.05: TREES**CO-ORDINATOR: TEAM LEADER OPEN SPACE**

STATEMENT OF MEANS		DATE	PROGRESS
A-B	Prepare a process including criteria by which vegetation will be assessed for potential inclusion in or deletion from the Significant Tree Register.	August 2003	Achieved. Urban Forest Management Register. Review current Significant Tree Register against criteria to be complete November 2004.
A-B	Continue the annual program of wire clearance for street trees.	Ongoing – review December	Ongoing. Works undertaken by Energy Australia.
A-B	Investigate opportunities for establishment of a street tree management contract as opposed to the current tree trimming contract prior to determining the specifications for the new contract.	July 2003	Achieved. Specification developed and new contract implemented January 2004.
A-B	Investigate opportunities for a joint Street Tree Management Contract with other SHOROC Councils.	July 2003	Complete. Meeting and discussions with SHOROC Councils. Joint contracts not appropriate at this stage. Different requirements, issues, current contracts, tree management policies of Councils.
A-B	Review and update as necessary Council's Tree Preservation Order to ensure the desired level of protection is provided for vegetation in Mosman.	Ongoing – review August	Ongoing.
A-B	Update and provide user-friendly information to the community to communicate Council's tree policies.	Ongoing - review June	Ongoing. New tree management brochure near completion.
B	Review Council's Street Tree Master Plan.	July 2003	Complete.
B	Following review of the Street Tree Master Plan prepare and implement a five year forward planting program for street trees.	January 2004	Ongoing. Planting Spit, Military, Cowles, Euryalus Streets complete. Further forward program in development.

SUB-PROGRAM 05.05: TREES**CO-ORDINATOR: TEAM LEADER OPEN SPACE**

	STATEMENT OF MEANS	DATE	PROGRESS
B	Implement a hazard management and maintenance and improvement program for the health of mature trees in public reserves.	Ongoing – review Dec	Ongoing. Specification developed and works to proceed as variation under Street Tree Management Contract.
B	Review Council's approach to wholesale clearing of land.	Ongoing – review Dec	Ongoing
C	Review the policy on view pruning for private and public trees.	Ongoing Review September	Complete. In conjunction with TPO review and Urban Forest Policy.
C	Ensure that any proposals for planting of trees in public reserves or streets are implemented to ensure views from private property are taken into consideration.	Ongoing- review March	Ongoing.
B	Participate in National Tree Day activities by providing opportunities for local schools and the community to plant trees in parks and reserves	Ongoing – review May	Achieved & Ongoing. National Tree Day and Schools Tree Day planting at Spit West and Rawson Oval.
A, B	Review the system of auditing TPO approvals where replacement trees have been required to ensure they are planted.	Ongoing - Review August	Ongoing.

SUB-PROGRAM 05.06: LAND MANAGEMENT**CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A	Monitor global warming reports, sea level rise and storm frequency and intensity with regard to protecting beach and foreshore erosion and sea walls.	Ongoing - review bi-annually	Achieved and ongoing.
A	Regulate all new development in accordance with Council's planning instruments to ensure adequate sedimentation and erosion controls.	Ongoing – review bi-annually	Rangers implement ongoing surveillance of building sites.
A	Undertake surveillance, regulate and enforce the provisions of the Protection of the Environment Operations Act.	Ongoing – review quarterly	Ongoing regular patrols and audits by Rangers of building sites and new procedures developed.
A	Monitor beaches and foreshores for erosion and assess the need for control measures.	Ongoing – review bi-annually	Ongoing. Measures for monitoring program of Chinamans Beach developed.
A,B	Develop a contaminated land policy and code of practice.	December 2003	Ongoing. Completion rescheduled for 2005.
A,	Ensure that Council works requiring excavation meet the requirements of the Department of Land and Water Conservation's Acid Sulphate Soil Manual.	Ongoing – review quarterly	Achieved and ongoing.
A,	Regulate development and works on potentially contaminated sites consistent with the Contaminated Land Management Act and SEPP 55.	Ongoing- Review quarterly	Relevant developments and activities referred to Manager Environment and Services.
A,B	Ensure that the annual State of Environment Report considers the status of the Land Sector and measures the effectiveness of Council's responses.	Ongoing – review September	Achieved and ongoing.

SUB-PROGRAM 05.06: LAND MANAGEMENT**CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
B	Review the register of potentially contaminated sites.	Ongoing- Review quarterly	Deadline to be reviewed with development of contaminated land policy.
A	Undertake seawall works as per the CEC schedule.	Ongoing – review quarterly	Achieved and ongoing. Progress of CEC projects reported on in CEC Annual Report.

SUB-PROGRAM 05.07: NOISE

CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES

STATEMENT OF MEANS		DATE	PROGRESS
A	Undertake surveillance, regulate and enforce the provisions of the Protection of the Environment Operations Act 1997 and associated Regulations.	Ongoing - review quarterly	<ul style="list-style-type: none">• Ongoing monitoring of building sites by Rangers through regular audits and patrols.• 124 noise complaints were received (including for barking dogs), investigated and acted upon.
A	Regulate all new development in accordance with all relevant planning guidelines associated with the minimisation of noise effects.	Ongoing	Achieved and ongoing.

SUB-PROGRAM 05.08: ENVIRONMENTAL EDUCATION**CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES**

	STATEMENT OF MEANS	DATE	PROGRESS
A	Develop an Environmental Education Strategy for Mosman as a component of Council's Environmental Management Plan. Incorporate and integrate findings of the WRAPP, Greenhouse Gas Reduction Plan, Bushland Education Strategy and include evaluation framework.	December 2003	Education strategy to come out of recommendations of EMP. Community consultation sessions have been undertaken during development of EMP.
A	Convene a staff steering committee for implementation of Environmental Education Strategy	December 2003	Activity reviewed with loss of Environment Officer – Communications position.
A	Convene a staff ESD consultative committee to advise on how Council can better implement ESD principles, especially waste minimisation	July	Activity reviewed with loss of Environment Officer – Communications position.
A	Liaise with other state, federal and local governments, ROCs, NGOs, local community members and groups to ensure consistent and appropriate environmental education in Mosman	Ongoing – Review Quarterly	Achieved and ongoing
A	Continue publication of environmental information on Council's website and in other media including newsletters, advertisements, promotional materials, and through public functions.	Ongoing - Review Quarterly	Achieved and ongoing.
A	Encourage energy and water efficiency in the Mosman community	Ongoing - Review Quarterly	Achieved and ongoing. Grant funds have allowed commencement of Ecological Footprint project which uses direct household action and community education to reduce community use of energy and water.

SUB-PROGRAM 05.08: ENVIRONMENTAL EDUCATION**CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A	Educate the Mosman community on water cycle management, including support of events such as Water Week	Ongoing - Review Quarterly	Water Week activities conducted in October 2003 and CEC community tours conducted to demonstrate water cycle management principles.
A	Educate the Mosman community about terrestrial, marine and intertidal biodiversity	Ongoing - Review Quarterly	Education through Bushcare program and bushland education – including programs on phytophthora and “Be a Bush Friendly Neighbour”
A	Educate Mosman Community on littering and dumping issues, and support events such as Clean Up Australia Day	Ongoing - Review Quarterly	Clean Up Australia Day 2004 supported, and media coverage received for anti-dumping program.

SUB-PROGRAM 06.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR ENVIRONMENT AND PLANNING

	STATEMENT OF MEANS	DATE	PROGRESS
A	Complete the review of all works and services contracts and incorporate environmental requirements to ensure they are consistent with and promote the principles of ecologically sustainable development.	Jul 2003	Under review as part of the development of a Council Environmental Management Plan.
A	Monitor, review and report upon the development and introduction of all relevant legislation and regulations.	Ongoing – Review biannually	Achieved and ongoing.
A	Monitor, review and report upon the development of all National, State and Regional waste and health strategies.	Ongoing – Review biannually	Achieved and ongoing.
A	Monitor the availability of grants and make applications where appropriate.	Ongoing- review quarterly	Achieved and ongoing.
A	Liaise with, foster contacts and lobby Statutory bodies and Federal and State governments in order to achieve program objectives.	Ongoing – Review biannually	Achieved and ongoing.

SUB-PROGRAM 06.02: WASTE MANAGEMENT**CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A-D	Management of the Waste and Recycling Services Contract: 2002-2010	Ongoing – review quarterly	Achieved and ongoing.
A-D	Implement the Waste and Recycling Services Contract: 2002-2010 Resident Communication Strategy	Dec 2003	Achieved.
A-C	Revise and implement the Community Waste Education Strategy	Sept 2003/ Ongoing – review quarterly	Rescheduled for completion by March 2005.
D	Implement the Commercial Waste and Recycling Business Plan	Ongoing –review quarterly	Preparation of Business Plan superseded by Council resolution to negotiate with its waste Contractor for the sale of the commercial waste and recycling business.
A-C	Revise and implement the Mosman Council Waste Reduction and Procurement Plan (WRAPP)	Oct 2003/ Ongoing – review quarterly	Rescheduled for completion by June 2005.
A-C	Revise and implement the Construction and Demolition Waste Reduction Plan	Dec 2003/ Ongoing – review quarterly	Council's Residential DCP revised to amend D.A. waste management requirements.
A-C	Prepare Waste Management Development Guidelines	Dec 2003	Council's Residential DCP revised to amend D.A. waste management requirements.
A-D	Participate in the Kimbriki Waste Technology Facility Procurement Project.	Ongoing - review quarterly	Achieved.
B,D	Participate in the SHOROC/ NSROC Regional Recycling Project.	Jul 2003	Achieved and ongoing.
A-D	Participate in relevant externally driven waste management projects and initiatives.	Ongoing – review quarterly	Achieved and ongoing.

SUB-PROGRAM 06.03: CLEANSING**CO-ORDINATOR: MANAGER PROPERTY AND ASSETS**

STATEMENT OF MEANS		DATE	PROGRESS
A	Seek and implement the most cost-effective cleansing service while ensuring accepted environmental and public health standards are achieved.	Ongoing – review January	Achieved July 2004. Contracts entered into for Street and Gutter Cleaning and Beach and Reserve Cleaning effective 1 October 2004.
A	Review performance of contractors against levels of service set in contracts let for street and gutter, beach and reserve and public privies cleaning.	Ongoing – review January	Ongoing
A.	Review service levels for beach and reserve cleaning, public building cleaning, street and gutter cleaning, and graffiti removal, and prepare and call Tenders for new Contracts to commence on 1 July 2004.	April 2004 August 2003 (building cleaning)	Achieved

SUB-PROGRAM 06.04: DISEASE PREVENTION**CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A,B	Undertake regular food premises inspections.	Ongoing – review quarterly	Achieved and ongoing.
A,B	Subsidise external food handler training	Ongoing – review quarterly	Food handler training subsidised and provided in June 2004
A, B	Review development applications to ensure public health objectives are met.	Ongoing - review half yearly	Achieved and ongoing.
A, B	Undertake regular inspections of skin penetration premises.	Ongoing – review quarterly	Achieved and ongoing.
A, B	Review, and maintain a register of water cooling and hot and warm water systems in accordance with the New South Wales Microbial Control Regulations 2000.	Ongoing – review quarterly	Achieved and ongoing.
A, B	Contract, operational management and administration for public sharps bins maintenance and sharps disposal.	Jul 2003/ Ongoing – review quarterly	Achieved and ongoing. Managed by Council staff.
A, B	Undertake annual inspections of tobacco retailers to ensure compliance with the New South Wales Public Health Act in conjunction with New South Wales Health.	Ongoing – half yearly	Achieved and ongoing. Participated in NSW Health's PROOF program.
A, B, C	Respond to customer requests.	Ongoing - review monthly	Achieved and ongoing.
A, B	Enforce all public health legislation and regulations.	Ongoing - review monthly	Achieved and ongoing.
A, B	Undertake regular inspections of public swimming pools.	Ongoing – review quarterly	Water Quality test results monitored to ensure compliance with Public Health Act, 1991.

SUB-PROGRAM 06.04: DISEASE PREVENTION**CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A, B	Undertake regular inspections of boarding houses.	Ongoing – review quarterly	Review of the situation revealed no legal Boarding Houses in operation.
A, B	Undertake regular inspections of brothel houses.	Ongoing – review quarterly	Not achieved due to resource constraints.
A, C	Participate in “Sun Smart” and other Cancer Council initiatives.	Ongoing – review quarterly	Not achieved due to resource constraints.
C	Produce and distribute the MosHealth newsletter to local businesses.	Quarterly	Achieved and ongoing
A-C	Incorporate a chapter on Environmental Health in Council’s Environmental Management Plan	June 2004	Separate Environmental Health Policies and Procedures manual is scheduled for completion by June 2005.
A, B, C	Monitor review and report upon developments regarding public health legislation, standards, codes of practice, etc.	Ongoing – review half yearly	Achieved and ongoing
A, B, C	Undertake regular inspections of school canteens.	Ongoing – quarterly review	Achieved and ongoing
A, B, C	Undertake regular inspections of temporary food premises.	Ongoing – quarterly review	Achieved and ongoing
A, B, C	Undertake regular inspections of food preparation facilities located in child-care premises.	Ongoing – quarterly review	Achieved and ongoing

SUB-PROGRAM 06.05: COMPANION ANIMALS**CO-ORDINATOR: MANAGER RANGER SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A	Continue management of the Companion Animals Act, educate public. Utilise the Companion Animals Advisory Group and LAMP, and reduce the number of complaints received relating to companion animals.	Ongoing	Continued education through Ranger patrols and interaction with Companion Animal owners. First Mosman Pet Day Out held in September 2004 to promote responsible pet ownership
A	Promote the use of the Citronella Dog Collar Hiring Scheme for dog owners with dogs which bark excessively to alleviate barking dog complaints.	Ongoing	Rangers promote the use where nuisance barking is identified by providing information on citronella collars.
A,B	Update Council website & information handouts - with any significant changes to keep informed companion animal owners who utilise Council facilities.	Ongoing	New Companion Animal fact sheets developed to provide up to date information for companion animal owners
A,B	Provide information on responsible dog and cat ownership to local schools.	Ongoing	Information is provided through School Principals meetings quarterly.
A,B	Use the Internet for information on Council's policies & registration relating to companion animals.	Ongoing	New companion animal fact sheets to be added to website
B	Provide information on dog obedience classes, owners responsibilities and Council facilities.	Ongoing	Through Ranger interaction with dog owners while on patrol

SUB-PROGRAM 07.01: COLLABORATION, COMMUNICATION & ACCOUNTABILITY

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

STATEMENT OF MEANS		DATE	PROGRESS
A	Keep the Collaborative Management Plan up to date through quarterly reviews and annual revision in conjunction with key stakeholders to ensure agreed position, agreed values and agreed actions.	Ongoing - review March	Collaborative Management Plan reviewed in January 2004.
A	Ensure that the Collaborative Management Plan is reflected in Council's Strategic Management Plan, MOSPLAN.	Ongoing - review March	Achieved and ongoing
A	Support Harbourside Local Area Command in establishing a Police Accountability Community Team representing key stakeholders in the Mosman Local Government Area and meet at least twice per annum with a joint meeting being held each year with a similar PACT for the North Sydney LGA as a Harbourside LAC PACT.	Ongoing - review September	Police Accountability Community Team established and administered by Harbourside Local Area Command.
B	Ensure that Police personnel and Council rangers and other staff are introduced to each other on a regular basis and given an overview of their roles and accountabilities and the cooperative nature of their work.	Ongoing - review quarterly	Regular inductions held by Council Rangers for police
B	Share data between Police and the Council by holding regular meetings with Rangers and Police, and use the information in a positive way to develop proactive responses to crime and community safety.	Ongoing - review quarterly	Ongoing regular interaction between rangers and local police including exchange of intelligence relating to local issues.

SUB-PROGRAM 07.01: COLLABORATION, COMMUNICATION & ACCOUNTABILITY

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

STATEMENT OF MEANS		DATE	PROGRESS
C	Actively and regularly promote the appropriate use of: 000 Emergency Line 131 444 Police Assistance Line 9956 3199 Harbourside Command 9969 1933 Mosman Police Station 1800 333 000 Crime Stoppers 9978 4081 Council Rangers 9978 4000 Council Offices	Ongoing - review quarterly	Promoted through Business Watch and in Council publications (Eg Council Directory).
C	Assist Harbourside Local Area Command to actively and regularly promote anticipated response times for serious emergency crimes and lower expectations to a reasonable and understood level for response times to non-urgent matters.	Ongoing - review quarterly	Ongoing – Publicity when appropriate through Council publications.
C	Assist Harbourside Local Area Command in ensuring the timely availability of information pertinent to developing a safer community, including crime trends when appropriate, whilst ensuring that confidential/strategic information remains out of the public domain.	Ongoing - review quarterly	Ongoing, in particular through regular reporting to the Community Development Committee.
C	Use the Council and, when appropriate, the Police website, relevant media particularly the Mosman Daily, and Council's Newsletter and the Business newsletter to inform the community about matters relating to community safety and crime and to promote good news.	Ongoing -review quarterly	Achieved and ongoing. Articles in Mosman Daily and Sydney Weekly reporting on recent drop in crime rates locally.

SUB-PROGRAM 07.01: COLLABORATION, COMMUNICATION & ACCOUNTABILITY

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

STATEMENT OF MEANS		DATE	PROGRESS
C	Work with Harbourside Local Area Command to survey the community from time to time to gauge community satisfaction with Police and Ranger Services, utilising volunteers.	Ongoing - review September	No survey held in 2004.
C	Together with Harbourside Local Area Command recognise those who make a major contribution to improving community safety and reducing crime.	Ongoing - review September	Volunteers in Policing, Safety House, SES, Coastal Patrol etc. included in invitations to volunteers functions.

SUB-PROGRAM 07.02:COMMUNITY INVOLVEMENT IN CRIME PREVENTION STRATEGIES

CO-ORDINATOR: COMMUNITY & BUSINESS RELATIONS MANAGER

STATEMENT OF MEANS		DATE	PROGRESS
A, C	Work with Harbourside Local Area Command to keep community organisations, residents and businesses well informed about crime prevention strategies and their duty to report crime or suspicious circumstances.	Ongoing - review September	Regular reporting of crime prevention strategies in Council publications (eg. Business newsletter, Mosman News etc).
A	Disseminate information about Police Remembrance Day (29 September) and Police Open Day (usually first Sunday in November).	Ongoing - review September	Achieved and ongoing – posters displayed in community noticeboards.
A	Develop an annual combined Community Safety and Crime Awareness Information Day in consultation with Harbourside Local Area Command.	Ongoing - review September	Police attended Seniors lunch and Mosman Markets in 2003 as a fore runner to development of a Community Safety and Crime Awareness Day.
A	Investigate development of a Community Safety and Crime Awareness program using electronic broadcasting in consultation with Harbourside Local Area Command.	Ongoing - review September	Ongoing – police working to overcome issues with firewalls to ensure electronic security of the system.
A,B,C	Promote a range of personal and home safety tips as developed by the Police through such outlets as the Council and the Police websites, the Mosman Daily, Mosman News, flyers and posters.	Ongoing - review September	Achieved and ongoing. Safety tips promoted through Senior's Centre, Youth Centre and information available in Community Information and Advice Centre.
B	In consultation with Harbourside Command promote Volunteering in Policing Program including the referral of interested volunteers to the program and its inclusion in Council's general Volunteering promotional and information material.	Ongoing - review September	Currently on hold. Police advise no need for further Volunteers in Policing at this time.

SUB-PROGRAM 07.02:COMMUNITY INVOLVEMENT IN CRIME PREVENTION STRATEGIES

CO-ORDINATOR: COMMUNITY & BUSINESS RELATIONS MANAGER

STATEMENT OF MEANS		DATE	PROGRESS
C	Work with the business community to educate and encourage local retailers to implement simple security procedures to reduce the risk of crime taking place in their premises.	Ongoing - review September	Continuing education through the Mosman Business Watch
C	Continue to facilitate Business Watch in Mosman.	Ongoing -review September	Achieved and ongoing. Currently 60 members. Fraud prevention workshop held.
C	Promote Safety House and Neighbourhood Watch as volunteering opportunities including the referral of interested volunteers and the inclusion of Safety House and Neighbourhood Watch in Council's general Volunteering promotional and information material.	Ongoing	Neighbourhood Watch no longer in operation in area. Information about Safety House included in Volunteer material.
C	Disseminate information about Safety House and Yellow Day (May).	Ongoing - review September	Achieved and ongoing
C	Ensure the School Principals Liaison Group is involved in community safety and crime related issues.	Ongoing - review September	Regular police and ranger attendance at School Principals Liaison Group
C	Continue the liaison between the Youth Development staff, Police YLO and North Sydney PCYC Police officers to develop relationships, confidence and trust with young people.	Ongoing - review September	Achieved and ongoing. Continued to work closely with Police YLO including visiting high schools, regular visits by police to youth centre and police versus student sports competitions.
C	Continue Rangers' visits to schools to speak on their roles and on civic responsibilities.	Ongoing - review September	Contact through School Principals Liaison Group – principals are aware that rangers are available.

SUB-PROGRAM 07.02:COMMUNITY INVOLVEMENT IN CRIME PREVENTION STRATEGIES

CO-ORDINATOR: COMMUNITY & BUSINESS RELATIONS MANAGER

STATEMENT OF MEANS		DATE	PROGRESS
C	Continue program involving visits of Police YLO, North Sydney PCYC Club Programmer and Mosman Council's Youth Development Officer to schools and other interested organisations to publicise and generate awareness of local opportunities for youth.	Ongoing - review September	Continued to work closely with Police YLO including visiting high schools to present information forums on a range of crime prevention and safety issues. PCYC Programmer currently on leave and no replacement.
C	Continue the youth peer program to encourage young people to keep safe and to report crime.	Ongoing - review September	Regular police visits to the Youth Centre to meet informally with young people. This has resulted in young people feeling more confident in reporting crime to the police.
C	Continue to address particular needs of older residents and ensure that Police are invited to seniors' functions as guest speakers.	Ongoing - review September	Ongoing

SUB-PROGRAM 07.03:COMBATING OFFENCES AND CRIME**CO-ORDINATOR: MANAGER RANGER SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A	Work with Harbourside Local Area Command to develop strategies and lobby for funding to improve numbers and visibility of Police.	2003 -	Ongoing informal meetings through event management and at Local Area Command
A	Support, where appropriate, the Police Duty Officer responsible for Mosman and the Crime Coordinator in their work in relation to monitoring and developing effective long term proactive and ready reactive strategies to combat the various offences and criminal activities: <ul style="list-style-type: none">• Assault, including Domestic Violence• Malicious damage, including break and enter and stealing• Steal motor vehicle• Traffic offences, including traffic plan/accidents, parking• Use of public space including carparks, licensed premises, alcohol and drugs	Ongoing - review September	Ongoing through Ranger reports of suspicious activity and proactive patrols
B	Provide advice to the general community about assault and domestic violence issues in consultation with Harbourside Local Area Command.	Ongoing - review September	Rangers provide Harbourside contact details to residents where appropriate.
B	Disseminate information to doctors and other health and community service professionals to assist in helping victims of these crimes.	Ongoing - review September	Ongoing interaction with community professionals

SUB-PROGRAM 07.03:COMBATING OFFENCES AND CRIME**CO-ORDINATOR: MANAGER RANGER SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
B	Implement the 13 prong approach to graffiti and vandalism, viz: <ul style="list-style-type: none">• Immediate removal/repair• Policing• Education• Community service orders/juvenile justice and Corrective Services• Focus on utilities• Graffiti hotline• Neighbourhood Watch• Business Community/Business Watch• Urban Planning• Public Art• Publicity• Monitor success of strategies in other LGAs• Lobbying	Ongoing - review September	Graffiti standard operating procedure for Rangers developed and implemented incorporating Council's Graffiti Policy.
B	Continue education in appropriate artistic expressions for young people.	Ongoing - review September	Interaction with young people during routine patrols
B	Promote the Police guidelines on large parties to residents who are holding parties for young people.	Ongoing - review September	Provide contact details for Harbourside Police to residents holding parties for the young
B	Promote the SHOROC Safe Parties Kit and the Party Register at Harbourside Police.	Ongoing -review September	Provide Council Party Packs to residents and provide contact details for Harbourside Police

SUB-PROGRAM 07.03:COMBATING OFFENCES AND CRIME**CO-ORDINATOR: MANAGER RANGER SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
B	Assist Harbourside Local Area Command to provide regular information on strategies to avoid break and enter, steal motor vehicle and steal from motor vehicle.	Ongoing - review September	Ongoing through regular high profile patrols in marked Ranger vehicles
B	Have Council Rangers regularly patrol car parks with a view to increasing a sense of safety.	Ongoing - review September	Increased patrols in carparks during operating hours
B	Support Harbourside Local Area Command in convening a meeting of licensees with a view to considering issues relating to anti social behaviour of people under the influence of alcohol and drugs.	Ongoing - review September	Ongoing
B	Continue development and implementation of relevant and appropriate presentations of Drug and Alcohol information for young people.	Ongoing - review September	Provide information during patrols and interaction with young people

SUB-PROGRAM 07.04: CUSTOMER SERVICE AND SUPPORT**CO-ORDINATOR: MANAGER RANGER SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A	Monitor complaints in relation to community safety customer service issues.	Ongoing - review September	Ongoing
B	Promote and disseminate information relating to support services for and the rights of victims of crime in consultation with Harbourside Local Area Command.	Ongoing - review September	'Helping each other Reduce Break & Enters' and NSW Police Residential Security Assessment' distributed through Community Visitor Information Centre
B	In consultation with the Lower North Shore Domestic Violence Liaison Committee, disseminate to relevant local organisations and practitioners information on strategies for assisting victims of domestic violence.	Ongoing - review September	Local GPs provided with Domestic Violence contact kit
B	When appropriate, assist Harbourside Local Area Command to disseminate Crime Prevention Kits to victims of crime.	Ongoing - review September	Ongoing
C	Involve Council Rangers where appropriate in the Harbourside Local Area Command training days throughout the year and address customer service issues as a part of those training days.	Ongoing - review September	Ongoing – 3 orientation days held in 2004
A-D	Provide any appropriate assistance to Harbourside Local Area Command in following-up customers to ensure that they had their needs met and provide further assistance/advice if required.	Ongoing - review September	Ongoing
A-D	Provide any appropriate assistance to Harbourside Local Area Command in following up, and allowing the customer the opportunity to rate the opinion of the service that they have experienced in order to evaluate effective customer relations.	Ongoing - review September	Not appropriate

SUB-PROGRAM 07.04: CUSTOMER SERVICE AND SUPPORT**CO-ORDINATOR: MANAGER RANGER SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
D	Provide any appropriate assistance to Harbourside Local Area Command in their promotion and dissemination of information on the prioritising of response times for various types of crimes, offences and incidents.	Ongoing - review September	Ongoing
D	Assist Harbourside Local Area Command when appropriate to ensure customers are informed, as far as practicable, of the likely response time they can expect for their request for service and, when a delay is anticipated, the reason for that delay if possible.	Ongoing - review September	Ongoing through accurate feedback to customers from Rangers when dealing with requests that relate to Police response times
E	Provide regular orientation tours by Council Rangers of the Mosman Local Government Area for personnel at Harbourside Local Area Command.	Ongoing - review September	Ongoing and three orientation tours conducted in 2004

SUB-PROGRAM 07.05: EVENT MANAGEMENT – SAFETY AND TRAFFIC ASPECTS

**CO-ORDINATOR: COMMUNITY & BUSINESS RELATIONS MANAGER,
MANAGER RANGER SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A	Ensure that local events are organised in accordance with the guidelines laid out in Council's Special Event Management Policy.	Ongoing - review September	Achieved and ongoing. All event organisers are required to attend post event de-briefings.
A	Ensure ongoing coordination between Council, event organisers and other relevant agencies including; Police, Fire Brigade, Defence establishments, National Parks and Wildlife Service, State Emergency Service, Ambulance / St Johns Ambulance, Neighbouring Councils, Waterways Authority, Roads and Traffic Authority, State Transit Authority.	Ongoing - review September	Regular special event working group meetings co-ordinated involving all relevant stakeholders.
A	Ensure event organisers are aware of their responsibilities for community safety, traffic management and statutory regulations.	Ongoing - review September	Achieved and ongoing. Event organisers directed to Council's Special Event Management Policy and advised in any special conditions in their letter of approval as well as being required to attend both a pre event meeting and a post event debriefing.
A	Promote and disseminate guidelines for the information of residents considering holding events or street parties.	Ongoing - review September	Achieved and ongoing. Information available through Council and also on Council website.

SUB-PROGRAM 07.06: EMERGENCY MANAGEMENT**CO-ORDINATOR: MANAGER PROPERTY & ASSETS (LEM CO-ORDINATOR)**

STATEMENT OF MEANS		DATE	PROGRESS
A	Convene/attend regular meetings of the Mosman North Sydney Local Emergency Management Committee to maintain contact with agencies and authorities with emergency responsibilities.	Ongoing - review September	Achieved and ongoing. Three meetings attended in 2003 / 04 year.
A	Conduct desktop exercises in disaster management utilising the Emergency Control Centre as determined by the Local Emergency Management Committee.	Ongoing - review September	Ongoing
A	Inform Police and Council staff of structure and activities of Local Emergency Management Committee.	Ongoing - review September	Achieved and ongoing
A	Maintain close relationships and continue to support the Mosman State Emergency Service and local fire and ambulance services.	Ongoing - review September	Achieved and ongoing. Continued close relations with with Mosman SES.
A	Incorporate bushfire hazard reduction strategies into Bushland Rehabilitation Contracts.	Ongoing – review October	Achieved and ongoing
A	Implement the recommendations of the Manly-Mosman District Bushfire Management Plan.	Ongoing – review July	Achieved and ongoing

SUB-PROGRAM 07.07: PLANNING & DESIGNING FOR SAFE COMMUNITIES

CO-ORDINATOR: MANAGER PLANNING & TRANSPORT

STATEMENT OF MEANS		DATE	PROGRESS
A	As part of the assessment of Development Applications for buildings ensure the design discourages crime.	Ongoing - review September	Ongoing – part of standard development application assessment.
B	Ensure section staff are familiar with the “Safer by Design” principles, in partnership with the NSW Police to help planners use the guidelines titled: Crime Prevention and the Assessment of Development Applications.	Ongoing – review September	Crime prevention measures are included in Residential Development Control Plan. With which development assessment staff are familiar.
C	In any review of the Residential and Business Centres DCPs formalise the crime risk assessment process.	Ongoing - review September	Ongoing – review of Business Centres DCP to commence 2004.
D	Investigate options for police involvement with major DAs and policy preparation.	Ongoing – review September	Ongoing – Police involved in major Das as and when required.

SUB-PROGRAM 07.08: SAFE COMMUNITIES**CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Work with residents and businesses in improving safety through cooperating closely with our local Police, Neighbourhood Watch, Fire Brigade, Ambulance and State Emergency Services.	Ongoing – review June	Achieved and ongoing - Fraud Prevention Workshop held for local retailers. Close liaison with other emergency services particularly in relation to event management. Neighbourhood Watch no longer operational.
A	Work with Project Groups to develop and implement local action plans that address safety issues and objectives aimed at increasing safety and preventing injury in the long term.	Ongoing – review June	A range of safety activities were undertaken. These included regular articles in the Over 55s Newsletter covering security advice, pedestrian safety and personal safety; strengthening exercise programs that included tai chi, gentle exercise, leisure walking group and yoga.
A	To provide regular advice to SHOROC on the development and achievement of safe community objectives and strategies. Work with the SHOROC Safe Communities Steering Committee.	Ongoing – review June	Achieved through the SHOROC Safe Communities Steering Committee.
A	Support and work with the SHOROC Safe Communities Steering Committee to maintain and develop local Project Groups that address locally identified safety issues consistent with regional safety priorities.	Ongoing – review June	Achieved and ongoing. Priorities being reviewed in the overall Safe Communities Program review.
A	Work with the SHOROC Safe Communities Steering Committee to review and evaluate the Safe Communities Program and its action plan implementations and their outcomes.	Ongoing – review June	A strategic planning workshop was held as the first step in the process of reviewing the Safe Communities Program in the SHOROC Region.

SUB-PROGRAM 07.08: SAFE COMMUNITIES**CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Develop and implement safety promotion strategies that address safety issues in the Mosman community including working with the Seniors' Safety Project Group on projects to improve safety and reduce injury among older people.	Ongoing – Review November	Road Safety Action Plan includes campaign for older pedestrians.

SUB-PROGRAM 08.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

	STATEMENT OF MEANS	DATE	PROGRESS
A,B,C	Undertake analysis of Census and other data and, in consultation with the community, develop an updated Social Plan.	November 2004	Community conversations were held with residents and consultations with service providers to assist with the preparation of the 2004-2009 Social/Community Plan.
A-H	Ensure all relevant matters pertaining to this Program are posted on the Council's Website in a timely manner, are kept up to date and linked appropriately.	Ongoing – review quarterly	Achieved and ongoing.
B	Ensure community education initiatives that are designed to minimise graffiti incidents and also encourage the immediate removal of graffiti as a mark of civic pride and responsibility.	Ongoing – review September	Graffiti addressed in collaboration with Harbourside Police including the identification of offenders. Funding has been achieved from Attorney-General's Department Beat Graffiti Program for production of a documentary against graffiti and promoting alternatives.
B,C	Conduct regular community consultations to ensure a broader community involvement in social planning processes through such means as the "community conversations".	Ongoing – review November	Community Conversations were held for the development of the 2004-2009 Social/Community Plan and the 2005-2009 Cultural Plan.
B,F,H	Address the needs of Mosman through: <ul style="list-style-type: none"> • facilitating appropriate services and information as identified in the Social/Community Plan • supporting the Lower North Shore Domestic Violence Committee • facilitating local responses to the NSW Government's Statewide strategy to reduce violence against women. 	Ongoing – review April	Continued ongoing support of and involvement with the Lower North Shore Domestic Violence Liaison Committee. This included developing events and activities for the International Day to Eliminate Violence Against Women and Stop Domestic Violence Day.

SUB-PROGRAM 08.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

	STATEMENT OF MEANS	DATE	PROGRESS
B,H	Facilitate community education initiatives that address issues surrounding mental illness.	Ongoing – review November	Continued to provide assistance and support to the Mental Illness Awareness-Mosman Local Action Group. This included a public seminar on stress management in June 2004. Assistance was also given to the community efforts to prevent the closure of the Cremorne Community Mental Health Centre.
D	Consider and recommend on the annual allocation of funds to community organisations in accordance with community needs based submissions and on the basis of equitable distribution.	Ongoing –review March	Completed in conjunction with the Budget Estimates.
D	Seek out alternative funding sources for the development and maintenance of programs and services in the Mosman LGA and apply the user pays principle where appropriate.	Ongoing – review June	Funding achieved for Youth Week, from Attorney-General's Department Beat Graffiti Program for production of a documentary against graffiti and promoting alternatives, and the development of a sexual health program.
D	Ensure that Community Services are considered in any review of the Section 94 Contributions Plan.	Ongoing – review June	To be addressed in any review of the Section 94 Plan.
E	Monitor the appropriateness and condition of community facilities including their conformity with regulatory requirements.	Ongoing – review February	Under continuing review.
E	Monitor the need for and be aware of, opportunities to increase Council's stock of community facilities.	Ongoing – review January	Under continuing review.
E	Promote the existence of public and community halls and other facilities available for community use.	Ongoing – review March	Promotion achieved through a brochure detailing halls and facilities available and online through Council's website.
F	Effectively market recreational and cultural services and facilities.	Ongoing – review quarterly	Achieved and ongoing.

SUB-PROGRAM 08.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

	STATEMENT OF MEANS	DATE	PROGRESS
F	Ensure the ready availability of up to date information about all community services facilities and health related services both local and regional through community information database, Internet sites and directories (see also Program 09.08).	Ongoing – review September	Achieved and ongoing.
F	Ensure coordinated, professional advice and referral services through all community development outlets and in particular the community information office.	Ongoing – review April	Achieved and ongoing.
F	Recommend appropriate use of the Mayor’s Emergency Fund.	Ongoing – review April	Recommendations are made on the basis of need as required in accordance with the Fund’s policy.
G	Hold regular functions for new residents.	Ongoing – review April	Achieved and ongoing. A community conversation held for new residents to develop Council’s Social/Community Plan identified needs and issues for new residents that will be addressed in the Plan.
G	Provide up to date information through schools, churches and real estate agents and a range of Council outlets in order to assist new residents to feel at home.	Ongoing – review April	Up to date information made available through Council’s publications, website and through the New Residents Kit.
G	Keep the New Residents Information package up to date and disseminate appropriately.	Ongoing – review April	Achieved and ongoing.
H	Consider the needs of people from culturally and linguistically diverse backgrounds and facilitate appropriate services and information as identified in the Social/Community Plan.	Ongoing – review November	The needs of CALD communities were identified in the community conversations process for the Social/Community Plan and will be addressed in the Social Plan strategies .

SUB-PROGRAM 08.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

STATEMENT OF MEANS		DATE	PROGRESS
H	Consider the needs of gay/lesbian and transgender people and facilitate appropriate services and information as identified in the Social/Community Plan.	Ongoing – review November	Support continued to be provided to PFLAG (Parents and Friends of Lesbians and Gays). The needs of gay and lesbian people were also identified in the development of the Social/Community Plan and will be addressed in the Social Plan strategies.

SUB-PROGRAM 08.02: COMMUNITY INVOLVEMENT/VOLUNTEERS**CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Facilitate "Community Conversations" as a means of understanding issues and needs to assist in planning, provision and review of services and facilities.	Ongoing – review April	Community Conversations were conducted with residents to address the needs of the mandatory and other target groups in the development of Council's 2004-2009 Social/Community Plan. They were also held for the development of Council's Cultural Plan.
A	Consult with community groups with a view to enabling their access to community facilities, particularly so that such access benefits residents.	Ongoing – review January	Consultations continued with organisations and the Access Advisory Group to address access issues.
B	Ensure the provision of orientation and training programs across Council that will motivate volunteers, make optimum use of their abilities and provide opportunities to acquire new skills.	Ongoing – review February	Service specific training / orientation programs provided for all council volunteers.
B	Ensure for volunteers a safe, accessible working environment and an awareness of safe work practices.	Ongoing – review July	Insure all council volunteers are aware of safe work practices (as stated in Memorandum of Understanding)and have safe working environment.
B	Establish and maintain a program that provides recognition through both formal and informal means of the work and contribution of volunteers.	Ongoing	Two receptions held each year, one for National Volunteers Week and one for International Day of Volunteers. Certificates are presented to volunteers involved with programs for 10years or more. Letter of thanks from individual services and from Mayor when volunteer leaves.

SUB-PROGRAM 08.02: COMMUNITY INVOLVEMENT/VOLUNTEERS**CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
C	Regularly review recruitment and placement procedures.	Ongoing – review February	Regular meetings between Volunteer Coordinator and Volunteer Support Officer. Monthly meetings between VC and VSO and coordinators of all councils programs.
C	Ensure mechanisms are in place for ongoing individual and group support in accordance with need.	Ongoing – Review October	Regular training ad support groups held. VC and VSO available for support of volunteers if needed.
D	Ensure ongoing training and relevant information for all volunteers involved in Councils volunteer programs.	Ongoing – review September	Ongoing training with guest speakers provided on regular basis.
D	Provide opportunities for volunteers to develop new skills for their benefit and to the benefit of the community and create a skills database.	Ongoing – review January	All council volunteer programs available for volunteers to access.
E	Promote and advertise to increase awareness of volunteering opportunities in Mosman.	Ongoing – review January	Volunteer opportunities advertised in local papers, in library, on Council website, bookmarks were printed, flyers distributed, articles in “ Over 55’s Newsletter”, promotion at local shopping centre.
E	Provide opportunities for school students to undertake voluntary work towards completion of their school obligations for community involvement.	Ongoing – review February	Strong Community involvement program for students in place.

SUB-PROGRAM 08.03: CHILDREN/FAMILY**CO-ORDINATOR: CHILDREN'S SERVICES DEVELOPMENT OFFICER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Seek funding from and negotiate with other levels of government and other funding sources for the support of the existing and the establishment of more needs based services for children and families.	Ongoing – Review September	Successfully applied for a grant of \$10 000 from RS Mosman enabling Council to offer separate Vacation Care programs and more appealing activities for children in lower and upper primary school. Successfully applied for 15 new approved Family Day Care places and 30 approved Vacation Care places from the Department of Family and Community Services
A	Provide advice to Council on effective allocation of funds and priority need areas.	Ongoing – review June	Ongoing
A	Advise and support Council employees in identifying the best childcare options and access to appropriate childcare especially those who need affordable childcare.	Ongoing – review June	Ongoing. Lease requirement for lessee to give Council staff priority of access to places at the new long day care centre for children aged 0-2 in Alexander Avenue Mosman.
A, G	Continue to seek funding for the provision of playground seating and shade at Mosman Art Gallery & Community Centre.	June 2003	ACHIEVED
A, G	Call tenders to design a master plan for the outdoor play area of Mosman Occasional Childcare Centre. Provide adequate sun protection and enhance the children's play experiences.	June 2002	Funding achieved for Shade Structure. Design, DA, Construct Tender to be prepared and called.

SUB-PROGRAM 08.03: CHILDREN/FAMILY**CO-ORDINATOR: CHILDREN'S SERVICES DEVELOPMENT OFFICER**

STATEMENT OF MEANS		DATE	PROGRESS
A,B	Establish and maintain planning processes that involve both Council and the community for the development of services for children and families including the implementation of regular community conversation style consultations with parents and other interested parties.	Ongoing – review June	Achieved through surveys, open days and events in the services. Users, service provider and the community participated in the Social Community Plan consultations. Surveys and focus groups conducted for Mosman Park Plan of Management.
A, C	Establish additional, affordable family day care places through proactive and frequent carer recruitment drives, in particular for children aged 0-2 years that meet the needs of parents living and working in Mosman.	Ongoing – review March	Full utilisation of places achieved by attracting more carers. Successfully applied for 15 extra Family Day Care places.
A,C	Maintain appropriate oversight of service specifications in the Lease especially the provision of affordable long day care and 0 – 2 places at the site south of Balmoral Oval.	Ongoing – review March	Ongoing. Systematic response to Compliance Reports.
A, C	Maintain appropriate oversight of requirements of Deed of Agreement to Lease, especially the provision of affordable places and long day care for children under 5 years at the Alexander Avenue site.	Ongoing – review February 2004	Building soon to commence and centre planned to open early 2005.
A,	Continue to apply for funding for KIDZONE Vacation Care.	Ongoing	Achieved \$10 000 funding for 2004 program.
A,B	In consultation with parents, staff and relevant professionals, access up to date information, apply for funding and provide training to ensure that programs are inclusive and responsive to the needs of children with disabilities.	Ongoing Review October 2001	Achieved and ongoing.

SUB-PROGRAM 08.03: CHILDREN/FAMILY**CO-ORDINATOR: CHILDREN'S SERVICES DEVELOPMENT OFFICER**

STATEMENT OF MEANS		DATE	PROGRESS
B	Develop and maintain communication with parent users of Council's Children's Services as a means of ensuring continuing effective and responsive services for families and children.	Ongoing – November	Achieved through surveys, open days and events in the services. Users, service provider and the community participated in the Social Community Plan consultations. Surveys and focus groups conducted for Mosman Park Plan of Management.
B,E	Monitor, review and improve service quality in response to client satisfaction surveys and quality measures for each children's service in accordance with established quality assurance systems.	Ongoing – review September	Family Day Care participated in the FDC Quality Assurance process and achieved high quality against all indicators. Out of School Hours Care registered to participate in OSHCQA. Mosman Occasional Childcare improve service practice and quality regular Focus on Practice team reviews.
E	Liaise with Community Information Librarians and Internet Coordinator to facilitate the production, distribution and promotion of community information, including community information directories, and provide advice and referral services and promote its availability.	Ongoing – review November	Achieved and Ongoing
E	Develop and implement marketing strategies for the promotion and development of children's services.	Ongoing – review July	Achieved and Ongoing
A	Support and evaluate children, and family services in receipt of Council funding.	Ongoing – August	Support provided as required.
F	Ensure the continuing development and resourcing of the Good Beginnings program for vulnerable families with children aged under 5.	Ongoing – March	Council contributed to the cost of providing this service. Funding for a full-time program achieved through a variety of sources.

SUB-PROGRAM 08.03: CHILDREN/FAMILY**CO-ORDINATOR: CHILDREN'S SERVICES DEVELOPMENT OFFICER**

STATEMENT OF MEANS		DATE	PROGRESS
F	Continue to develop strategies to enable respite for single parents.	Ongoing – March	Occasional Childcare Centre provides time-out for parents assessed on need. More places required to meet the needs of the community.
G	Ensure new Child Protection Legislation continues to be reflected in staff selection practices, staff training and program policies and procedures.	Review March	Achieved and Ongoing. Employment in children's services conditional upon Clear Working with Children Checks. Key staff attend training to stay up to date.
G	Ensure ongoing training for Children's Services staff and Family Day Care carers with a view to improving service quality and keeping abreast of current childcare practice.	Ongoing – Review November	All Children's Services staff attend training to stay abreast of legislative requirements and best practice and improve skills. Full day training arranged for Vacation Care permanent and casual staff on conducting games and staff responsibilities. FDC Staff arranged and conducted training program for carers.

SUB-PROGRAM 08.04: YOUTH**CO-ORDINATOR: YOUTH DEVELOPMENT OFFICER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Seek funding from and negotiate with other levels of government and other relevant funding bodies for the support of the existing and the establishment of services for young people.	Ongoing –	Funding received from NSW Department of Education and Training and for the annual Youth Week 2004 festival and Artstart. Received funding from Northern Sydney Area Health Promotion to run a sexual education program for local young people funding. Also received funding from the NSW Attorney General's Department for a Beat Graffiti project.
A	Provide advice to Council on effective allocation of funds and priority need areas.	Ongoing – review April	Provided as part of the budget preparation and quarterly review process.
A	Assist in the development and implementation of programs and activities under the Duke of Edinburgh Award Scheme.	Ongoing – review June	With the PCYC Police Programming Officer away on maternity leave, no programming has been possible
A, I	Work with Harbourside Police and North Sydney PCYC to develop and implement educational and safety training for police and young people.	Ongoing	Currently working closely with the local area Police Youth Liaison Officer (NS PCYC Police Officer currently away on maternity leave) through a variety of different programs such as health and safety information for local school students, crime prevention strategies and managing young people at risk of harm.
A	Assist in the planning for the provision of recreational facilities for young people such as basketball and skate / BMX facilities.	Ongoing	Council resolved to progress skate facility at Balmoral and youth staff have been working with the Manager Property and Assets, assisting in the public consultation process.

SUB-PROGRAM 08.04: YOUTH**CO-ORDINATOR: YOUTH DEVELOPMENT OFFICER**

STATEMENT OF MEANS		DATE	PROGRESS
A,B	Establish and maintain planning processes that involve both Council and the young people in the development of youth services and facilities and youth friendly spaces.	Ongoing	Ongoing planning processes on a regular basis to involve young people. Additionally constant consultation with Mosman Youth Forum and surveying the users of the Youth Development Centre.
A,B	Provide support to the youth consultative process and encourage its growth and development.	Ongoing	The consultation groups meet regularly as the need requires.
A,B	Assist in the promotion of the positive aspects of young people through media coverage and Internet and other activities.		Regular promotion of the positive activities of young people are made through press releases to local media outlets
A,B, D-I	Develop and maintain a network with local and regional youth service providers to ensure the timely and relevant provision of services and programs that can respond to the needs of the young people of Mosman.	Ongoing	Regular interaction and networking through the Lower North Shore Youth Interagency, Regional Youth Workers as well as local schools and churches, as well as other local youth organisation to develop and maintain relevant services to meet the needs of young people in Mosman.
A-C	Plan and provide a dynamic range of activities, including a variety of night time entertainment in the Mosman area that cater to the needs of different age groups and which are developed in consultation with young people.	Ongoing	Regularly consulted young people in the development of appropriate programs to keep them fresh and relevant to meet the leisure and social and support needs of local young people. Ongoing services include regular drop-in facilities, early morning opening during school terms and late Friday Night activities twice a month, girl's groups, sporting programs, summer and winter camps, and educational programs.
A-C	Plan, develop and maintain a program of activities for 11-14 year olds based out of the Mosman Youth Development Centre.	Ongoing	Regular programming and activities for the 11-14 years based out of the Youth Development Centre is offered.

SUB-PROGRAM 08.04: YOUTH**CO-ORDINATOR: YOUTH DEVELOPMENT OFFICER**

STATEMENT OF MEANS		DATE	PROGRESS
A-C	Maintain Breakfast Club services at the Mosman Youth Development Centre on regular school days.	Ongoing	The Breakfast Club services are run every regular school day morning from 8am till 9am and services up to 50 young people per morning
A-C	Actively work against ageism by creating positive perceptions of young people in the Mosman area.	Ongoing	Regular networking with services in and around Mosman to develop promote and maintain positive images of young people in the Mosman area.
A-D	Regularly organise vacation and after school hours leisure, cultural and recreational activities.	Ongoing	Regular activities and programs provided at the Mosman Youth Development Centre, and in conjunction with the other local services.
A-D	Liaise with North Sydney Police Citizens Youth Club and North Sydney's Planet X Youth Centre to develop a greater range of programs.	Ongoing	Ongoing regular contact is maintained with the North Sydney Police Community Youth Club and North Sydney's Planet X Youth Centre, Manly Youth Centre and Lane Cove Youth Centre to combine resources in order to deliver a greater depth, variety and consistency of service
A-D, H,I	Develop methods, such as programs, activities and camps, for establishing and maintaining positive peer mentoring relationships between older responsible members of the Youth Development Centre and younger impressionable members.	Ongoing	Through the various services of the Youth Development Centre, Youth Services are able to regularly provide peer-mentoring opportunities between the members of the Youth Centre.

SUB-PROGRAM 08.04: YOUTH**CO-ORDINATOR: YOUTH DEVELOPMENT OFFICER**

STATEMENT OF MEANS		DATE	PROGRESS
A-D, G,H	Develop and maintain effective networks amongst relevant youth organisation for effective youth planning and referral.	Ongoing	Ongoing links have been made and maintained, through networks such as the Lower North Shore Youth Interagency and the Northern Sydney Youth Workers network, with a range of different youth services in order to provide effective, relevant and up-to-date information, referral and service provision.
A-E	Provide and promote relevant and accurate information and advice on employment, unemployment and educational services and promote its availability.	Ongoing	Information concerning relevant and surrounding services are regularly up-dated and promoted through the Youth Centre and Community Information Office and Community Centre.
B, F	Conduct annual Youth Centre user surveys for the evaluation and planning processes.	Ongoing	Annual Youth Centre Survey has been conducted and the results are included in any planning processes.
B, F	Maintain an evaluation process for new and existing activities, services and programs.	Ongoing – review February	Opinions of services, programs and activities are regularly sought both formally and informally and results are always included in future planning.
C	Regularly monitor the cleaning contractors and inspect public areas to ensure that the cleanliness and attractive appearance of the Youth Centre is maintained.	Ongoing	The state of cleanliness is regularly monitored and inspected by youth staff.
C-E	Maintain and update modern information technology facilities at the Youth Centre.	Ongoing	Working with Council's IT department the computers, software and links to the Internet at the Mosman Youth Development Centre have been maintained and where possible updated.
C-E	Maintain, evaluate and improve the Mosman Youth Webspace.	Ongoing	Working with Council's Internet Coordinator, the Mosman Youth Webspace is regularly reviewed and updated.

SUB-PROGRAM 08.04: YOUTH**CO-ORDINATOR: YOUTH DEVELOPMENT OFFICER**

STATEMENT OF MEANS		DATE	PROGRESS
E, D	Liaise with Community Information Librarians and Internet Coordinator to facilitate the maintenance of up-to-date community information, including community information directories for the 'LINCS' Community information data base, and provide advice and referral services.	Ongoing	Contributed to the improvement of the Youth Directory with the Community Information Librarians and youth staff across the Lower North Shore. Advice and referral services provided on a regular basis.
E	Encourage relevant health services to provide relevant services in the Mosman area.	Ongoing	Working with the Lower North Shore Youth Interagency to promote the needs of young people in the local area and the development of relevant services.
B, D	Continue to produce a regular newsletter for young people.	Ongoing	The newsletter was evaluated and considered not a viable project to continue
G	Continue to be involved in the SHORESHOCKED Youth Week Festival as a collaborative event with surrounding councils and as a celebration of local youth culture.	Ongoing	All youth staff and youth volunteers are involved in the planning, development, implementation and evaluation of Shoreshocked.
HG	Involve young people in the cultural life of our community and in particular activities in the Art Gallery including NEO-Artists.	Ongoing	NEO-Artists has run a variety of artistic workshops relevant to the needs and wishes of the young people accessing council's services.

SUB-PROGRAM 08.04: YOUTH**CO-ORDINATOR: YOUTH DEVELOPMENT OFFICER**

STATEMENT OF MEANS		DATE	PROGRESS
I	<p>Work towards alcohol and other drugs supply reduction strategies:</p> <ul style="list-style-type: none">• Continue to network closely with Northern Sydney Area Health Service and through education campaigns to reduce tobacco smoking by young people and ensure that the Youth Development Centre is a no smoking area• Support any Police initiatives to reduce illicit drug trade.• Police in education campaigns for local tobacco and alcohol retailers.	Ongoing	<p>Council's Youth Services Staff have continued their approach to the strategies for reducing drug and alcohol supply</p> <ul style="list-style-type: none">• Work closely with Northern Sydney Area Health Promotions to inform young people about risk of tobacco use and the Youth Development Centre is now a non-smoking area.• Total support with police and all initiatives• Support for education campaigns for retailers
I, H	<p>Work towards alcohol and other drugs demand reduction strategies:</p> <ul style="list-style-type: none">• Provide drug and alcohol free alternatives for young people especially at night time.• Work to develop alternative activities for young people.• Work with local relevant youth and health organisations to provide knowledge/skills based education and support for young people and community members.• Develop positive peer programs targeting alcohol and other drugs issues faced by young people.	Ongoing	<p>Council's Youth Services Staff have;</p> <ul style="list-style-type: none">• Provided a variety of drug and alcohol free activities• Assisted in providing relevant and up-to-date education forums and developed specific drug programs to meet the needs of young people in the Mosman area.• Liaised and developed and delivered an education program with Holyoake to provide young people with the opportunity to review their own habits and create a peer education program.

SUB-PROGRAM 08.04: YOUTH**CO-ORDINATOR: YOUTH DEVELOPMENT OFFICER**

	STATEMENT OF MEANS	DATE	PROGRESS
I, H	<p>Work towards drug and alcohol harm reduction strategies:</p> <ul style="list-style-type: none">• Ensure that the drug and alcohol information accessed through the Youth Development Centre is up to date and relevant.• Work with local relevant youth and health organisation to develop and implement relevant and appropriate presentations of alcohol and other drugs information for young people and the community.• Provide relevant and up-to-date advice and referral for young people and parents through the Youth Development Centre.• Support local secondary school drug and alcohol education initiatives.• Support Federal and State government initiatives.• Ensure that all Youth Services staff are trained, educated and up-to-date on drug and alcohol issues.	Ongoing	<p>Council's Youth Services Staff have;</p> <ul style="list-style-type: none">• Provided young people and concerned citizens with relevant and up –to-date drug and alcohol information.• Maintained up-to-date information at the Youth Development Centre.• Assisted in a series of information forums for the education of young people and community at Mosman High School and Middle Harbour Primary.• Provided advice for young people and parents through the Youth Development Centre.• Continued to support in the Northern Area Health Service's efforts to maintain drug and alcohol counselling and rehabilitation services.• Supported and assisted in secondary school drug and alcohol education initiatives.• Supported Federal and State government initiatives.• Maintained staff training and education of up-to-date drug and alcohol issues.

SUB-PROGRAM 08.04: YOUTH**CO-ORDINATOR: YOUTH DEVELOPMENT OFFICER**

STATEMENT OF MEANS		DATE	PROGRESS
I	Work with Police YLO, North Sydney Police Community Youth Club, Police officers regularly working with regular and new Police officers to develop a relationship, confidence and trust amongst young people of the Policing systems.	Ongoing	Currently working closely with the local area Police Youth Liaison Officer (North Sydney PCYC Police Officer currently away on maternity leave) to develop programs that generate positive interactions between police and young people.
D, I	Work with key stakeholders to develop and create awareness of joint approaches to the Policing of relevant youth issues.	Ongoing	Working with the local area Police Youth Liaison (North Sydney PCYC Police Officer currently away on maternity leave) to educate young people, parents and teachers on the Policing initiatives, current crime prevention programs and general Policing awareness.
D, I	Visit local schools and other interested organisations with Police YLO and North Sydney PCYC Club Programmer to publicise and generate awareness of local opportunities for youth.	Ongoing	Working with the local area Police Youth Liaison Officer (North Sydney PCYC Police Officer currently away on maternity leave) have develop a variety of different education programs that have been taken to the school as an opportunity to generate Police awareness.
I	Develop and implement a youth peer program to encourage young people to keep safe and to report crime.	Ongoing	Working with the local area Police Youth Liaison Officer (North Sydney PCYC Police Officer currently away on maternity leave) to develop a process to destigmatize the process of reporting crime by young people.
G, I	Ongoing education in appropriate and relevant areas of artistic expressions for young people.	Ongoing	Working the Gallery's Public Programs Coordinator and through NEO-Artists programming, created a variety of different methods for developing artistic expression. Have a grant from the NSW Attorney General's Department to create a video for young people to address such matters.

SUB-PROGRAM 08.04: YOUTH**CO-ORDINATOR: YOUTH DEVELOPMENT OFFICER**

	STATEMENT OF MEANS	DATE	PROGRESS
J	Respond to the recommendations developed out of the Community Conversation on 'Connecting Generations, Identifying Teenage Concerns' including: <ul style="list-style-type: none">• Involving young people in key community consultations.• Conduct Mosman Youth Citizen of the year in time for Australia Day.• Endorse and support appropriate parental support and training programs on adolescent issues	Ongoing	Council's Youth Services Staff have; <ul style="list-style-type: none">• Involved young people in all relevant consultations processes• Supported and encouraged the Youth Citizen of the year award• Working with Holyoake to develop and establish parental support program and have established a Parents Network and Support group at the Youth Development Centre.

SUB-PROGRAM 08.05: OLDER PEOPLE**CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
Objective	Statements of Means	Date	
A, B	Ensure the ongoing development, implementation and promotion of outings and social, recreational, leisure and educational based programs, activities, and events at the Seniors' Centre.	Ongoing – review February	A wide range of activities and programs continued to be offered for both for active older people and the frail elderly. Promotion achieved through the Over 55's Newsletter and posters distributed locally. Most operated to capacity.
A	Maintain awareness of developments and changes in programs, services and regulations at regional, state and national levels that affect services for older people in Mosman.	Ongoing – review February	Achieved through regular attendance at HACC Forum meetings and other network meetings as well as conferences at regional and state level. Under continual review.
A	Provide advice to Council on community service needs of aged persons' housing developments.	Ongoing – review December	Advice provided regarding support services and access for people with disabilities in relation to SEPP 5 developments.
A	Consider particularly the needs and likes of older men in the development of a range of services and programs.	Ongoing – review May	Services and programs developed with consideration to the needs and likes of older men such as Microwave Cooking, U3A, Old Time Dance and Bridge.
A, E	Establish and maintain planning processes that involve both Council and the community in the development of aged services.	Ongoing – review October	Achieved and ongoing. Regular meetings and consultations with the Mosman Network Group for Seniors as well as regular interaction with and feedback from seniors both verbal and written.
A,G,H	Provide in a timely and responsive manner services for frail older people and their carers that aim to prevent premature or inappropriate institutionalisation.	Ongoing – review February	Achieved through provision of services that support people in their homes and counseling/referral and support through the services of Council's Community Caseworker.

SUB-PROGRAM 08.05: OLDER PEOPLE**CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER**

	STATEMENT OF MEANS	DATE	PROGRESS
C	Promote awareness of the range of services, programs and events in the community.	Ongoing – review May	Achieved and ongoing through regular publicity, promotion and information days.
C	Provide information and other resources on issues associated with retirement and life planning for older people.	Ongoing – review May	Information and support given as needed.
C,D	Liaise with Community Information Librarians and Internet Coordinator to facilitate the production, distribution and promotion of community information, including community information directories.	Ongoing – review May	Regular updates given to Community Information Librarians and Internet Coordinator including the Directory of Services for Older Residents.
D	Provide information on service options and also appropriate referrals and promote information availability.	Ongoing – review June	Information provided at Council's Community Information outlets as well as information/referral and support provided by Council's Community Caseworker.
F	Conduct annual user surveys and include results in planning processes.	Ongoing – review October	Surveys conducted in Seniors' Centre and Meals on Wheels.
F	Maintain an evaluation process for new and existing activities and programs.	Ongoing – review February	Ongoing evaluation and monitoring of services and programs was maintained.
F	Ensure appropriate facets of all food services continue to be exposed to a competitive environment.	Ongoing – review September	Food Services Tender amended.
G	In liaison with relevant organisations and service providers investigate needs for specific services, eg. Respite care and affordable housing.	Ongoing – review July	Needs addressed in consultation with the HACCC Forum and regional agencies.
H	Research possible strategies that enable older people to remain in the Mosman community.	Ongoing – review November	Issues addressed as needed in consultation with local and regional service providers.

SUB-PROGRAM 08.05: OLDER PEOPLE**CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
AFG	Plan timely replacement of community buses in accordance with replacement program.	Ongoing – review February	A replacement program is in place. No replacement required during 2003/2004.
A,F,G, H	Investigate strategies to expand community transport services including shopping and individual transport and seek additional funding.	Ongoing Review November	Regular meetings with LNS Community Transport, Accessible Bridge Services and Metropolitan Community Transport as well as regional planning meetings.
A,F,G, H	Ensure the ongoing development of the Neighbour Aid Service including seeking additional funding.	Ongoing Review November	Funding investigated through HACC Forum and other agencies and government departments.
AG	Collaborate with regional organisations and agencies for the provision of needs based services and programs for older people.	Ongoing – review July	Ongoing in consultation with HACC Forum, Lower North Shore Community Transport and relevant agencies.

SUB-PROGRAM 08.06: PEOPLE WITH DISABILITIES**CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER**

A	Seek funding from and negotiate with other levels of government and the local Home and Community Care (HACC) forum for the support of existing services and the establishment of new programs based on assessed need.	Ongoing – review September	Funding opportunities monitored through the HACC Forum and with relevant government departments and agencies.
A	Provide in a timely and responsive manner services for people with disabilities and their carers that aim to prevent premature or inappropriate institutionalisation.	Ongoing – review February	Achieved and ongoing through information/referral and support and through support services to the home.
A	Ensure ongoing development and implementation of social, recreational and leisure based activities and programs for young people with special needs.	Ongoing – review February	Activities and programs include a monthly Saturday Youth Group with activities and excursions as well as a Drama Group for young people with a disability.
A,B	Establish and maintain planning processes that involve both Council and the community for the development of services for people with disabilities including continuing support and servicing of the Mosman Access Advisory Group.	Ongoing – review November	Members of the Access Advisory Group were consulted in the review of MOSPLAN and in the preparation of the 2004-2009 Social/Community Plan. The Group was subsequently absorbed into the newly formed Community Development Advisory Group.
C,D	Liaise with Community Information Librarians and Internet Coordinator to facilitate the production, distribution and promotion of community information, including community information directories.	Ongoing – review July	Regular updates of community information given to Community Information Librarians and Internet Coordinator.
D	In consultation with the Mosman Access Advisory Group produce and regularly review access information for community facilities, parks and reserves for placement on Councils web site and also for availability in printed form.	December	Information under regular review including consultation with members of the Access Advisory Group.

SUB-PROGRAM 08.06: PEOPLE WITH DISABILITIES**CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER**

D	Provide information on service options and referral services and promote information availability including to those with shorter term disabilities.	Ongoing – review February	Information provided at Council's community Information outlets and by the Community Caseworker as part of individual support service.
E	Maintain an evaluation process for new and existing activities and programs.	Ongoing – review February	Ongoing evaluation and monitoring of services and programs was maintained through verbal and written feedback.
F	In liaison with other service providers assess and respond to the specific needs of people with disabilities and their carers.	Ongoing – review November	Achieved through information/referral and support provided by the Community Caseworker and the Carer's Support Group.
G	Facilitate and promote Council actions that are in accordance with the Commonwealth Disability Discrimination Act (1993).	Ongoing – review November	Under continual review.
H	In consultation with the Mosman Access Advisory Group promote awareness on access issues within the Mosman community, with relevant professionals and Council staff, including ongoing access awareness training for Council assessment staff.	Ongoing – review annually	Advice was provided to the community and to Council staff on access issues as required and a access awareness training course was held for assessment and assets and services staff in August 2003.
H	In consultation with the Access Advisory Group facilitate and promote initiatives within the Community that develop and maintain an inclusive, accessible environment which encourages people with disabilities to be independent.	Ongoing – review September	Council's access equipment was advertised and made available to the community including the beach wheelchair and portable ramps.
H	Ensure local shops are aware of mobility issues and facilitate use of temporary ramps.	Ongoing – review November	Availability of Council's portable ramps was promoted through advertising in the local media.
H	Ensure that development applications for alterations and additions to shop fronts incorporate access.	Ongoing – review November	Alterations and additions to shopfronts continued to be monitored for accessibility.

SUB-PROGRAM 08.06: PEOPLE WITH DISABILITIES**CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER**

H	Strive for improved numbers of accessible public toilets, more sensitive seating, signage, door weight and the like in public areas including shopping areas.	Ongoing – review quarterly	Under continual review.
H	Maintain a focus on access in relation to DCPs and its provision in and to recreation areas such as Balmoral and Chinamans Beaches.	Ongoing – review September	Under continual review.
I	Maintain and enhance the Saturday Youth Group for younger people with disabilities.	Ongoing – review November	Achieved and ongoing. A weekend camp. Drama classes and a range of activities and outings were held.
I	Liaise with and support relevant organisations to develop camps for children and younger people with disabilities, including the use of volunteers where applicable and in consultation with the Volunteer Office.	Ongoing – review November	Parents of children and younger people with a disability have accessed camps through Riverlink.
J	Research strategies for adaptable and purpose built housing for people with disabilities.	Ongoing – review November	Adaptable housing continued to be part of Council's requirements for medium density housing.
K	Identify existing and new training and education programs available to people with a disability within the local community.	Ongoing – review September	Council's LINCS community information database includes information on local and regional training opportunities.
K	Encourage and promote both within Council and also with local businesses proactive policies for the support, training and employment of people with disabilities.	Ongoing – review September	Under continual review and highlighted in the development of Council's 2004-2009 Social/Community Plan.
A,E,F	Investigate strategies to expand community transport services including shopping and individual transport and seek additional funding.	Ongoing - review November	Regular attendance at meetings of the Lower North Shore Community Transport Committee, Accessible Bridge Services, Metropolitan Community Transport and regional planning days.

SUB-PROGRAM 08.06: PEOPLE WITH DISABILITIES**CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER**

A,F	Collaborate with regional organisations and agencies for the provision of needs based services and programs for people with disabilities and their carers.	Ongoing – review July	Ongoing in consultation with the HACC Forum and relevant agencies as well as through the Carer's Support Group.
A	Facilitate social and recreational opportunities for young adults 18 – 35 years.	Ongoing – review February	Young people with a disability over 18 have participated in activities on a Friday night such as outings to the Theatre and evening bowling.
C,H	Investigate options for promoting and encouraging Internet access as a means of involving people with disabilities further in the life of the community.	Ongoing – review August	Council's website is accessible to people with disabilities and includes access information and access maps of the local area.
H	Promote the use of signage that is accessible to people with a range of disabilities.	Ongoing – review August	Under review. This issue is highlighted in Council's 2004-2009 Social/Community Plan as an issue to be addressed.
H	Ensure high levels of staff awareness of the range of needs of people with a range of disabilities.	Ongoing – review September	An access awareness workshop for assessment and assets and services staff was held in August 2003. This also included awareness raising of the range of disabilities experienced by people with disabilities..
A	Investigate opportunities for the establishment of sensory gardens in the Mosman area.	Ongoing – review October	
H	Encourage older shops and facilities to consider the needs of people with disabilities.	Ongoing – September	This was addressed with the Access Awards held in November 2003.
H	Liaise with public transport services for the increased availability of accessible transport in the Mosman area.	Ongoing – review May	The matter was addressed with the State Transit Authority who advised that priority for use of accessible buses is currently given to major bus routes only due to resource constraints.

SUB-PROGRAM 08.06: PEOPLE WITH DISABILITIES**CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER**

H	Maintain clear access on footpaths through removal of overhanging branches and other vegetation that obstruct pedestrians.	Ongoing – review May	Under continual review by relevant Council staff including timely responses to advice from the community regarding obstructions to footpaths.
C	Promote availability of access equipment including portable ramps and beach wheelchair.	Ongoing – review November	Regular promotions have been conducted through local media and Council's community information outlets.

SUB-PROGRAM 08.07: EARLY CHILDHOOD HEALTH**CO-ORDINATOR: CHILDREN'S SERVICES DEVELOPMENT OFFICER**

	STATEMENT OF MEANS	DATE	PROGRESS
A	Provide to the Cremorne Early Childhood Health Centre relevant community information on Mosman clients.	Ongoing – review December	Directory of Services for Children and Families, posters, flyers and other information provided to the centre.
A	Consult with Cremorne Early Childhood Centre staff with a view to ensuring provision of services and programs that address the needs of Mosman families.	Ongoing – review December	Representatives participated in the Social Planning process to determine needs for children and families in Mosman.
A	Investigate the development of a new agreement with the Northern Sydney Area Health Service for the Cremorne Early Childhood Health Centre in liaison with North Sydney Council.	Review October	Current agreement retained and building maintenance costs and property expenditure monitored.
B	Undertake an immunisation promotion campaign when appropriate.	Ongoing – review September	Clinic systematically promoted using a variety of means. Attendances have further increased.
B	Carry out daily temperature checks of vaccine storage.	Ongoing – review September	Achieved and ongoing
B	Facilitate immunisation clinics for Mosman clients and administer immunisation records.	Ongoing – review September	Achieved and ongoing
B	Undertake ordering, acquisition and storage of vaccines.	Ongoing – September	Achieved and ongoing
B	Monitor changes to legislation, regulations and procedures that impact on the immunisation program with a view to providing accurate and timely advice to all program stakeholders.	Ongoing – review September	Ongoing and accommodated
B	Investigate alternative methods of enabling rather than providing this service.	Ongoing – September	North Sydney Council have agreed to contribute to the cost of the service in acknowledgement of the level of service provided to North Sydney residents.

SUB-PROGRAM 08.08: ABORIGINAL CULTURE, HERITAGE AND RECONCILIATION

CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER

STATEMENT OF MEANS		DATE	PROGRESS
A	Implement relevant recommendations arising from the 2003 Aboriginal Heritage Study of Mosman in liaison with NSW National Parks and Wildlife Service, the Sydney Harbour Federation Trust and the Metropolitan Local Aboriginal Land Council.	Ongoing – review October	Aboriginal Heritage Study of the Mosman LGA was continued in partnership with National Parks and Wildlife Service, Metropolitan Local Aboriginal Land Council and Sydney Harbour Federation Trust. Completion is due November 2004.
A,B	Support and service the Mosman Reconciliation Group so that it may: <ul style="list-style-type: none">• assist Council in advancing understanding in the Mosman community of the issues surrounding Reconciliation.• develop projects and activities that address historical, social, cultural and educational aspects of Reconciliation.	Ongoing – review October	Continued to service and support the Mosman Reconciliation Group.
A	Develop and maintain an accurate and confidential database of Aboriginal Heritage sites in the Mosman area with associated interpretive information and conservation and protection strategies.	Ongoing – review February	To be an outcome of the Aboriginal Heritage Study of the Mosman LGA.

SUB-PROGRAM 09.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

	STATEMENT OF MEANS	DATE	PROGRESS
A	Participate in State and National planning for Library services.	Ongoing – review September	Regular attendance at Metropolitan Public Libraries Association meetings by Manager Library Services.
A-E	Be aware of and take advantage of all sources of funding including grants and continue to lobby State and Federal Governments to increase public library funding.	Ongoing – review March	Applied for a Library Development Grant for services to Young Adults in February 2004.
A-E	Ensure all relevant matters pertaining to this Program are posted on the Council's Website in a timely manner, are kept up to date and linked appropriately.	Ongoing – review quarterly	All Library events and activities are publicised on the website and updated regularly.
B	Continue to research new methods and equipment in order to provide a smarter more efficient service.	Ongoing – review June	Ongoing.
D	Market the Library and its range of resources and services to the community.	Ongoing – review September	Ongoing. The Library is marketed through the local press, Council's website and through promotional events.

SUB-PROGRAM 09.02: LIBRARY RESOURCES**CO-ORDINATOR: LIBRARY RESOURCES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Acquire resources compatible with the needs of the community and ensure that Mosman meets its obligations to collect in the subject areas of Australian and Pacific history.	Ongoing - review April	Library Survey June 2004: 94% of respondents indicated that the collection meets their needs. Users are encouraged to suggest items for purchase & they can now do this from the Library's online catalogue. Purchase of relevant Australian & Pacific history resources is ongoing.
A	Withdraw of out-of-date and worn out materials to ensure that the collection is up-to-date and meets accepted standards and benchmarks.	Ongoing – review April	Ongoing. 7447 items withdrawn in 2003-2004 FY. 45% of collection has been acquired in last 5 years (NSW average is 46%)
A	Conduct regular book sales at Mosman Village Market and within the Library to dispose of old and little used stock and surplus donations.	Ongoing – review April	4 Book sales were held at Mosman Village Market in 2003-2004 Financial Year & income exceeded target by 21%
A,B	Regular review and updating of the Resources Selection Policy and review of the collection using guidelines contained therein.	Ongoing – review April	Policy revised 2004 & new section added on selection of electronic resources
A,B	Review the collection through analysis of stock usage and coverage and comparative statistical information available through Shorelink.	Ongoing – review September	Ongoing - collection is reviewed using data from Sirsi system & this information is used to inform purchasing decisions. 3.3% increase in circulation in review period.
A,B	Regular surveys of library users to gauge the level of satisfaction with the collection.	Ongoing – review August	Survey June 2004: 94% of users satisfied with collection

SUB-PROGRAM 09.02: LIBRARY RESOURCES**CO-ORDINATOR: LIBRARY RESOURCES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A,B,E	Improve the Library's electronic resources (Internet and CD ROM).	Ongoing – review March	Online resources improved with addition of World Book Encyclopedia online & Factiva full text database. Access to Building Code of Australia improved by purchase of CDROM version. Local Studies PC now has Internet access to Genealogy websites for family historians.
B	Improve resources for those with special needs including access to electronic resources.	Ongoing – review February	Ongoing. Focus on improving collection of talking books in CD format during review period.
B	Continue to develop the HSC collection to reflect the current curriculum and the needs of students.	Ongoing – review December	HSC lending collection well used - turnover of 2.1 per item. Resources marketed to local schools & via HSC email list
B	Continue to implement Stage 2 of the e-book project (Netlibrary) in conjunction with other Shorelink libraries.	December 2003	No further progress on this project.
C	Promote resources through media releases, library and council newsletters, school visits, lists of new acquisitions, reading lists, Library Home Page.	Ongoing – review quarterly	Resources are promoted in all these media. Monthly list of new acquisitions is published on Library webpage
D	Ensure all Library resources, including local studies materials and non-book materials are catalogued/indexed so that they can be easily and readily accessed.	Ongoing - review quarterly	Ongoing. Excellent progress on cataloguing of Local Studies images.
D	Ongoing training of staff to ensure cataloguing standards are maintained and applied consistently.	Ongoing – review quarterly	Key staff throughout Shorelink meet regularly to update training. In-house training is ongoing.
E	Keep abreast of and incorporate developments in information technology including electronic publishing and document delivery to ensure that clients have access to all the material they require.	Ongoing – review August	Ongoing. Staff attend relevant workshops & seminars. Access to full-text online databases has improved document delivery turnaround times.

SUB-PROGRAM 09.03: LIBRARY SERVICES**CO-ORDINATOR: LIBRARY SERVICES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Investigate the improvement of the delivery service for inter-library loans between Shorelink Libraries.	December 2003	An Intra- Shorelink courier service for inter-library loans and book returns between Shorelink Libraries was trialled for six months and is now a permanent service.
A-H	Train staff on a regular basis to ensure quality customer service is maintained.	Ongoing – review September	A training calendar/schedule for twelve months was developed for in-house training for all staff. Staff have attended training at State Library of NSW on the use of NSW.net databases and LIAC.
A-K	Regularly survey library users to gauge the level of satisfaction with the library's services and to identify user requirements.	Ongoing – review August	User Survey conducted June 2004.
A-K	Co-operate with other library services and information agencies to extend the services available to the Mosman community.	Ongoing – review quarterly	Staff attended meetings with other members of the Shorelink Network on a regular basis throughout the year. Represented on MPLA and MPLA North Zone by Manager Library Services.
C,D,I	Arrange visits to the library by school classes.	Ongoing – review September	98 class groups visited the Library including pre school kindergartens and After School Care groups.
C,D,I	Arrange regular visits to schools to promote library services.	Ongoing – review September	Customer Services Librarian visits schools on a regular basis to promote Mosman Library services and programs for teenagers. The Children's Librarian and assistant visited schools in December 2003 to promote the Treasure Trove Summer holiday Reading Program.

SUB-PROGRAM 09.03: LIBRARY SERVICES**CO-ORDINATOR: LIBRARY SERVICES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
C,D, E, I	Arrange regular author visits, outreach promotions and children's activities.	Ongoing – review September	71 special programs were held in the Children's Library between July 03 and June 04. These included Children's author visits, school holiday activities, Children's Book Week celebrations and NAIDOC Week activities.
D	Improve and expand information services to high school students, especially those studying for the Higher School Certificate including the HSC lecture series.	Ongoing – review December	4 HSC Lectures took place between July 2003 and June 2004.
E	Promote the home library service, attract more volunteers and provide access for all members of the community who are eligible.	Ongoing – review September	Promotion is ongoing.
G	Continue to develop and promote the popular "Author at the Library" series and other literary activities.	Ongoing – review July	11 author events were held during the year with an average of 130 people attending each event.
H	Promote Library services to the business community through close liaison with the Business Forum, BEC and the Mosman Chamber of Commerce.	Ongoing – review Annually	Ongoing. Mosman BEC uses the Library meeting room on a regular basis to meet with clients.
I	Promote library services through media releases, Council's web site, use of Council publications, distribution of promotional literature and networking within the community.	Ongoing – review Annually	Ongoing. Promotion is a major focus for the Library. The Library is promoted through the local press, Council's website, school visits and special promotional and outreach programs throughout the year.

SUB-PROGRAM 09.03: LIBRARY SERVICES**CO-ORDINATOR: LIBRARY SERVICES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
I,J	Produce recommended reading lists, book/resource displays and book reviews in the library quarterly newsletter to assist clients in their use of the Library.	Ongoing – review December	Recommender reading lists were produced in the Library's Quarterly Newsletter. The Library's Teenspace on Council's website publishes book reviews on a monthly basis. New Book displays are featured on a regular basis in the Library's display cabinet.
I,J	Develop electronic bulletin board to display on public access computer catalogue to disseminate information on library resources and services.	Ongoing – review December	Achieved with the SIRSI iBistro online catalogue.
J	Ensure an ongoing series of Library tours for new members of staff, residents, and other interested clients.	Ongoing – review July	Ongoing. Library tours for new members are offered each month. All new Council staff are given a tour of the Library as part of Council's Staff Orientation Program.
K	Promote the Literacy Collection and Services for those with special needs.	Ongoing – review Annually	A special display of items from the Literacy Collection and resources for those with special needs was mounted in the Library.
D	Work closely with the Mosman Library Youth Consultants Group to improve services, collections, programs and facilities for young adults.	Ongoing – review December	Mosman Library Youth Consultants met on a monthly basis throughout the year. Youth Consultants assisted staff with planning for school holiday activities, selecting resources for the Young Adult Collection and helped out at special Youth Week events.

SUB-PROGRAM 09.04: LIBRARY INFORMATION TECHNOLOGY**CO-ORDINATOR: LIBRARY RESOURCES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Obtain best value from the SIRSI Shorelink computer system.	Ongoing – review July	System is delivering good response times. High level of staff & customer satisfaction. Library borrowers make good use of features such as online renewals & online holds. Disaster Recovery Service is tested annually.
A	Implement new user services eg user profile/advanced notification service.	Ongoing – review September	Online ‘suggest-a-purchase’ & ‘notify change of address’ features implemented July 2003. Intra-Shorelink delivery service trialled from October 2003 – June 2004 and was very successful. Ongoing funding for this service provided for in Shorelink annual budget.
A	Provide extensive training to staff and our community in use of the Shorelink system.	Ongoing – review October	Training sessions held during Adult Learners Week, Seniors Week, Australian Library Week, also sessions for students. Informal training & assistance with use of webcat occurs on a daily basis.
A	Regularly survey library users to gauge level of satisfaction with the on-line public access catalogue.	Ongoing – review June	96% of respondents satisfied with online catalogue (Survey conducted June 2004).
A,D	Ensure whenever possible that any information technology incorporated in the Shorelink system is compatible with Council’s system.	Ongoing – review July	Ongoing. Internet IT Librarian works closely with Council’s IT section. IT Manager’s input sought on development of Shorelink IT Projects & strategies.
B	Provide Internet training sessions for our community (fee-based) and Council staff.	Ongoing – review May	Reduced demand from community in review period. Training sessions conducted for staff (overview of Council’s website, web searching techniques, online databases). Excellent feedback received from these sessions.

SUB-PROGRAM 09.04: LIBRARY INFORMATION TECHNOLOGY**CO-ORDINATOR: LIBRARY RESOURCES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
B,C	Ensure that the staff are trained in use of public access Information Technology resources, (including Internet, CD ROM and word processing PCs) in order to assist clients.	Ongoing – review July	Ongoing. Staff have participated in both in-house & external training in on online database searching
B,C	Increase number of public access Internet workstations.	June 2004	Additional PC installed to provide access to genealogy resources on the web.
B,C	Keep abreast of developments in Information Technology to ensure that resources are utilised to maximum advantage.	Ongoing – review May	Ongoing - staff attend seminars, trade exhibitions & conferences & subscribe to weblogs & other online resources. Also liaise with Shorelink staff.
B,C	Network all public access PCs for printing.	Ongoing – review October	Achieved. Service levels improved with installation of high quality card operated printer connected to all Internet, CDROM & word processing PCs.
C	Acquire equipment to assist clients with special needs to access the Library's resources (possible sponsorship 2003/2004).	Ongoing – review November	No progress

SUB-PROGRAM 09.05: LIBRARY BUILDING**CO-ORDINATOR: LIBRARY SERVICES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Undertake planning for future Library services and building requirements.	April 2004	Planning has begun with data collected from Community Conversations held as part of the preparation for Council's Cultural Plan.
B	Ensure that library services be considered in any review of the Section 94 contributions plan.	Ongoing – review June	Ongoing.
B	Regularly monitor the layout and location of materials and service areas to improve operations.	Ongoing – review June	New shelving was installed for the audio visual collections in the Children's and Adult sections. A new purpose built display unit for new books was also installed.
C	Regularly monitor cleaning contractors, and inspect public areas to ensure that the cleanliness and attractive appearance of the library is maintained.	Ongoing – review June	Ongoing. Library building is inspected on a regular basis.
C	Monitor security in the building.	Ongoing – review April	Ongoing. Security devices are checked on a regular basis.
C	Prepare an asset replacement program for the Library in conjunction with Council's asset replacement program.	December	This project is still being completed by Council's Asset Management Co-ordinator.

SUB-PROGRAM 09.06: EDUCATION**CO-ORDINATOR: LIBRARY SERVICES MANAGER**

	STATEMENT OF MEANS	DATE	PROGRESS
A	Host and service the School Principals' Liaison Group.	Ongoing – review December	4 meetings of the School Principals' Liaison Group were held over the twelve month period.
A	Where appropriate play an advocacy role to other levels of government in support of local educational institutions.	Ongoing – review December	Ongoing. Support is given when necessary.
A	Work with SHOROC and Shorelink in the provision of services for educational institutions.	Ongoing – review December	Ongoing. Shorelink Children's and Reference Librarians met on a quarterly basis to discuss services.
A	Ensure educational issues are considered in the development of new planning instruments.	Ongoing – review December	Ongoing where appropriate.
A	Co-ordinate and promote the range of services Council offers to the schools and their students.	Ongoing – review June	Council's services to schools are promoted via the School Principals' Liaison Group meetings.
A-C	Arrange visits by school classes to various Council departments and facilities, eg. Local Government Education Program.	Ongoing – review December	School classes visited Mosman Library and Mosman Art Gallery throughout the year. School Classes also visited other sections of Council.
A-C	Promote partnership with local high school librarians by holding regular information exchange meetings.	Ongoing - review March	Ongoing. The Information Services Librarian and The Customer Services Librarian have developed a close working relationship with local high school librarians.
B	Provide appropriate library resources to support curricula and informal study.	Ongoing – review June	Ongoing.

SUB-PROGRAM 09.06: EDUCATION**CO-ORDINATOR: LIBRARY SERVICES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
B-C	Run information literacy program for Year 11 students to raise awareness of Library resources and services.	Review March 2004	A Special Information Literacy Program for Year 11 students was offered to schools.
C	Arrange visits to the Library by school classes and provide in-house training for students.	Ongoing – review June	Ongoing. School classes visited throughout the year. The Local Studies Collection and service attracted several class groups which were studying local history.

SUB-PROGRAM 09.07: LOCAL STUDIES**CO-ORDINATOR: LOCAL STUDIES LIBRARIAN**

STATEMENT OF MEANS		DATE	PROGRESS
A	Actively collect local studies materials, and seek community support through donation and copying of borrowed material.	Ongoing – review September	<p>Ongoing. Over 600 items were added to the vertical file collection.</p> <p>Donations received included over 70 individual photographs, six albums, a set of slides tracing the history of the Women's Bowling Club and a collection of images taken in 1980 of various streets in Mosman.</p> <p>Other donations totalled 40 as well as the archives of the Mosman Community Services, realia from the Girl Guides, Markham Place and historic records of the Mosman Neutral Bay Rifle Club.</p> <p>Advertisements were placed in local newspapers in an attempt to locate photographs of missing mayors in the Harnett Room. This led to us obtaining a photograph of one of these mayors.</p>
A	Develop and maintain a photographic record of events and changes occurring in Mosman.	Ongoing – review September	Ongoing. Activities and events are photographed during the year, indexed and filed in the Local Studies Collection. These include digital images and actual hard copy photographs

SUB-PROGRAM 09.07: LOCAL STUDIES**CO-ORDINATOR: LOCAL STUDIES LIBRARIAN**

STATEMENT OF MEANS		DATE	PROGRESS
A	Develop an oral record of the lives of persons associated with Mosman, using well-trained knowledgeable volunteers where possible and add oral histories to the Library webpage.	Ongoing – review quarterly	<p>Ongoing. There have been seven individual oral histories undertaken as well as five group interviewees with ex - Mosman Public and High School students who attended the school between 1925 and 1965.</p> <p>Volunteers are offered training and information sessions throughout the year in order to enhance their skills.</p> <p>It has been decided to place extracts of the school interviews onto the website. The first stage of the project has been completed with an assessment of each interview and an initial selection of extracts that may be suitable.</p>
A	Ensure that conservation, indexing, cataloguing, and copying of fragile material in the collection is undertaken on a regular basis.	Ongoing – review quarterly	<p>Ongoing. A number of items have been assessed by professional conservators and have received appropriate treatment in order to ensure their longevity.</p> <p>The current issues of the Mosman Daily continue to be indexed. Retrospective indexing of older local newspapers held in the collection is also being undertaken.</p> <p>All items received are catalogued and or indexed including monographs, photographs and archival collections.</p>
A	Publish the history of waste disposal and recycling services in the SHOROC Local Government area.	December 2003	Assistance was provided in the preparation of this title including locating resources, advice on content, obtaining copyright and undertaking the indexing of this book. The book Good Riddance was launched in November 2003 and has received excellent reviews.

SUB-PROGRAM 09.07: LOCAL STUDIES**CO-ORDINATOR: LOCAL STUDIES LIBRARIAN**

STATEMENT OF MEANS		DATE	PROGRESS
A-F	Recruit, train and value a team of volunteers to assist with the oral history program, family history research, indexing of local studies resources and local studies exhibitions.	Ongoing – review December	Ongoing. The volunteers in Local Studies continue to provide valuable assistance in oral history interviewing, sorting archives and assisting with exhibition preparations. A new program was developed in order to provide assistance to individuals undertaking family history research and a volunteer has been found who is able to provide this service.
B	Maintain a Local Studies page on the Council's Website, which promotes the dynamic nature of the Local Studies Collection.	Ongoing – review July	Ongoing. The Local Studies Librarian works with the Internet Co-ordinator to maintain an up-to-date and relevant Local Studies page. All self-help guides and Local Studies materials available for sale at the library are listed on the site. As well recently received donations are selected, researched and photographed for the site.
B	Continue to develop a pictorial management system whereby the historic photograph collection is stored on disk to facilitate greater access to the collection.	Ongoing – review September	Ongoing. Over 500 photographs have been catalogued in readiness to be converted to digital files.
C	Ensure that the Carroll Collection and other valuable Local Studies materials are safely housed and protected from moisture and other adverse conditions.	Ongoing – review July	Ongoing. Fragile materials and other valuable resources are stored in appropriate conditions. The extensive collection of BAs and DAs has now been sorted and arranged in archive boxes for easier access. This will ensure their longevity as it reduces the possibility of damage to files when retrieved.

SUB-PROGRAM 09.07: LOCAL STUDIES**CO-ORDINATOR: LOCAL STUDIES LIBRARIAN**

STATEMENT OF MEANS		DATE	PROGRESS
D	Conduct workshops and training for individuals, groups and Council staff in the use of the Local Studies resources.	Ongoing – review June	<p>Ongoing. Four workshops have been held – two on Researching Genealogy on the Net, House History Research and an Oral History workshop. Among those attending the oral history workshop was a professional journalist, a radio broadcaster and an historian. All workshops were well attended.</p> <p>All new staff receives training in the use of Local Studies resources and there are ongoing up-date sessions for all library staff. The public receives training in the use of resources on request.</p> <p>I have presented 11 talks to schools and other community groups on Local Studies and local history in both the library and at the schools.</p>

SUB-PROGRAM 09.07: LOCAL STUDIES**CO-ORDINATOR: LOCAL STUDIES LIBRARIAN**

STATEMENT OF MEANS		DATE	PROGRESS
D	Supply specialist information on Mosman to Council and the community.	Ongoing – review July	<p>Ongoing. Research has been undertaken on a wide range of topics for both Council staff and members of the public. Topics covered range from community histories for local groups, house history research for the National Trust, general family and house histories, school assignments, as well as the Mosman Address and the Waterhouse Exhibition. Ongoing assistance and advice to staff at Mosman 2088.</p> <p>This assistance provided by the Local Studies staff often generates donations of research and materials to the collection.</p> <p>Advice has been given to various community organisations on how to preserve their materials.</p> <p>Advice has also been given to staff from other libraries on various matters.</p>
D	Develop self-help material as finding aids to the local studies collection.	Ongoing – review July	<p>Ongoing. All self-help guides developed by the current Local Studies Librarian have been updated and improved. An innovative FAQ sheet on house histories and a guide to using the SANDS Street Directory of 1858-1933 have been developed. A booklet of this year's Heritage Festival Exhibition, Vistas and Visions, has been prepared and added to the collection. This booklet provides a great deal of new information ideal for research purposes.</p>

SUB-PROGRAM 09.07: LOCAL STUDIES**CO-ORDINATOR: LOCAL STUDIES LIBRARIAN**

STATEMENT OF MEANS		DATE	PROGRESS
E	Expand the range of genealogical resources available to reflect community demand.	Ongoing – review July	Ongoing. New resources are regularly identified and purchased. These are then promoted in the Library Newsletter. A volunteer has been obtained who can assist people in tracing their family history.
F	Support and liaise with community organisations, Council departments and other sections of the community with regard to Mosman's history.	Ongoing – review June	Ongoing.
F	Organise displays, exhibitions and activities to promote the Local Studies Collection and Mosman's History, eg. Heritage Week, special projects.	Ongoing – review April	Ongoing. There have been a number of significant exhibitions either in association with state events or just for local interest. Why do we care? an interpretive exhibition; Schools in Mosman; Before there were houses; Vistas and Visions. Workshops and talks also promote the collection and the services offered. Displays to accompany Mosman Historical Society talks held at the library are also mounted.
F	Contribute to the maintenance of Archibald Mosman's grave.	Ongoing – review March	Ongoing.
F	Act as a base for the Mosman Historical Society and support and sustain the Society in a coordinated and integrated manner.	Review December	Ongoing. The Library provides administrative support and a venue for meetings and bi-monthly presentations by guest speakers. The Local Studies Librarian attends both meetings and after-hours presentations. Displays to accompany the talks are mounted by the Local Studies Librarian.

SUB-PROGRAM 09.08: COMMUNITY INFORMATION**CO-ORDINATOR: COMMUNITY INFORMATION LIBRARIANS**

STATEMENT OF MEANS		DATE	PROGRESS
Objective	Statements of Means	Date	
A	Revitalise the community noticeboards in Mosman Square.	Dec 2003	Perspex panels replaced - no progress on complete refurbishment
A	Obtain maximum value from the LINCS Community Information Database.	Ongoing – review July	Ongoing. 8,133 online searches on the Lincs database during review period.
A	Ensure that the database of local Organisations is updated annually and accessible on Council's network.	Ongoing – review July	Achieved & ongoing
A	Ensure that each organisation entry contributed by Mosman to the LINCS Community Information Database is updated annually.	Ongoing – review September	Each organisation is updated annually
A	Co-operate and liaise with Community Information staff of councils who are members of LINCS and contribute to the on-going development of the system.	Ongoing – review June	Ongoing - member Councils meet regularly for training, enhancements & information exchange
A,D,E	Produce printed directories, lists of services and facilities and brochures as required.	Ongoing – review June	Printed directories produced for Older Residents, Children & Families, Sport & Leisure. Directories revamped to improve their appearance & “brand” them with graphics/images consistent with Council's website.
A,E	Provide extensive training for staff and our community in the use of the Lincs database.	Ongoing – review September	Community Information Centre staff, Library Information staff & Customer Service team receive training as part of their orientation. Informal training for community is ongoing.

SUB-PROGRAM 09.08: COMMUNITY INFORMATION**CO-ORDINATOR: COMMUNITY INFORMATION LIBRARIANS**

STATEMENT OF MEANS		DATE	PROGRESS
B	Raise awareness of the community information service through press releases, leaflets, Website, etc.	Ongoing – review September	Ongoing. The service is promoted through all these media. Telephone & in-person enquirers are also directed to Lincs online data. 73% increase in searches on Lincs database confirms higher awareness of this service
C	Produce a bi-monthly calendar of events in Mosman to be distributed throughout the community.	Ongoing – review May	Ongoing - Calendar is also accessible on Council's website
C	Regularly update Website, community noticeboards and pamphlet display areas to promote community events.	Ongoing – review May	Ongoing
D	Regularly update the New Residents' Kit.	Ongoing – review June	Ongoing. Kit updated May 2004 to reflect changes in Council meeting calendar & implementation of Advisory Groups

SUB-PROGRAM 09.09: MOSMAN WEBSITE**CO-ORDINATOR: INTERNET CO-ORDINATOR**

STATEMENT OF MEANS		DATE	PROGRESS
A	Provide opportunities for the community to receive and respond to relevant information via E-mail.	Ongoing - review July	5 email lists maintained, with regular emails sent to mosGREEN, mosHSC, mosLIB and mosART. Online forms on the website allow for direct email msgs to Council (eg website feedback, Ask A Librarian, etc)
A	Raise profile and ownership of Website with staff and community and promote it as a means of communication.	Ongoing – review October	Web Content Group and internal weblog (accessible to all staff) is furthering ownership & input from staff. Website address features on printed materials and signage.
A	Ensure that the Website is up-to-date.	Ongoing – review December	Website information current and updated in a timely fashion. Maps and forms audited and updated.
A	Provide professional development for Council staff and training opportunities for the community to enhance the website and its use.	Ongoing – review September	Internal staff training ongoing (Council website, applications like Internet Explorer browser and Acrobat Reader, and advanced search techniques). Through the Library, training is available to the public for a fee. Telephone enquiries regularly dealt with: e.g. guiding users to planning control documents and using DA tracker.
A,B	Collaborate with community organisations in the development of their own Web pages with reciprocal links to the Community Information database.	Ongoing – review July	Advice provided to Scottish Australian Heritage Council. Lincs community information database provides facility to link to websites of organisations listed.
B	Ensure that Council's print published materials are reflected on Website.	Ongoing – review December	Council information is reflected online.

SUB-PROGRAM 09.09: MOSMAN WEBSITE**CO-ORDINATOR: INTERNET CO-ORDINATOR**

STATEMENT OF MEANS		DATE	PROGRESS
B	Designate staff in each section of each Department to be accountable for that section of the Website with responsibility for liaising with Internet Coordinator.	Ongoing – review July	Web Content Group re-established with key personnel from all areas of Council, with monthly meetings and a weblog
B	Improve functionality of website with interactivity and multimedia and investigate application of new technologies eg content syndication, weblogs and discussion boards.	Ongoing – review February 2004	Virtual Tour' of Library in development, with 360 degree panoramas achieved. Webcasts produced inhouse. More frequent use of forms e.g. signing up for Advisory Groups, responding to Community Consultation issues, voting in Good Design Awards. Internal weblog established. Content syndication technologies monitored, to be implemented when website moves to a Content Management System.

SUB-PROGRAM 10.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

STATEMENT OF MEANS		DATE	PROGRESS
A	Gather and promote information on parks, community events and recreational and cultural services and facilities.	Ongoing – review November	Publications produced and displayed in Community Information centre, Council foyer and the Library and Art Gallery
A	Effectively market recreational and cultural services and facilities.	Ongoing – review quarterly	New marketing strategy introduced by Council using 2088 magazine and new fortnightly advertisement on Council facilities, services and activities in the Mosman Daily
A	Ensure volunteers who support recreational services and activities are acknowledged and their work celebrated.	Ongoing – review quarterly	All volunteers invited to the Volunteers Week Civic Reception and the Council Christmas Party. Many received certificates acknowledging their many years of service
A-H	Ensure all relevant matters pertaining to this Program are posted on the Council's Website in a timely manner, are kept up to date and linked appropriately.	Ongoing – review quarterly	Website kept up to date. New Web Content group formed
B	Maintain a program of inspections of parks, reserves and recreation areas and facilities to ensure their safety and condition.	Ongoing – review quarterly	On-going.
B	Maintain close liaison between all relevant staff/contractors and users of parks, recreational and cultural areas and facilities.	Ongoing – review March	Achieved and on-going. Liaison conducted by means of Sport Field User Group and Advisory Groups.

SUB-PROGRAM 10.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

STATEMENT OF MEANS		DATE	PROGRESS
B	<p>Convene and support the Recreation Advisory Group so that it can achieve its objectives in:</p> <ul style="list-style-type: none"> • assisting Council in understanding the needs and aspirations of the leisure community; • providing advice on planning for any new sports and recreational facilities; • discussing issues relating to the use of existing facilities (with the exception of the seasonal use of ovals which remains the purpose of the Sporting Fields Advisory Group); • consulting and communicating with the Council and each other including on such matters as special events; • celebrating leisure activities and achievements and the work of sports volunteers. 	Ongoing – review March	Recreation Advisory Group reformed under the Council's User Friendly Reforms.
B, C	<p>Convene and support the Sporting Fields Advisory Group to facilitate discussion between local sporting groups regarding issues of the seasonal use of sporting fields and maintenance of those facilities.</p>	Ongoing - review March	Ongoing.
B, C	<p>Carry out user satisfaction surveys of all sporting groups using Council sporting fields on a seasonal basis</p>	Ongoing - February and August annually	Ongoing.

SUB-PROGRAM 10.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

STATEMENT OF MEANS		DATE	PROGRESS
B	In consultation with the Recreation Advisory Group, develop a volunteer program linked to recreation and sport, eg volunteers supporting people with a disability in the participation of activities, volunteers involved in sports development programs for young people	June 2003	Not achieved in this period due to issues with insurance, and staff resources. Consideration to be given to referring interested potential volunteers directly to the local sporting clubs.
B	Promote a list of local sporting clubs and organisations eg: flyer, brochure, Internet.	Ongoing Review March	Achieved, distributed to the clubs, displayed in Council outlets and on the Council's website
B	Help build closer links between local schools and local sporting groups.	Ongoing Review March	Each local school was invited to nominate a representative on the Recreation Advisory Group in order to help create networks between the two groups / organisations.
B	Promote opportunities for recreation and in particular promote services for younger residents including pre-schoolers, primary aged children and teenagers.	Ongoing Review quarterly	Achieved and ongoing. Newly produced brochure listing local sporting clubs, leisure and learning courses including 'Baby Ballet' and Yoga for Kids, the Youth Centre is working with young people encouraging involvement in sporting activities from informal games to formalised teams (eg Gridiron Team).
D	Review existing information held within Council relevant to the management of parks, recreation and cultural areas.	Ongoing - review quarterly	Achieved and ongoing.
D	Utilise computer software and data to enable the ready analysis and mapping of demographic information for policy development purposes, particularly in relation to playground provision.	Ongoing – review March	Achieved and ongoing on a project by project basis.

SUB-PROGRAM 10.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

	STATEMENT OF MEANS	DATE	PROGRESS
E	Implement a distinctive Mosman theme or 'identity' in streetscaping initiatives and park enhancements, to provide guidance in relation to matters such as size and placement of signs, landscape character, colours, materials, and design of structures.	Ongoing Review March	Ongoing.
E	Prepare landscape guidelines consistent with the adopted Mosman theme for the treatment of major 'gateways' to Mosman at The Spit, Musgrave Street, and Avenue Road.	March 2004	New Mosman gateway sign in sandstone installed at The Spit
E	Ensure continuing use of the Theme Reference Manual to include such items as bins, bollards, decorations, fencing, flower pots/boxes, lights, lookouts, paving, plantings, seats, shade covers, signs (regulatory and information) and traffic devices. The manual to include matters relating to each components' image, size, dimensions, colour, placement, installation and maintenance schedules.	Ongoing – review quarterly	Achieved and ongoing.
E	Ensure that all consultants use the Theme Reference Manual to inform their considerations and advice to Council.	Ongoing – review July	Achieved and ongoing.
F	Liaise with managers/providers of other parks, recreation and cultural areas, facilities or services to achieve more effective and coordinated management of such opportunities.	Ongoing – review March	Liaison strong particularly at the SHOROC regional level
G	Identify contract management staff skills and training programs to develop those skills.	Ongoing – review March	Some key staff have attended relevant contract management courses

SUB-PROGRAM 10.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

STATEMENT OF MEANS		DATE	PROGRESS
H	Strive to ensure that Council's submission to the Sydney Harbour Federation Trust on the former Department of Defence and Defence Housing Authority sites at Middle Head, Georges Heights and Cross Street, including active recreation proposals, is adopted as part of the Trust's Master Planning Process; and, ensure a collaborative approach between the Trust, the Council and the community, to maximise opportunities for community participation in the preparation of any management plan, ensuring balanced utilisation and future management of the Mosman sites with a view to a range of compatible uses commensurate with community expectations, together with minimisation of any effect on local amenity, traffic and on Council's finances.	Ongoing review quarterly	Ongoing – Cross Street Management Plan still under preparation.
H	Participate actively in the processes of the Trust in preparing management plans to achieve a Mosman friendly outcome and which meet Council's objectives for the area.	Ongoing – review quarterly	Ongoing – submissions to SHFT prepared on behalf of Council in response to draft management plans.
H	Co-ordinate community sporting groups and school stakeholders in formal dialogue with the Sydney Harbour Federation Trust in support of the community's position adopted by Council.	Ongoing - review quarterly	Achieved though the Recreation Advisory Group
H	Lobby the Federal Government, Opposition and Democrats to provide sufficient funds to the Trust to permit to undertake its work without the need to repay the funds or generate income simply to maintain the physical assets.	Ongoing – review quarterly	Ongoing

SUB-PROGRAM 10.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

STATEMENT OF MEANS		DATE	PROGRESS
H	Pursue options with the State Government and/or suitable private sector to provide improved public transport to the Mosman sites such as link buses and ferry services to Clifton Gardens and or the former Army Maritime School and HMAS Penguin with the view of reducing reliance on vehicular access.	Ongoing – review quarterly	Council made a submission in response to Transport Management Plan.
H	Encourage the adaptive reuse of significant heritage sites and removal of buildings and works which detract from the aesthetic significance of the sites as a gateway to Sydney Harbour in consultation with appropriate professional and community bodies and Government authorities.	Ongoing – review quarterly	Ongoing – Council submissions to draft management plan address this ongoing issue.
H	Acknowledging the prohibition on the sale of land other than Schedule 2 in the Trust legislation, Council continue to oppose long-term leases which do not serve a community benefit.	Ongoing – review quarterly	Ongoing
H	For Schedule 2 land in Markham Close, Council seek comprehensive environmental and urban design assessment and consultation in addition to the management planning process, in the event of any potential sales or long-term leases.	Ongoing – review quarterly	Stage 1 Markham Close sites sold. Stage 2 for release 2004/05.
H	Ensure that the former Army Maritime School is not used for commercial purposes and any non-heritage buildings at that site are removed.	Ongoing – review quarterly	Subject of previous submission by Council.

SUB-PROGRAM 10.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

	STATEMENT OF MEANS	DATE	PROGRESS
H	Lobby to ensure that any lease or licence is in accordance with the adopted management plans and the negotiation with prospective occupiers of the land is transparent and involves public tender processes which meet community expectations of probity.	Ongoing – review quarterly	Ongoing
H	Lobby to have all meetings of the Trust open to the press and public and the minutes of such meetings publicly available.	Ongoing – review quarterly	Ongoing
J	Ensure that any Management Plans for Middle Head/ Georges Heights that are placed on public exhibition is a “Mosman friendly” plan in that there is minimal adverse impact to the existing Mosman community especially in relation to through traffic.	Ongoing	Ongoing
J	Negotiate for Council to continue existing arrangements for use of Middle Head Oval – ie Council maintains and allocates uses in return for free rent.	Ongoing	Ongoing
J	Negotiate for adoption of the Georges Heights Oval improvements, i.e. reconfiguration of existing site to achieve two full sized playing fields.	Ongoing	Ongoing
J	Strive to provide multi-purpose courts including an indoor facility at Middle Head/Georges Heights.	Ongoing	Ongoing – consideration of Cross Street site.
J	Investigate the opportunity to remove housing stock from Middle Head Road east of Cobbittee Street and residential properties adjoining 1 Commando Company and near the disused oil tanks.	Ongoing	Ongoing

SUB-PROGRAM 10.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

STATEMENT OF MEANS		DATE	PROGRESS
J	Monitor outcomes of proposed listing of heritage items on the National Estate and their ongoing conservation.	Ongoing	Ongoing
J	Encourage the Mosman community to participate in the preparation and review of draft management plans to achieve a Mosman friendly outcome.	Ongoing	Ongoing – draft management plans exhibited at Council.

SUB-PROGRAM 10.02: PARKS, GARDENS, PLAYGROUNDS & CIVIC SPACES

CO-ORDINATOR: MANAGER ASSETS AND SERVICES

STATEMENT OF MEANS		DATE	PROGRESS
A	Review the maintenance program for irrigation systems through parks, gardens and civic spaces.	Ongoing - review November	Achieved. Included in reviewed contract for Parks Management 2004 - 2009.
A	Ensure public art is considered in all planning for parks, gardens, playgrounds and civic spaces.	Ongoing Review November	Ongoing
A	Implement where appropriate public domain improvements for Mosman's civic spaces in accordance with the Public Domain Improvement Program.	Ongoing Review November	Ongoing
A-C	Ensure that funding needs for maintenance and improvement of parks and gardens are considered in any forward financial plan.	Ongoing- review March	Ongoing
B	Prepare Plans of Management and Landscape Master Plans for the following key informal open spaces: <ul style="list-style-type: none"> • Reid Park • The Spit Reserve • Sirius Park • Rosherville Reserve (Landscape Master Plan only) 	Develop by 2005 implement over 10-20 years	Ongoing. POM in development for Mosman Park. Spit Reserve delayed due to Spit Bridge issues.

SUB-PROGRAM 10.02: PARKS, GARDENS, PLAYGROUNDS & CIVIC SPACES

CO-ORDINATOR: MANAGER ASSETS AND SERVICES

STATEMENT OF MEANS		DATE	PROGRESS
B	<p>Implement current Plans of Management for:</p> <ul style="list-style-type: none"> • Clifton Gardens • Reid Park • The Spit Reserve • Sirius Park • Rosherville Reserve (Landscape Master Plan only) • Rawson Park 	Develop by 2005 implement over 10-20 years	Ongoing
B	Incorporate public art and heritage features in key informal open spaces, as part of Plans of Management and playground planning.	Over 10-20 years	Ongoing
D	Implement the adopted 5 year Playground Improvement Program undertaking works for one larger and one smaller playground each year as a minimum	Ongoing- review September	Ongoing. Community consultation and designs developed for Reid Park and Bay Street Park.
D	Consult with children, parents and Ward Councillors in preparing concept/detailed designs for each playground prior to upgrade.	Ongoing- review July	Ongoing.
D	Investigate, identify and seek grant opportunities to support the implementation of open space embellishments including the Playground Improvement Program.	Ongoing – review February	Ongoing. Metropolitan Greenspace Grant Application for Clifton Gardens Playground upgrade submitted. Dept Sport and Recreation Grant application for shade structures Reid Park and Bay Street Park playgrounds.
C	Prepare a five year action plan to improve disability access within all planning and operations, including catering for people in wheelchairs and people with sight impairments.	2006	Ongoing

SUB-PROGRAM 10.02: PARKS, GARDENS, PLAYGROUNDS & CIVIC SPACES

CO-ORDINATOR: MANAGER ASSETS AND SERVICES

STATEMENT OF MEANS		DATE	PROGRESS
D	As parts of Plans of Management, plan for and implement improvements to existing key playgrounds, incorporating unique features and materials (including artworks and disability access) at: <ul style="list-style-type: none"> • Clifton Gardens • The Spit Reserve 	2005	Ongoing. Spit reserve delayed due to Spit Bridge issues.
C	Undertake a review of walking and cycle paths and develop strategies to address issues and improve the provision of the paths, associated signage and disability access.	2003-04	Bike Plan for Mosman to commence 2004/05 will include review of cycle paths. Walking paths being reviewed in conjunction with North Sydney Council strategic walking routes.
E	In any re-zoning proposals evaluate opportunities to increase open space.	Ongoing – review quarterly	Ongoing.
A-E	Develop a Parks Policy to describe Mosman Council's vision for its parks and gardens and establish guidelines to improve their effective management.	September 2003	Ongoing. Draft parks policy to be reported to Council March 2005.
A,C	Review Council's approach to contract management of parks and reserves with a view to preparing contracts based on total asset management of a particular park or reserve.	July 2003	Achieved & ongoing. Turf management specification developed and contract Implemented April 2004. Parks Management specification developed and endorsed by Council June 2004.
A - D	Review the approach taken by Council to allocation of funding for capital improvements to open space.	February 2004	Achieved. Open Space Capital Improvement Program endorsed by Council July 2003.
A - D	In conjunction with the review of capital funding allocations prepare a 5 year forward plan of capital improvements for open space.	February 2004	Ongoing.

SUB-PROGRAM 10.03: RECREATIONAL FACILITIES**CO-ORDINATOR: MANAGER ASSETS AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A	Provide opportunities for community involvement in sports planning through such means as the Recreation Advisory Group and Sporting Fields Advisory Group.	Ongoing - review quarterly	Ongoing.
A-E	Ensure the needs of sporting field user groups are understood and supported through meetings of the Sporting Fields Advisory Group and Recreation Advisory Group.	Ongoing – Review September	Ongoing.
A-E	Review the Policy for Use and Maintenance of Sporting Fields.	Ongoing – Review August	Ongoing. Effective Management of playing surfaces considering user and maintenance requirements.
B	Implement a 5 year maintenance plan for structures and furniture in sporting fields and facilities.	Ongoing – review December	Ongoing. Investigation and development of effective Total Asset Management system to be purchased and implemented by Council is progressing.
B	Review the maintenance program for irrigation systems within sporting fields.	Ongoing – review October	Ongoing.
C	Subject to outcome of SHFT Management Plan establish hard surface netball courts through assessing any DA submitted, investigating other appropriate locations (as an alternative to Rawson Park) and pursuing funding opportunities (subject to funding).	December 2003	Ongoing. Cross Street site under investigation.
C	Implement and review annually the five-year Sporting Fields Improvement Program.	Ongoing - review March	Achieved & Ongoing. Reviewed and incorporated into open Space Capital Improvement program.

SUB-PROGRAM 10.03: RECREATIONAL FACILITIES**CO-ORDINATOR: MANAGER ASSETS AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
C	Encourage the use of informal areas and sporting facilities by youth taking into account the document by Urban Design Advisory Service "Urban Design Guidelines with Youth People in Mind".	Ongoing Review November	Ongoing.
D	Review existing user charges in the light of charges levied by other Councils, and of the cost of provision, and prepare a revised schedule of charges for adoption by Council if appropriate.	Ongoing – review March	Ongoing.
D	Ensure that users of sporting fields and facilities meet their financial obligations to the Council promptly.	Ongoing – review quarterly	Ongoing.
E	Investigate options for the provision of multi-purpose courts (major capital cost).	Review March 2004	Cross Street site under investigation.
C	Construct the skate facility at the rear of Balmoral Oval.	December 2003	Ongoing. Tender accepted by Council February 2004 to construct skate facility.
C	Prepare a Development Application for an environmentally integrated BMX track at Balmoral in conjunction with Lawry Plunkett Heritage Project.	March 4	Ongoing. Development application submitted for BMX track at Balmoral.
C	Assess any opportunities and consider the appropriateness of, and options for, establishing another aquatic facility including a 50-metre pool, as desired by the community, and undertake rigorous financial analysis.	Ongoing Review June	Ongoing.
C	Investigate options for indoor and outdoor hockey through liaising with SHOROC and potential user groups.	Review June	Cross street site under investigation for possible indoor hockey facility.

SUB-PROGRAM 10.04: BEACHES, SEA POOLS AND FORESHORES**CO-ORDINATOR: MANAGER PROPERTY AND ASSETS**

STATEMENT OF MEANS		DATE	PROGRESS
A	Monitor global warming reports, the increase in sea levels and associated storm events and their intensity in order to safeguard all sea walls and beach frontages.	Ongoing – review September	Achieved and ongoing
A	Councillors and staff to attend coastal conferences and seminars and be encouraged to prepare papers on Mosman's experiences.	Ongoing – review November	Achieved and ongoing
A	Implement works identified in condition audits of marine structures.	Ongoing	Achieved.
A	Always consider opportunities for the provision of public art around beaches, sea pools and foreshores.	Ongoing	Achieved and ongoing
B	Subject to environmental considerations continue negotiations with the Department of Defence and the National Parks and Wildlife Service to link Balmoral Park precinct with Clifton Gardens via HMAS Penguin, The Sydney Harbour National Park and Trust lands.	Ongoing – review September	Negotiations continuing with the Sydney Harbour Federation Trust for completion of walkway adjoining HMAS Penguin. Development Application to be lodged with Council for the necessary work.
B	Prepare plans for the staged construction of a continuous walking track from Spit Bridge to Taronga Wharf, in close consultation with the NSW National Parks and Wildlife Service and Department of Defence, and explore available sources of funding under the State Government's Integrated Land and Water Access Plan.	Ongoing – review September	Council is preparing a map of how to walk from The Spit To Taronga Wharf using local streets where foreshore access is not available.
B	Review Council's provision of boat/dinghy racks and the location of boat racks.	August 2003	New dingy racks have been commissioned at Quakers Hat Bay

SUB-PROGRAM 10.04: BEACHES, SEA POOLS AND FORESHORES**CO-ORDINATOR: MANAGER PROPERTY AND ASSETS**

STATEMENT OF MEANS		DATE	PROGRESS
A	Call Tenders for inspection and routine maintenance of marine structures	March 2004	Pre design studies and writing of Contract specification for inspection and routine maintenance of marine structures completed. Contract to undertake works scheduled to be entered into in by December 2004.

SUB-PROGRAM 10.05: CULTURAL DEVELOPMENT**CO-ORDINATOR: CULTURAL SERVICES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Increase audiences by expanding the 'variety' of cultural events presented in the MAG&CC (subject to building and equipment limitations and competing demands: eg children's services).	Ongoing – review September	Achieved and ongoing. Presented the "Andy Cowan" Blues Concert in the Grand Hall as part of the 2003 Mosman Spring Festival. This trial event was a success, laying the foundations for future concerts organised and presented by the MAG&CC.
A	Explore the potential for small-scale theatre productions and performances and relate to Gallery Exhibition programs where possible.	Ongoing – review September	No progress to date due to focus on music concerts
A,B	Liaise with and assist community organisations in the planning and provision of cultural activities for education and enjoyment.	Ongoing – review September	Assistance and support provided to a variety of local community groups and schools such as Mosman High School, Mosman Symphony Orchestra and Mosman Art Society.
A,B	Seek sponsorship and community support to offset the costs associated with cultural events, including the proposed Youth Piano Eisteddfod.	Ongoing – review in conjunction with each event	Ongoing.
A,B	Provide advice to Council on funding sources available for cultural programs.	Ongoing – review March	Achieved and ongoing.
A,B	Promote a network of information about cultural opportunities for Mosman residents and ensure that all cultural events are included in the bi-monthly calendar of community events.	Ongoing – review quarterly	Achieved and ongoing.

SUB-PROGRAM 10.05: CULTURAL DEVELOPMENT**CO-ORDINATOR: CULTURAL SERVICES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A,B	Develop and implement high quality public programs relating to the Mosman Art Gallery & Community Centre that will be of interest to Mosman region residents.	Ongoing – Review September	Achieved and ongoing. Friends of the Gallery, ' Book Fair' presented in October 2003 attracts approximately 2,000 visitors. Excursions and tours organised for Friends of the Gallery and Mosman residents: Bundeena Art Trail, Penrith Regional Art Gallery, Sculpture by the Sea, Hazelhurst Gallery & Art Centre, Manly Art Gallery and the Powerhouse Museum.
C	Contribute to the production of a Mosman Leisure Directory and ensure that cultural facilities and services are listed on our Website.	Ongoing – review September	Achieved and ongoing.
D	Support and develop the Mosman Public Art Trust. Organise and present the 6 th Annual Mosman Address featuring Jean Kittson	Ongoing – review September	Achieved and ongoing. 6 th Annual Mosman Address, fundraising function given by Serge Dansereau and Sue Jenkins, and presented in the MAG&CC. Funds raised to finance the 2004 Australia China Cultural Exchange Project; Mosman to Mudanjiang.
D	Develop a long-term strategy for the incorporation of public art both permanent and ephemeral into our parks, gardens and civic spaces.	Ongoing – review September	Ongoing. Formal strategy to be completed. Public art work commissions for the Mosman Swim Centre completed.
D	Ensure public art is considered in all planning for parks, gardens, foreshores and civic spaces.	Ongoing – review September	Achieved and ongoing. New public art project planned for Mosman Square commemorating the historical fire station.

SUB-PROGRAM 10.05: CULTURAL DEVELOPMENT**CO-ORDINATOR: CULTURAL SERVICES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
D	Plan and implement the 'Centenary Circle' Public Art Commission and the Mosman Swim Centre Public Artwork Competition and Commission	June 2004	Achieved and ongoing. Completed and installed 'As Light is to Water' and 'Sports Wall of Fame' public art work commissions for the Mosman Swim Centre. Both works designed and created by Warren Langley and funded by the Cienna Group. 'Centenary Circle' Public Art Commission postponed pending further investigation.
D	Commission and ensure the installation of a public artwork in the Mosman Swim Centre prior to the opening of the facility.	December 2003	Achieved. Completed and installed 'As Light is to Water' and 'Sports Wall of Fame' public art work commissions for the Mosman Swim Centre. Both works designed and created by Warren Langley and funded by the Cienna Group.
E	Effectively communicate, promote and market the Mosman Art Gallery & Community Centre programs, activities and opportunities for venue hire to community, community education and leisure, and commercial/private groups.	Ongoing – review September	Achieved and ongoing. Gallery programs promoted through half yearly exhibition program flyers, regular paid advertising, and notices in Mosman Daily. Venue hire promoted through MAG&CC promotional folder, yellow pages listings and industry magazine, "Australian Markets & Fairs".

SUB-PROGRAM 10.06: GALLERY EXHIBITIONS AND ACTIVITIES**CO-ORDINATOR: CULTURAL SERVICES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Ensure that Gallery areas continue to be suitably arranged, fitted out, furnished and maintained in order to be highly efficient and effective and to reflect high standards commensurate with community and professional expectations whilst being mindful of budgetary limitations.	Ongoing – review November	Achieved and ongoing. A high standard of presentation is achieved at all times, which regularly invites praise from Gallery visitors. This is achieved within the limits of the relevant budgets.
A	Ensure ongoing gallery processes and procedures that impact on other activities in the Mosman Art Gallery & Community Centre are communicated, planned and implemented across all MCC activities.	Ongoing – review November	Achieved and ongoing. Continuous interaction and effective communication between all Cultural Centre staff ensures efficient operations of the complex.
A	Maintain contributory involvement in, and memberships of, professional associations and industry forums.	Ongoing – review April	Achieved and ongoing.
B	Establish a 'Major Australian Artists' exhibition program for artists of Mosman and surrounding districts, eg Nancy Borlase, Margaret Preston, Guy Warren, Kerrie Lester, Theosophical Society Artists, Julian Ashton Art School History (subject to funding and limitations of Gallery). Plan and implement the Guy Warren Retrospective 'touring exhibition' to selected regional art galleries in NSW.	Review as required	Achieved. Kerrie Lester Retrospective exhibition, catalogue and public program presented in May / June. Guy Warren Exhibition tours to 5 regional art galleries in NSW throughout 2003 / 04.

SUB-PROGRAM 10.06: GALLERY EXHIBITIONS AND ACTIVITIES**CO-ORDINATOR: CULTURAL SERVICES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
B	Actively promote the Art Gallery's location and services to pedestrian traffic in the Spit Junction, Mosman Square Area.	Ongoing – review April	Achieved and ongoing. Gallery information regularly placed in Council information signs at Spit Junction and Library Walk. Dedicated Gallery signage completed and installed at the front of the Gallery building.
B	Develop, plan and implement high quality public programs that will enhance the Gallery's exhibition schedule and be of interest to the residents of Mosman and surrounding areas, and have income generating potential. Organise the Australia China Cultural Exchange project to Mudanjiang, 2004.	Ongoing – review September	Achieved and ongoing. Diverse public program of exhibition talks and lectures, workshops and seminars presented throughout the year for students, artists and gallery visitors. Australia China Cultural Exchange Project 'Mosman to Mudanjiang' organised for August September 2004. Project comprises <i>Australian Visions</i> art exhibition, <i>Post Cards from Mosman</i> photography exhibition, <i>Artist in Residence</i> (Ann Cape) and <i>Cultural Tour of China</i> .
B	Organise the annual, Allan Gamble Memorial Art Prize in conjunction with the Mosman Art Prize.	Ongoing Review September	Achieved. Prize won by Stephen Bokor for his painting called "Trainland, Sydenham".
B,C	Seek sponsorship, patronage and grants to offset costs associated with gallery activities.	Ongoing – review in conjunction with each event	Achieved. Grant of \$8,000 received for the Kerrie Lester Retrospective exhibition and catalogue from the NSW Ministry for the Arts. Grant of \$5,650 received from the Australia China Council the Australia China Cultural Exchange Project, 2004.
B,C,D	Continued and ongoing policy and development review.	Ongoing	Ongoing.

SUB-PROGRAM 10.06: GALLERY EXHIBITIONS AND ACTIVITIES**CO-ORDINATOR: CULTURAL SERVICES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
C,D	Ensure that volunteers are continually recruited, supported and trained to assist gallery services and that their efforts are acknowledged.	Ongoing – review April	Achieved and ongoing as new volunteers join the Gallery.
C,D,E	Actively promote the inclusion of artist workshops in the gallery program.	Ongoing – review April	Achieved. Artists workshops presented by members of Botanical Art Society of Australia and the Sydney Printmakers Association.
D	Expand the activities program for Friends of the Gallery and Volunteers, and link with other Galleries and Art Centres.	Ongoing Review December	Achieved. Combined functions and excursions organised for Friends and Volunteers of the Gallery with Penrith Regional Art Gallery, Hazelhurst Gallery & Art Centre, Powerhouse Museum and Manly Art Gallery.
D	Continue to develop and support the Gallery Advisory Group, The Friends of the Gallery, Young Friends and Volunteers and draw on the expertise of the wider visual arts/craft profession.	Ongoing – review November	Ongoing
D	Work with relevant professional bodies, community and government organisations in the planning and promotion and delivery of services.	Ongoing – review February	Achieved. Mosman Art Gallery worked closely with the following organisations on a variety of exhibition projects: National Gallery of Australia, Art Gallery of NSW, SCECGS Redlands, Botanical Art Society of Australia, Australian Galleries, Museums & Galleries Foundation of NSW.
D	Assess and compile survey information to monitor visitor satisfaction and suggestions.	Ongoing – review February	Achieved and ongoing. Gallery 'Visitors' Book' records comments by visitors about exhibitions and gallery presentation on a regular basis. Gallery Visitor Survey also completed.

SUB-PROGRAM 10.06: GALLERY EXHIBITIONS AND ACTIVITIES**CO-ORDINATOR: CULTURAL SERVICES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
D	Plan and implement programs for young people in consultation with young people, for example the NEO Artists and Northside eXposure.	Ongoing – review February	Achieved. The Mosman Youth Art Prize, which targets young people between the age of 12 and 21, was presented in June / July 2003. In addition, a 'Wearable Art Workshop' was presented in conjunction with the Shoreshocked Youth Art Festival'. Regular education programs and activities are also provided for school students.
E	Ensure that all paintings, art works and other cultural items belonging to Council are housed safely and appropriately, through regular monitoring and assessment.	Ongoing – review February	Achieved and ongoing.
E	Ensure that the Mosman Art Collection is maintained, conserved and properly documented and that the Mosman Art Prize continues to be recognised as a professionally run acquisitive exhibition.	Ongoing – review September	Achieved and ongoing. Gallery Volunteers continue to examine and register new artworks that enter the Collection through the Mosman Art Prize, donations and bequests, as well as record additional information about existing works in the Collection.

SUB-PROGRAM 10.07: COMMUNITY ARTS, CRAFTS AND ACTIVITIES**CO-ORDINATOR: CULTURAL SERVICES MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A,B	Further develop the quality arts and crafts theme of the Mosman Village Market.	Ongoing – review September	Achieved and ongoing. Continuous efforts are made to locate and ensure only quality arts and crafts for the Mosman Markets.
A,B,C	Liaise with and assist community organisations in the planning and provision of arts and craft activities and events for education and enjoyment.	Ongoing – review September	Ongoing. Centre Services Coordinator and Gallery Director are always available to provide advice and assistance to community organisations planning arts and crafts activities in Mosman: e.g. Good Beginnings Creative Arts Activities for Children.
A,B,C	Link market activities to the Mosman Art Gallery & Community Centre precinct/activities.	Ongoing – review September	Achieved and ongoing, especially through ‘cross promotion’ of gallery exhibitions and events at the Markets, and vice versa. For example; Friends of the Gallery Book Fair, held in October 2003 in conjunction with the Mosman Markets.
B	Hold an annual evening Christmas Village Market.	Ongoing – review September	Achieved, December 2003.

SUB-PROGRAM 10.08: CIVIC/COMMUNITY EVENTS**CO-ORDINATOR: COMMUNITY AND BUSINESS RELATIONS MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Seek grants, sponsorship and other funding for community events organised by Council.	Ongoing – review June	Achieved and ongoing. Ongoing sponsorship support of the Mosman Spring Festival and Garden Competitions. New sponsorship sourced for, “Pets Day Out’.
A,B	Ensure the success of community events including the Civic Church Service, Mosman Day (9 June) the Mosman Spring Festival and the Mosman Garden Competition.	Ongoing – review November	Achieved and ongoing. Civic Church Service received a record number of attendances.
B	Ensure that Council organised civic and community events are organised in accordance with the guidelines laid out in the Special Event Management Policy.	Ongoing	Achieved and ongoing – all events are organised in accordance with the guidelines laid out in the Special Event Management Policy with appropriate approvals being applied for to other regulatory bodies eg. RTA, police etc.

SUB-PROGRAM 10.09: COMMERCIAL/COMMUNITY EVENTS**CO-ORDINATOR: COMMUNITY AND BUSINESS RELATIONS MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Assist in the promotion of local community events through stocking brochures, through ensuring all events are included in bi-monthly calendar of community events, and through advising the media of forthcoming activities.	Ongoing – review November	Achieved and ongoing. Events also promoted through Community Development Department 'What's on' brochures produced quarterly and through regular insertions in Mosman 2088 Magazine.
A	Liaise with and assist local organisations in planning for and organising community events in accordance with Council's Special Event Management Policy.	Ongoing – review November	Achieved and ongoing – Council works closely with organisers of the Mini-Mosmarthon, Anzac Day Dawn Service, Shakespeare by the Sea to ensure the events run smoothly.
B	Provide an opportunity for partial funding of local community events through the administration of an annual community subsidy program.	Ongoing – review June	No required during this period.

SUB-PROGRAM 10.10: FRIENDSHIP AGREEMENTS**CO-ORDINATOR: COMMUNITY AND BUSINESS RELATIONS MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Provide information and assistance to our Friendship communities.	Ongoing – review March	Ongoing
A	Consider other Friendship Agreements.	Ongoing – review March	Ongoing
A-C	Promote and encourage the community to take advantage of the Friendship Agreements.	Ongoing – review March	Ongoing
A-C	Keep the web site current on this subject and provide links to relevant web sites.	Ongoing – review March	Ongoing
B	Gain media coverage of Friendship Community initiatives.	Review August	Ongoing – good coverage received relating to cultural exchange project with Mudanjiang in August 2004.
C	Encourage and facilitate local Rotary Clubs to develop a student exchange program to Mudanjiang and support the “Girl Child” Education Program.	Ongoing – review October	Ongoing – Council staff also supporting the project individually.
A-D	Work to send an exhibition of Mosman art to Mudanjiang and Beijing and have a Mosman artist in residence in Mudanjiang along with a delegation of Mosman representatives.	October – December 2002	Achieved in August 2004.
A-D	Encourage Mayoral/Councillor representation at the annual Glenn Innes Celtic Festival held on the first weekend in May each year.	Ongoing – review March	Achieved and ongoing

SUB-PROGRAM 10.11: MOSMAN SWIM CENTRE**CO-ORDINATOR: COMMUNITY AND BUSINESS RELATIONS MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Ensure that the Mosman Swim Centre strives to meet the needs of residents of all ages and fitness levels through continuing consultation.	Ongoing - review quarterly	Ongoing – good usage of the swim centre and a low level of complaints indicating good satisfaction levels.
A	Ensure that opening hours, programming and lane allocations reflect the needs and expectations of the community.	Ongoing - review quarterly	Ongoing
A	Ensure friendly, professional customer service that underpins a safe swim centre providing equitable access to all persons regardless of age, race, religion, gender, physical disposition or level of skill.	Ongoing - review quarterly	Ongoing
A	Position the Mosman Swim Centre as a Council provided, quality managed and safe facility and ensure existing and potential customers are informed of the services and benefits offered by the Centre.	Ongoing - review quarterly	Ongoing
B	Ensure the provision of high quality services through qualified, experienced and empowered staff.	Ongoing - review quarterly	Ongoing
B	Ensure the health and safety of the Swim Centre users, the Operator's staff, its contractors and suppliers.	Ongoing - review quarterly	Ongoing
B	Ensure that the Centre and its assets are managed in accordance with the Facilities Management Plan and in an environmentally responsible manner to optimise long-term sustainability, and ensure they are presented to a standard that will encourage patronage.	Ongoing - review quarterly	Ongoing – early issues with amelioration of building defects which has largely been addressed.

SUB-PROGRAM 10.11: MOSMAN SWIM CENTRE**CO-ORDINATOR: COMMUNITY AND BUSINESS RELATIONS MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
B	Ensure the Swim Centre Operator practices effective environmental management consistent with the principles of Ecologically Sustainable Development.	Ongoing - review quarterly	Ongoing
B	Encourage a strong relationship between the Lessee of the Swim Centre and the Lessee of the adjoining café in order to nurture an energetic and viable complex.	Ongoing - review quarterly	Lessee of the Swim Centre and Café are the same company.
C	Ensure prudent financial management and effective business systems and to monitor monthly and quarterly reports and the Swim Centre's Annual Management Plan.	Ongoing - review quarterly	Ongoing
D	Monitor overall performance of the Swim Centre through formal and informal processes including reports and meetings to ensure the smooth running of the Centre.	Ongoing - review quarterly	Ongoing

SUB-PROGRAM 11.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR ENVIRONMENT AND PLANNING

STATEMENT OF MEANS		DATE	PROGRESS
A	Monitor and review policies on Public Transport and lobby for additional bus services, particularly at night. Await Better Buses proposal	Ongoing – July	Ongoing. Parry and Unsworth Reports have determined new bus structure and policies in NSW. Better Buses North proposals have been postponed as a result. New arrangements to be monitored.
A,B,C	Re-focus regional approach to transport and therefore attend and participate in Consultative Groups such as:- <ul style="list-style-type: none"> • RTA Northern Consultative Committee. • SHOROC - Regional Organisation of Councils • RTA Consultative Forum. • RTA Northern Region Organisation of Council 	Ongoing – review January	Achieved. Actively involved in all of the consultative groups listed in particular SHOROC.
A,B,C	Liaise with, foster contacts, lobby Statutory Bodies, Federal and State Governments and Opposition in order to achieve program objectives. Consult with North Sydney Council regarding traffic and transport issues.	Ongoing – review January	Achieved. Lobbied Federal and State Governments over Transport solutions for the Northern Peninsula in relation to the Spit Bridge project. Established contacts and working with North Sydney Council regarding traffic and transport projects.
A,B,C	Review methods of public consultation. Prepare procedural manual for traffic/transport matters	Ongoing – review Dec 2003	Ongoing – initial draft of Procedure Manual for traffic/transport matters produced.
B	Review the effectiveness and efficiency of the Spit/Military Road transport corridor subject to funding.	Ongoing - review January	On-going. Met recently and formed contacts with the RTA TMC unit and reviewed all signal intersection operation along the Spit/Military Road Corridor.
B	Liaise with SHOROC for development of a Regional Transport Model.	July 2003	Achieved. NETANEL traffic model purchased by Warringah Council to be used by other SHOROC Councils for an annual fee to Sims Varley. To be adopted by SHOROC executive.

SUB-PROGRAM 11.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR ENVIRONMENT AND PLANNING

STATEMENT OF MEANS		DATE	PROGRESS
C	Through SHOROC seek funds from State and Federal Governments for development of an improved transport system and a Regional Transport Model and Regional Transport Strategy.	July 2003	Achieved and ongoing. SHOROC Transport Policy/Strategy adopted in 2002 used as basis of lobbying for an improved transport system. Preparing an application for the 2005 Roads to Recovery funding for improvements to signal intersections along the Northern Peninsula corridor and regional projects. Transport Model as above.
D	Erect pedestrian signage in Council precincts in accordance with the Public Domain Improvement Program and review outcomes to identify further need.	Ongoing	On-going. In the process of preparing a walking brochure of all walking routes in Mosman. These will incorporate pedestrian signage.
E	Continue to lobby STA for changes to the Better Buses proposal to maintain the existing level and frequency of services.	Ongoing	The Better Buses proposals have been postponed following review of public transport in NSW.

SUB-PROGRAM 11.02: ROADS**CO-ORDINATOR: MANAGER ASSETS AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A	Prepare annual maintenance and improvement program for secondary roads.	Ongoing – review January	Achieved and Ongoing.
B,C	Review road opening procedures with the public authorities.	Ongoing - review July	Achieved and Ongoing. Investigating opportunities to utilise Telstra's on-line purchase order system to notify restorations.
B,C	Review and co-ordinate works with public utilities.	Ongoing – review July	Achieved and Ongoing.
A	Undertake a further road condition survey in 2004/2005.	Jan 2005	To be undertaken in first half of 2005.
A	Implement the 5 year asphalt road rehabilitation program.	Ongoing – review June	Achieved and Ongoing.
A,D	Review the latest rehabilitation methods for road assets as and when appropriate.	Ongoing – review June	Achieved and Ongoing.
A	Negotiate with the RTA and reach agreement on funding for maintenance of the Ourimbah Road/Macpherson Street route.	Ongoing – review May	Ongoing. Road Classification Review to be undertaken by RTA in second half of 2004.
A	Prepare cost effective designs for road rehabilitation in a timely manner to ensure forward works programs can be implemented.	Ongoing – review June	Achieved and Ongoing.
A	Implement an inspection and monitoring program for retaining structures.	December 2003	In progress.
C	Review and document internal procedures for dealing with road opening permits and restoration orders from public utilities.	Ongoing - review November	Achieved and Ongoing.
C	Review Council's Road Opening Code.	Ongoing - Review December	Achieved and Ongoing.

SUB-PROGRAM 11.02: ROADS**CO-ORDINATOR: MANAGER ASSETS AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A	Review further concrete road treatments at end of 2002/2003 financial year and prepare 2 year program for implementation in 2003-2005.	Aug 2003	Achieved.
A	Assess the requirements of Council's insurers in relation to best practice management manuals for roads including resource implications of their recommend approach and determine whether Council should proceed to implement their requirements.	November 2003	Ongoing. Deferred until footpath manual adopted in first instance.
B	Negotiate an agreement with Telstra in relation to road openings undertaken by or on their behalf in relation to notification to Council, reinstatement and other relevant issues.	October 2003	Ongoing.

SUB-PROGRAM 11.03: FACILITIES**CO-ORDINATOR: MANAGER ASSETS AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
B	Review condition survey and prepare annual maintenance program of works for crash barriers and signs.	Ongoing – review March	Ongoing.
B	Develop and implement a maintenance program for traffic signs and line marking on local roads.	Ongoing - review March	Ongoing.
B	Provide directional signage indicating accessible facilities and promote better signage with local businesses.	Ongoing	Ongoing.
B	Assess requests for street lighting improvements as required and implement where appropriate.	Ongoing – review March	Achieved and Ongoing.
B	Negotiate with the RTA for an increase in the Block Grant to maintain traffic facilities on local roads.	Ongoing – review March	Ongoing. Discussed at the Northern Region Consultative Committee but no agreement reached on a more satisfactory method of determining allocation.
B	Support efforts by residents to underground overhead cables in Mosman by meeting costs associated with street lighting alterations and allowing direct engagement of Council contractors for road and footpath restoration.	Ongoing – review March	Achieved and Ongoing.
C	Conduct a survey of residents to determine priority areas for street lighting improvements following SHOROC tender of electricity supply for street lighting.	October 2004	Deferred. Council has now joined the Street Lighting Improvement Program which was initially established by the SSROC group of Councils. A trial of new street lighting technology is to be conducted in West Ward.

SUB-PROGRAM 11.03: FACILITIES**CO-ORDINATOR: MANAGER ASSETS AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
C	In conjunction with other SHOROC Councils prepare and call tenders for supply of electricity for street lighting.	June 2003	Tenders not called. Council instead determined to take up the LGA negotiated offer for electricity supply from Energy Australia.
C	Pursue Energy Australia regarding refund of tariffs for extended periods of street light failure throughout Mosman.	Ongoing – Review August	Ongoing. Being pursued as part of the Street Lighting Improvement Program as outlined above.

SUB-PROGRAM 11.04: TRAFFIC MANAGEMENT**CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT**

STATEMENT OF MEANS		DATE	PROGRESS
Objective	Statements of Means	Date	
A	Determine a priority list of problem areas requiring traffic management schemes and improvement strategies.	Ongoing – review December	Achieved. Priority list prepared and posted on Council Website. Beauty point area identified as main priority for improvement strategy.
A	Negotiate with the Roads and Traffic Authority for the installation of a traffic management plan for Ourimbah Road and Macpherson Street (Regional Road 2036).	Ongoing – review April	Ongoing
A	Prepare annually a Traffic Report on the accident history for all roads.	Ongoing – review April	Achieved. Road Safety Strategic Plan prepared with report of all accidents in Mosman over a 5 year period. Annual accident plans produced on GIS.
A	Further assess existing traffic conditions in Mosman by: <ul style="list-style-type: none">Assessing outcome of comprehensive origin/destination traffic survey with Mosman.Formulating a traffic generation distribution and assignment model for Mosman.	Ongoing December Dec 2003	Achieved and Ongoing. Origin and destination survey reviewed by Consultants who provided advice to Council about the approach that Mosman should take in regards Traffic Modeling. Regional Traffic Model being progressed through SHOROC.
A	Complete implementation of the recommendations from the Environmental Adaptation Study for The Esplanade to improve traffic management, parking, pedestrian safety and amenity.	June 2003	Achieved. Additional traffic management measures introduced to further improve pedestrian safety. Pedestrian crossing at Hunter Park.

SUB-PROGRAM 11.04: TRAFFIC MANAGEMENT**CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT**

STATEMENT OF MEANS		DATE	PROGRESS
A	Negotiate with the Roads and Traffic Authority for a Military/Spit Road Route Performance Study, and impact of freight movements to the Northern Peninsula. (partially achieved with John Barnes study)	December 2003	Ongoing
A	Install where appropriate variable message signs along Spit Road and Mosman local roads to raise awareness of motorists of traffic and safety issues.	Ongoing	Achieved. VMS signs used by Councils Road Safety Officer at the Spit in conjunction with various road safety campaigns.
B	In consultation with Council's Rangers strive to make carparks feel more friendly and safe through such means as improved lighting, paintwork and a systematic approach to the monitoring of carparks.	Ongoing	Ongoing patrols by Rangers in carparks to ensure visual presence and monitoring.
C	Develop and maintain a traffic facilities and devices database.	Ongoing	Achieved.
D	Monitor effectiveness of traffic regulation and enforcement.	Ongoing	On going improvements in effective regulation and enforcement. Increased parking patrols by use of casual Rangers
A,B	Review effects of new Resident Parking Schemes in West Ward, in particular impacts on neighbouring streets. Introduce planned Resident Parking Schemes and review feasibility of other areas according to Mosman's policy governing such schemes.	May 2003 July 2003	Achieved. West Ward resident parking scheme review undertaken and changes implemented as a result. Various other minor resident parking schemes assessed and where feasible introduced.
D	Continue to administer the Local Traffic Committee and report on various traffic related matters with priority given to safety matters.	Ongoing	Achieved

SUB-PROGRAM 11.04: TRAFFIC MANAGEMENT**CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT**

STATEMENT OF MEANS		DATE	PROGRESS
D	Review Traffic Management Plan process for street parties, special events and DAs and ensure Traffic Management Plan process is undertaken for the Sydney Harbour Federation Trust land	Dec 2003	Achieved. RTA produced new guidance on Traffic Management Plan process for special events. Council has prepared a simplified format for street functions with Traffic Engineer now qualified to review and assist with the development of traffic control plans for such events. Construction Traffic Management Plan guidance prepared for DA's.

SUB-PROGRAM 11.05: ROAD AND PEDESTRIAN SAFETY**CO-ORDINATOR: MANAGER ASSETS AND SERVICES AND
MANAGER PLANNING AND TRANSPORT**

STATEMENT OF MEANS		DATE	PROGRESS
A,B	Document and implement a best practice procedure and manual for Council's footpaths in accordance with the recommendations of Statewide Insurance.	August 2003	Document is in final draft and awaiting approval by Council's insurers prior to implementation.
D	Attend the Mosman Access Advisory Group meetings and review all Council proposed works with the Assets Working Party.	Ongoing – review November	Achieved. Access Advisory Group now part of Community Development Advisory group following newly elected Council's restructure of its Advisory Groups in April 2004.
D	Review all parking restrictions in vicinity of all pedestrian crossing facilities in Mosman.	Oct 2003	Ongoing. Funding received from the RTA to undertake this process to ensure that all pedestrian crossings meet the required standards.
D	Improve pedestrian and cyclist safety to schools and in the vicinity of public facilities.	Ongoing – review July	Achieved and ongoing. Audit of safety around schools undertaken by RSO at two schools. Measures to improve safety at these two schools reported to the Traffic Committee for implementation. Further audits to be undertaken in coming years as part of a road safety program.
E	Develop road safety and pedestrian strategies in conjunction with schools, senior citizens, police and SHOROC Safe Communities. Review 40km/h speed areas to possibly include child care facilities (partially achieved in Gouldsbury Street, The Crescent and Myahgah Road)	July 2003	Achieved. The Road Safety Officer local road safety program addresses many areas of road and pedestrian safety and develops educational campaigns to improve the current situation. The 40km/hr zones have been reviewed and discussed with the RTA and changes implemented as requested. The introduction of 40km/hr zones at childcare centres is not supported by the RTA.

SUB-PROGRAM 11.05: ROAD AND PEDESTRIAN SAFETY**CO-ORDINATOR: MANAGER ASSETS AND SERVICES AND
MANAGER PLANNING AND TRANSPORT**

STATEMENT OF MEANS		DATE	PROGRESS
E	Investigate provision of standard approach to barriers and school crossings in conjunction with local schools.	Ongoing	Ongoing. Pedestrian fencing/barriers introduced at the pedestrian crossing outside Middle Harbour public school.
E	Prepare a brief to undertake a pedestrian access and mobility plan.	December 2003	Ongoing
B	Implement the 5 year footpath rehabilitation program.	Ongoing – review June	Achieved and Ongoing.
D	Construct additional kerb ramps as funded in the annual budget following consultation with the community and Access Advisory Group.	Ongoing – review June	Achieved and Ongoing.
B	Investigate and report on feasibility and effectiveness of alternative methods of treating footpath trips.	Dec 2003	Achieved and Ongoing.
B	Undertake a further footpath condition survey in 2004/2005.	Jan 2005	Planned for early part of 2005.
D	Control footpath occupations in accordance with Council's policy.	Ongoing	Achieved and Ongoing.
E	Seek funding and undertake various road safety and ongoing pedestrian campaigns including, Kids and Traffic and pedestrian safety	Ongoing	Achieved. Kidsafe campaign undertaken at Spring Fair by RSO.
E	Investigate further improvements to pedestrian safety at Spit Junction	Dec 2003	Achieved. Detailed application submitted to the RTA through the Blackspot funding program for overall safety improvements to reduce accidents.
E	Undertake Green Travel Plan for Mosman Council to identify ways to change travel behaviour	Dec 2003	Part-achieved and ongoing. Travel Demand Management Report produced and a Travel Access Guide and Bike Parking introduced in Mosman to encourage modal shift.

SUB-PROGRAM 11.06: BICYCLES**CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT**

STATEMENT OF MEANS		DATE	PROGRESS
A	Seek funding from RTA for a Bike Plan and investigate the suitability of the Mosman area for the use of bicycles as an alternative transport mode by working with the community and Bicycle Advisory Group.	Ongoing	Achieved. Mosman Bikeplan 2004 in the process of being prepared. Community consultation complete and bikeplan due for completion by the end of October 2004 to go on public exhibition. Bicycle Advisory Group established and functional.
A	Replace existing and introduce new bicycle signage and facilities, as required.	Ongoing Review December	Ongoing. This will be achieved through the implementation of the Mosman Bikeplan. New bicycle parking introduced in Vista Street car park but bicycle parking plan will include many other locations.
A	Investigate the incorporation of guidelines for bicycle parking facilities in any future Development Control Plans.	Ongoing	Achieved. Bicycle conditions of consent prepared for planners to be incorporated into standard Council conditions. Cycle requirements also included in Transport DCP.
A	Develop guidelines against which to consider all development proposals, both private and public, to ensure that all issues affecting bicycle use, storage and safety are given due weight.	December 2003	Ongoing. DIPNR have produced draft guidelines for cycling and walking which could form the basis of Council guidelines.
A	Ensure that bicycle signage is adequate, particularly for those bicycle routes within the municipality currently contained in RTA bicycle maps.	December 2003	Ongoing. This will be achieved through the implementation of the Mosman Bikeplan.
A	Consider improved signage at the through bicycle route between top of Parriwi Road and the pedestrian light at Stanton Road.	December 2003	Part Achieved. Initial improvement to bicycle signage and footpath at Parriwi Road/Spit Road introduced.

SUB-PROGRAM 11.06: BICYCLES**CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT**

STATEMENT OF MEANS		DATE	PROGRESS
A	Consider widening the footway between the top of Parriwi Road and the pedestrian light at Stanton Road to make it dual use.	December 2003	Achieved. Design prepared and funding received from the RTA. Included in Councils footpath program for implementation.

SUB-PROGRAM 11.07: PUBLIC TRANSPORT**CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT**

STATEMENT OF MEANS		DATE	PROGRESS
A	Implement public transport asset improvements in conjunction with Public Domain Improvements.	Ongoing	Ongoing
A,B,C	Continue to lobby STA (and Better Buses proposal) to: <ul style="list-style-type: none">• Maintain local bus and ferry services• Provide more frequent and reliable services• Link bus and ferry connections	Ongoing	Achieved. Lobbied STA strongly regarding ineffectiveness of the Better Buses proposals. Working with STA on various bus stop improvement proposals.
B	Negotiate and advocate with the State Government and private contractors to improve public facilities, transitways and timetables and improve access to buses, taxis and other public transport.	Ongoing – review June	Ongoing. Through the SHOROC Transport Group.
B	Negotiate with the State Transit Authority on possible options associated with the introduction of mini buses on local services in Mosman with the idea of servicing the ferry wharfs and foreshore areas during summer months.	December 2002	Achieved and Ongoing. State Transit Authority not able to provide mini bus services for access to local areas. Mosman Summer Bus introduced in Mosman to provide a service from Mosman Town Centre to Balmoral Beach.
B,C	Investigate options for the expansion of the Balmoral weekend ferry service and use of ferries to other suitable locations in Mosman.	Ongoing	Ongoing. Discussed with SHFT regarding the introduction of a new ferry service to access the newly developed land of Chowder Bay in relation to their TMAP study.
B	Investigate sponsorship and undertake a two-month shuttle bus service on weekends during the summer months servicing Balmoral, and possible the ferry wharves.	December 2003	Achieved.
C	To have water access available and integrated with efficient transport from wharves within the municipality.	Ongoing	Ongoing

SUB-PROGRAM 12.01: POLICY & ADMINISTRATION & CUSTOMER FOCUS

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

STATEMENT OF MEANS		DATE	PROGRESS
A	Seek community input and keep the community informed about economic development issues through various print and online media, and through meetings or seminars.	Ongoing – review annually	Produced the SHOROC State of the Economy report which received good public exposure. Is on SHOROC website and linked to the four Councils.
A	Regularly convene the Business Forum.	Ongoing – review December	Business Forum convened quarterly
A-C	Ensure all relevant matters pertaining to this Program are posted on the Council's Website in a timely manner, are kept up to date and linked appropriately.	Ongoing – review quarterly	Website kept up to date. New Web Content group formed
B	Ensure the business community is aware of and encouraged to use the Mosman colour scheme identified in the Town Centres DCP.	Ongoing – review quarterly	Not promoted in this period. Planning currently underway to look at revising the Town Centres DCP.
C	Effectively market business and visitor services and activities.	Ongoing - review quarterly	Achieved and ongoing. A number of new publications were produced to market business within the area during this period including a new Shopping Map of Mosman produced in 2003 by the business community, a new shopping directory produced by private enterprise in 2004 supported by Council. Council also facilitated a number of retailer promotions under the 'Mosman is' banner.
A-C	Prepare a Business Kit for new businesses in the area.	July 2003	Not achieved in this period.

SUB-PROGRAM 11.02: ROADS**CO-ORDINATOR: MANAGER ASSETS AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
A	Prepare annual maintenance and improvement program for secondary roads.	Ongoing – review January	Achieved and Ongoing.
B,C	Review road opening procedures with the public authorities.	Ongoing - review July	Achieved and Ongoing. Investigating opportunities to utilise Telstra's on-line purchase order system to notify restorations.
B,C	Review and co-ordinate works with public utilities.	Ongoing – review July	Achieved and Ongoing.
A	Undertake a further road condition survey in 2004/2005.	Jan 2005	To be undertaken in first half of 2005.
A	Implement the 5 year asphalt road rehabilitation program.	Ongoing – review June	Achieved and Ongoing.
A,D	Review the latest rehabilitation methods for road assets as and when appropriate.	Ongoing – review June	Achieved and Ongoing.
A	Negotiate with the RTA and reach agreement on funding for maintenance of the Ourimbah Road/Macpherson Street route.	Ongoing – review May	Ongoing. Road Classification Review to be undertaken by RTA in second half of 2004.
A	Prepare cost effective designs for road rehabilitation in a timely manner to ensure forward works programs can be implemented.	Ongoing – review June	Achieved and Ongoing.
A	Implement an inspection and monitoring program for retaining structures.	December 2003	In progress.
C	Review and document internal procedures for dealing with road opening permits and restoration orders from public utilities.	Ongoing - review November	Achieved and Ongoing.

SUB-PROGRAM 11.02: ROADS**CO-ORDINATOR: MANAGER ASSETS AND SERVICES**

STATEMENT OF MEANS		DATE	PROGRESS
C	Review Council's Road Opening Code.	Ongoing - Review December	Achieved and Ongoing.
A	Review further concrete road treatments at end of 2002/2003 financial year and prepare 2 year program for implementation in 2003-2005.	Aug 2003	Achieved.
A	Assess the requirements of Council's insurers in relation to best practice management manuals for roads including resource implications of their recommend approach and determine whether Council should proceed to implement their requirements.	November 2003	Ongoing. Deferred until footpath manual adopted in first instance.
B	Negotiate an agreement with Telstra in relation to road openings undertaken by or on their behalf in relation to notification to Council, reinstatement and other relevant issues.	October 2003	Ongoing.

SUB-PROGRAM 12.03: MARKETING MOSMAN**CO-ORDINATOR: COMMUNITY AND BUSINESS RELATIONS MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A-E	Ensure the Mosman Marketing Plan remains current and best meets the shared needs of the local community and visitors, and in so doing seek public input and ensure continued community involvement.	Ongoing – review November	Mosman Marketing Plan due for review in late 2004 / early 2005.
A-E	Take an active management role in the staging of special events through close co-ordination with relevant agencies, liaison with event organisers, through provision of information to the Mosman community and visitors, and through the ongoing implementation and review of Council's Special Event Management Policy.	Ongoing – review September and following each event	Achieved and ongoing. New event, 'Pets Day Out' included in the calendar of community events for the first time.
B	Generate and maintain information concerning tourist attraction facilities and services and provide this to residents and visitors by way of printed materials, the installation of user friendly and visually acceptable signs, face-to-face contact in the Information Centre, and inclusion within Council's Internet site.	Ongoing – review March	Achieved and ongoing
B	Keep the Map of Mosman up to date and ensure it shows sites of interest for visitors.	Ongoing - Review March	Achieved and ongoing – new shopping map of Mosman produced by retail community with administrative support from Council
B	Maintain an indexed collection of high quality colour images of Mosman in both transparency and digital format, for use in Council publications and the Council Internet site, as well as by local businesses in their promotional activities.	Ongoing – review March	Achieved and ongoing – library grown across the course of the year to ensure more images available for use in Council publications.

SUB-PROGRAM 12.03: MARKETING MOSMAN**CO-ORDINATOR: COMMUNITY AND BUSINESS RELATIONS MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
B,D	Where appropriate ensure that information provided to the public includes details of regulations, requirements and expected modes of behaviour.	Ongoing – review March	Achieved and ongoing. For example publicity for 'Pets Day Out' included advice that all pets should be on a lead, harness or caged.
C	Liaise with relevant Council staff and the organisers of events in order to promote the tourism and business potential of local and regional community arts and cultural events.	Ongoing – review March	Achieved and ongoing
C	Maintain close relationships with the Chamber of Commerce, Service Clubs and other organisations with an interest in the management of tourism with a view to seeking their ideas concerning new initiatives and keeping them informed of relevant Council decisions or actions.	Ongoing – review March	Achieved and ongoing. Business Forum meeting held to inform business community of the launch of the 'Mosman Rewards' project. Regular updates via the Business Newsletter which is delivered to all local businesses.
C	Work closely with Taronga Park Zoo and other tourism attractions and visitor service providers in Mosman in order to advance the objectives set out in MOSPLAN and the Mosman Marketing Plan.	Ongoing – review March	Achieved and ongoing. Taronga Zoo involved in local event management, stock brochures
C,E	Liaise with public and private transport operators to strive for appropriate modes and frequency of transport to and throughout Mosman.	Ongoing – review March	Ongoing – implementation of 'Summer Bus'.
D	Liaise with the SHFT regarding publicity for the Mosman sites and encourage the promotion of low impact visitation and the use of public transport.	Ongoing – Review March	Achieved and ongoing. Chowder Bay to George's Heights Walking Track included in reprint of Council's 'Walking Guide to Mosman'.
E	Seek grants and funding for selective initiatives and maintain and strengthen links with SHOROC, NSREDO, BMR Committee and Tourism NSW.	Ongoing – review March	Ongoing

SUB-PROGRAM 12.03: MARKETING MOSMAN**CO-ORDINATOR: COMMUNITY AND BUSINESS RELATIONS MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
E	Liaise with National Parks and Wildlife Service, the Waterways Authority, and other such organisations on matters of shared interest including the education of residents and visitors on the appropriate use of our National Park areas, foreshores and other sensitive areas.	Ongoing – review March	Achieved and ongoing. Inclusion of National Parks and Wildlife Service messages regarding appropriate use of National Parks in all Boxing Day and New Years Eve publicity.
E	Investigate opportunities through the Business, Marketing and Recreation Committee to assist in developing local and regional tourism initiatives.	Ongoing – review March	Achieved and ongoing – inaugural 'Mosman is Shopping Week' held in 2004 including two highly successful fashion parades.
F	Continue to facilitate cohesive marketing and promotion of the retail area based around 'Mosman Is' theme groups eg: Mosman is Kids.	Ongoing – review March	Mosman is Shopping Week established incorporating Mosman is Kids, Mosman is Home and Mosman is Fashion and Beauty Groups.

SUB-PROGRAM 12.04: REGIONAL ECONOMIC DEVELOPMENT**CO-ORDINATOR: GENERAL MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A	Actively support SHOROC politically, strategically and professionally.	Ongoing – review quarterly	Support is strong through regular meeting of the Executive, Portfolio Groups and GMs
A-D	Monitor the Kimbriki Environmental Partnership Ltd company to ensure that the waste management needs of the Mosman community and the region are met economically and effectively.	Ongoing – review July	Matter protracted as extensive legal advice is required in relation to the establishment of a company structure and approvals from the Minister for Local Government. Presently delayed awaiting advice from the Office of State Revenue of payment of stamp duty on existing contractual obligations of the Joint Services Committee through Warringah Council.

SUB-PROGRAM 12.04: REGIONAL ECONOMIC DEVELOPMENT**CO-ORDINATOR: GENERAL MANAGER**

	STATEMENT OF MEANS	DATE	PROGRESS
A - C	<p>Work closely with other SHOROC Councils, especially in the implementation of the SHOROC Strategic Plan and its four Portfolios:</p> <ol style="list-style-type: none">1) Planning Portfolio – Our Place, Our Future (convened by Pittwater Council)<ul style="list-style-type: none">▪ Transport▪ Infrastructure and asset management▪ Strategic planning including State of the Economy Report▪ Section 94 contributions (coordinated by Mosman)2) Community Portfolio – Our People, Our Community (convened by Warringah Council)<ul style="list-style-type: none">▪ Health and Safety▪ Recreation▪ Education and Culture (coordinated by Mosman)▪ Visitors	Ongoing – review July	The relationships with the other SHOROC Councils continue to function well through the Portfolio systems. Detailed responses to planning portfolios can be found in the SHOROC Annual Report at www.shoroc.nsw.gov.au .

SUB-PROGRAM 12.04: REGIONAL ECONOMIC DEVELOPMENT**CO-ORDINATOR: GENERAL MANAGER**

STATEMENT OF MEANS		DATE	PROGRESS
A - C Contd.	<p>3) Environment Portfolio – Beach, Bush and Water (convened by Manly Council)</p> <ul style="list-style-type: none">▪ Waste including Cities for Climate Protection▪ Water Quality▪ Flora and fauna (coordinated by Mosman)▪ Foreshores <p>4) Corporate portfolio – Dollars and Sense (convened by Mosman)</p> <ul style="list-style-type: none">▪ Government Assistance (coordinated by Mosman)▪ Asset Management and Services▪ Research and development▪ Human resources	Ongoing – review July	
A-D	Continue striving for traffic solutions for the Warringah transport corridors and especially Spit and Military Roads.	Ongoing – review July	Negotiations continue in relation to SHOROC's opposition to the extra lanes on the Spit Bridge and opportunities to work with DIPNR and the RTA on a more holistic transport solution.

PROGRAM 1: COUNCIL, COMMUNITY & COMMUNICATION

**CONVENOR: EXECUTIVE OFFICER – CORPORATE & HUMAN
DEVELOPMENT**

SUB-PROGRAM 1.01: COUNCIL SECRETARIAT & CIVIC INVOLVEMENT

CO-ORDINATOR: MANAGER GOVERNANCE

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Percentage of items called	7.5%	14%	13%	14%
Percentage of decisions deferred	8%	7%	10%	8%
Decisions contrary to Officer's recommendation	15%	47%	56%	50%

PROGRAM 1: DEMOCRATIC LOCAL GOVERNMENT
SUB-PROGRAM 1.02: PUBLIC ACCOUNTABILITY

CONVENOR: EXECUTIVE OFFICER – CORPORATE & HUMAN DEVELOPMENT
CO-ORDINATOR: MANAGER GOVERNANCE

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Percentage of residents satisfied with overall service provided by Council (to be collected at a minimum every three years)	N/A	Survey not conducted	Survey not conducted	Survey not conducted
Number of proven complaints that are classified as maladministration	0	0	0	0

PROGRAM 1: DEMOCRATIC LOCAL GOVERNMENT
SUB-PROGRAM 1.03: GOVERNANCE

CONVENOR: EXECUTIVE OFFICER – CORPORATE & HUMAN DEVELOPMENT
CO-ORDINATOR: MANAGER GOVERNANCE

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Audit program % completed (Program not finalised, but one audit conducted)	100%	100%	100%	100%

PROGRAM 1: DEMOCRATIC LOCAL GOVERNMENT
SUB-PROGRAM 1.04: COMMUNICATION

CONVENOR: EXECUTIVE OFFICER – CORPORATE & HUMAN DEVELOPMENT
CO-ORDINATOR: MANAGER GOVERNANCE

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Cost per hit/user of web page	.27c	.29	.29	.29
% of applications/requests transacted online (eg. DAs, Certificates, jobs, property information etc)	1%	NA	NA	NA

PROGRAM 2: RESOURCE AND ASSET MANAGEMENT
SUB-PROGRAM 2.02: FINANCE AND CORPORATE ASSETS

CONVENOR: DIRECTOR CORPORATE SERVICES
CO-ORDINATOR: MANAGER FINANCE

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
CURRENT RATIO Factors <u>Current Assets</u> Current Liabilities	1.92	Only annual figures		1.83
UNRESTRICTED CURRENT RATIO Factors <u>Current Assets less All External Restrictions</u> Current Liabilities less Specific Purpose Liabilities	1.85	Only annual figures		1.63
DEBT SERVICE RATIO Factors <u>Net Debt Service Cost</u> Operating Revenue less Special Purpose Grants less Operating Contributions & donations	3.26	Only annual figures		4.18
RATE COVERAGE RATIO Factors <u>Rate & Annual Charges</u> Total Revenues	60	Only annual figures		48.14
RATES & ANNUAL CHARGES OUTSTANDING PERCENTAGE Factors <u>Rates & Annual Charges Outstanding</u> Rates & Annual Charges Collectible	*1.5	Only annual figures		2.05

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Percentage of Budget excluding statutory contributions exposed to competition	60%	Only annual figures		59%

**Rates & Annual Charges O/S (Financial Assistant was ill for the last 2 weeks of June)
On her return \$78K was paid to Council between 1/7 & 9/7.
ie final result should have been around 1.5% as estimated

PROGRAM 2: RESOURCE AND ASSET MANAGEMENT**CONVENOR: DIRECTOR CORPORATE SERVICES****SUB-PROGRAM 2.05: HUMAN RESOURCES****CO-ORDINATOR: EXECUTIVE OFFICER - CORPORATE & HUMAN DEVELOPMENT**

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Unscheduled absence rate (no. days absent/available workdays)	4.1%			3.7%
OH&S Cost Factor (Total OH&S Costs/FTE)	\$1,100	Only annual figure available		\$1,346.38*

* OHS Factor higher than anticipated because of a change in one of the factors for calculating the premium applied by the insurers. This is the last time we will use this KPI because we cannot control such factors, and the premium is the major factor affecting the KPI

PROGRAM 3: STRATEGIC TOWN PLANNING

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING

SUB-PROGRAM 3.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

**CO-ORDINATOR: DIRECTOR ENVIRONMENT AND
PLANNING**

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
% of 149 certificates issued within 3 days (working days)	85%	73%	70%	72%

NOTE: It is considered that the 85% anticipated result is realistically achievable, however, certain factors affected the results this year, including:

1. restructuring of the customer support team and earlier staff shortages due to absences
2. significant number of 14ps requiring manual generation (more time consuming) eg Markham Close

PROGRAM 3: STRATEGIC TOWN PLANNING
SUB-PROGRAM 3.02: ZONING FRAMEWORK

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Number of amendments to Mosman LEP 1998 initiated by Council	4	1	1	2
Cost recovery for preparing minor LEP vs application fee (\$8,500) (fee increase)	60%			Unavailable*

* Only had one LEP application last financial year, for which half fees were paid. LEP process is not yet complete.

PROGRAM 3: STRATEGIC TOWN PLANNING
SUB-PROGRAM 3.03: PLANNING POLICY DEVELOPMENT

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Planning Work Program Schedule met (as per MOSPLAN)	85%			83%

PROGRAM 3: STRATEGIC TOWN PLANNING
SUB-PROGRAM 3.05: LAND USE MANAGEMENT PLANNING

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
% of Plans completed within specified timeframe (as per MOSPLAN)	80%			67%

PROGRAM 3: STRATEGIC TOWN PLANNING
SUB-PROGRAM 3.06: HOUSING STRATEGY

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Meeting Metropolitan Urban Development estimate of new dwellings per year	40			48

NOTE: Based on last year's MUDP estimates (most recent statistics available)

PROGRAM 4: BUILT ENVIRONMENT
SUB-PROGRAM 4.02: DEVELOPMENT

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER DEVELOPMENT SERVICES

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
No. of Development Applications received	500	224	242	466
No. of Construction Certificates received	250	35	67	102*
Median Development Application processing time	60 days	86	90	87**
Median Construction Certificate processing time	22 days	10	12	11#
% Development Applications to appeal	3.55			4.5%
% Appeals with a positive result/consistent with recommendation	75%			80%

* Total including those by private certifiers was 339.

** Mean DA processing time for year was 97.3 days.

Mean CC processing time for year was 13.7 days.

PROGRAM 5: NATURAL ENVIRONMENT
SUB-PROGRAM 5.02: ATMOSPHERIC ENVIRONMENT

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Reduce corporate greenhouse gas emissions by 20% by the year 2010 based on 1995 levels 4894 CO ₂ -e)		Data not yet available. CCP has changed the software needed to calculate the KPI and an historical review is now needed to ensure relativities over time. Additionally, data from Waste and Street Sweeping contractors is still to be received and will require verification. Will be completed by 30 September for inclusion in the SoE report.		

PROGRAM 5: NATURAL ENVIRONMENT
SUB-PROGRAM 5.03: WATER CYCLE MANAGEMENT

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Reduction in Council's annual water consumption	10% reduction	-5301KI (cf same time last year)	+22900.5 (cf same time last year)	17,599.5 (19.5% reduction)
No. of occurrences of water entering habitable areas of residential properties as a result of flooding as a percentage of no. of properties in Mosman	Nil	1	1	2

* Figure based on insurance claims

PROGRAM 5: NATURAL ENVIRONMENT
SUB-PROGRAM 5.04: BIODIVERSITY

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Hectares of bushland area under contract which is greater than 90% weed free (Native vegetation cover).	35%	38%	40%	40% Total Contract area: 32ha. >90% Weed free: 12.8ha. (Native vegetation cover.) Drought conditions until Jan - June 2004 inhibited progress of natural regeneration as well as weed growth.

PROGRAM 5: NATURAL ENVIRONMENT
SUB-PROGRAM 5.05: TREES

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: OPEN SPACE CO-ORDINATOR

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Net change in tree stock on Council controlled land	+ 500	400	50	450 Drought conditions inhibited tree-planting works Jan 04 - Jun 04. Programmed Street Tree Planting was delayed due to drought & staff changes. Substantial quantities of Shrubs and groundcovers planted have not been included.

PROGRAM 6: PUBLIC HEALTH
SUB-PROGRAM 6.02: WASTE MINIMISATION AND MANAGEMENT

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Quantity of recyclable material diverted from the domestic waste stream as a percentage of the total.	43%	47.4	39.6	43.5

PROGRAM 6: PUBLIC HEALTH
SUB-PROGRAM 6.03: CLEANSING

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER PROPERTY AND ASSETS

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Average cost to clean beaches and reserves per hectare per annum	\$15,987	\$17,287.08	\$17,966.16	\$17,626.76
Average cost per clean of public amenity blocks per day	\$14.95	\$15.33	\$16.46	\$15.89
Cost per tonne to remove rubbish material from streets, footpaths and pits	\$1435	\$1,578.24	\$1,826.51	\$1,692.30
Quantity of rubbish removed by street and footpath sweeping and pit cleaning per annum	500 tonnes	242.65 tonnes	206.24 tonnes	448.89 tonnes

PROGRAM 6: PUBLIC HEALTH
SUB-PROGRAM 6.04: DISEASE PREVENTION

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER ENVIRONMENT AND SERVICES

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Number of Notices issued as a percentage of the total number of inspections of food premises	<2%	0.5%	0.5%	0.5%

PROGRAM 6: PUBLIC HEALTH
SUB-PROGRAM 6.05: COMPANION ANIMALS

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER RANGER SERVICES

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
% of impounded animals that are unregistered	35%	10.1%	7.4%	17.5%
% of repeat barking dog complaints	9%	5%	3%	8%

PROGRAM 7: COMMUNITY SAFETY
SUB-PROGRAM 7.01: COLLABORATION,
COMMUNICATION & ACCOUNTABILITY

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT

CO-ORDINATOR: DIRECTOR COMMUNITY DEVELOPMENT

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Trends in community satisfaction gauged through surveys conducted say every three years.	7.7	No survey carried out in this period	No survey carried out in this period	No survey carried out in this period

PROGRAM 7: COMMUNITY SAFETY**CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT****SUB-PROGRAM 7.02: COMMUNITY INVOLVEMENT IN CRIME PREVENTION STRATEGIES**
SCO-ORDINATOR: COMMUNITY & BUSINESS RELATIONS MANAGER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Numbers of active participants Safety House, Neighbourhood Watch, Business Watch and numbers of Mosman residents belonging to Volunteering in Policing (VIP).	Safety House 12 Volunteers in Policing 6 Neighbourhood Watch 14 Business Watch 60	Safety House 12 Volunteers in Policing 6 Neighbourhood Watch N/A * Business Watch 52	Safety House 11 Volunteers in Policing 6 Neighbourhood Watch N/A * Business Watch 57	Safety House 11 Volunteers in Policing 6 Neighbourhood Watch N/A * Business Watch 57

* The previous Neighbourhood Watch is not operating as a full and proper Neighbourhood Watch and should be removed from consideration for the purposes of KPIs

PROGRAM 7: COMMUNITY SAFETY
SUB-PROGRAM 7.03: COLLABORATION, COMMUNICATION & ACCOUNTABILITY

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: MANAGER RANGER SERVICES

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT	ACTUAL RESULT	TOTAL
Analysis of crime trends in Mosman as published annually by NSW Bureau of Crime Statistics and Research. THIS INFORMATION IS ONLY AVAILABLE ON A CALENDAR YEAR BASIS		CALENDAR YEAR 2002	CALENDAR YEAR 2003	CALENDAR YEAR FOR 2004 NOT YET AVAILABLE
Malicious Damage including Graffiti	TBA	259	217	
Robbery	TBA	32	17	
Assault including domestic violence	TBA	102	107	
Steal from motor vehicle	TBA	382	291	
Stealing	TBA	218	211	
Stolen Vehicles	TBA	136	92	
Street offences	TBA	N/A	N/A	

PROGRAM 7: COMMUNITY SAFETY**CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT****SUB-PROGRAM 7.04: COLLABORATION, COMMUNICATION & ACCOUNTABILITY****CO-ORDINATOR: MANAGER RANGER SERVICES**

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Number of training and orientation days held for Police and Rangers and associated feedback from attendees.	3	1	1	2

PROGRAM 7: COMMUNITY SAFETY
SUB-PROGRAM 7.05: EVENT MANAGEMENT – SAFETY & TRAFFIC ASPECTS

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: MANAGER RANGER SERVICES
COMMUNITY & BUSINESS RELATIONS MANAGER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Feedback at debriefings of Special Event Management Working Group and resident comment.		Positive Results	Positive Results	Positive Results

PROGRAM 7: COMMUNITY SAFETY
SUB-PROGRAM 7.06: EMERGENCY MANAGEMENT

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: MANAGER PROPERTY & ASSETS

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Number of Local Emergency Management Committee meetings attended.	3	1	3	4

PROGRAM 7: COMMUNITY SAFETY
SUB-PROGRAM 7.07: PLANNING & DESIGNING FOR SAFETY

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Attendance at Safer by Design courses by relevant Council staff and Police Officers. Inclusion of community safety aspects in Council's Development Assessment Guidelines and Town Centre Development Control Plans.				No course offered achieved

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES
SUB-PROGRAM 8.02: COMMUNITY INVOLVEMENT/VOLUNTEERS

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Total number of volunteers	565	620	599	610

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES
SUB-PROGRAM 8.03: CHILDREN/FAMILY

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: CHILDREN'S SERVICES DEVELOPMENT OFFICER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Cost coverage of operational budget (staffing and program costs):				
% Fees and Charges	65%	N/A	N/A	77.8%
% Grants and Subsidies	25%			17.9%
% Council	10%			4.3%

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES
SUB-PROGRAM 8.04: YOUTH

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: YOUTH DEVELOPMENT OFFICER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Number of users of Youth Development Centre per \$100 of operational budget (annual attendances/staffing and program costs adjusted for CPI)	19	19	17	18

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES
SUB-PROGRAM 8.05: OLDER PEOPLE

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: COMMUNITY DEVELOPMENT MANAGER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Number of users of Mosman Square Seniors' Centre per \$100 of operational budget (annual attendances/staffing and program costs adjusted for CPI)	39	37	40	39

PROGRAM 9: LIBRARY AND INFORMATION
SUB-PROGRAM 9.02: LIBRARY RESOURCES

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: LIBRARY RESOURCES MANAGER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Acquisitions per capita	0.3	0.2	0.2	0.4
Loans per capita	12.5	6.29	7.24	13.53

PROGRAM 9: LIBRARY AND INFORMATION
SUB-PROGRAM 9.03: LIBRARY SERVICES

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: LIBRARY SERVICES MANAGER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
No of active borrowers as a percentage of population	60%	N/A	N/A	63%
Percentage of enquiries completed successfully:				
Reference (9.03)	85%	94%	90%	92%
Local Studies (9.07)	95%	97%	98%	98%
Community info (9.08)	95%	99%	99%	99%

PROGRAM 9: LIBRARY AND INFORMATION
SUB-PROGRAM 9.04: LIBRARY INFORMATION TECHNOLOGY

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: LIBRARY RESOURCES MANAGER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Percentage of Inter-Library Loan requests satisfied within Shorelink	80%	85%	77%	81%

PROGRAM 9: LIBRARY AND INFORMATION
SUB-PROGRAM 9.09: MOSMAN WEBSITE

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: INTERNET CO-ORDINATOR

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Successful requests for Website pages per month (average)..	23,000	27,747	33,491	30,618

PROGRAM 10: PARKS, RECREATION AND CULTURE
SUB-PROGRAM 10.02: PARKS, GARDENS AND CIVIC SPACES

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: MANAGER ASSETS AND SERVICES

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Level of satisfaction of users of parks and open space (data to be collected at least every three years).	65%	83%	75%	69%
Average annual cost per capita for parks maintenance	\$25.00	\$10.00 (Half year)	\$14.50 (Half year)	\$24.50

*This figure includes cost per capita for grass cutting contracts, garden maintenance contracts, ovals maintenance contracts, irrigation contracts and unmade roads maintenance.

PROGRAM 10: PARKS, RECREATION AND CULTURE
SUB-PROGRAM 10.03: SPORTING FIELDS AND FACILITIES

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: MANAGER ASSETS AND SERVICES

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Percentage of playing field and cricket pitch maintenance costs recouped through user charges	28%	30% (includes annual turf restoration works)	38%	36%

PROGRAM 10: PARKS, RECREATION AND CULTURE
SUB-PROGRAM 10.04: BEACHES, SEA POOLS AND FORESHORES

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: MANAGER PROPERTY AND ASSETS

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Level of satisfaction of users with the condition of foreshores and facilities.	70%	85% One complaint received regarding cleanliness of beach.	85% One complaint received regarding dirty Be tidy Bins.	Two complaints received during the period. Survey not undertaken in 2003/04. Council awarded Keep Australia Beautiful Council Award for Resource Conservation and Waste Management – Australia.

PROGRAM 10: PARKS, RECREATION AND CULTURE
SUB-PROGRAM 10.05: CULTURAL DEVELOPMENT

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: CULTURAL SERVICES MANAGER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Occupancy rates of the Mosman Art Gallery & Community Centre (expressed as a % of available rental hours)	65%	82%	90%	86%

PROGRAM 10: PARKS, RECREATION AND CULTURE
SUB-PROGRAM 10.06: GALLERY EXHIBITIONS AND ACTIVITIES

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: CULTURAL SERVICES MANAGER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Number of visitors to Art Gallery per \$100 of operational budget (annual attendances/ staffing and program costs adjusted for CPI)	13	5.5	7	12.5

PROGRAM 10: PARKS, RECREATION AND CULTURE
SUB-PROGRAM 10.11: MOSMAN SWIM CENTRE

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: COMMUNITY AND BUSINESS RELATIONS MANAGER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Number of visitors to the Mosman Swim Centre by type and usage		53 Pool opened to the public 18 December 2003	59347	59400
Level of visitor satisfaction with various aspects of the Centre as detailed in the Services Specification	Pool opened to the public 18 December 2003 - figures to be compiled on an annual basis			

PROGRAM 11: TRANSPORT AND TRAFFIC
SUB-PROGRAM 11.02: ROADS

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER ASSETS & SERVICES

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Dollar value of road asset compared to previous financial year (AAS27) as a percent	100	Only annual figures		\$105.83m (\$106.3m in 02/03) 99.56%
No. of road condition related public liability claims per year	<3	2	2	4

PROGRAM 11: TRANSPORT AND TRAFFIC
SUB-PROGRAM 11.03: FACILITIES

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER ASSETS & SERVICES

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
% funding obtained from RTA for traffic maintenance related to actual costs	80%	-	-	95%

PROGRAM 11: TRANSPORT AND TRAFFIC
SUB-PROGRAM 11.04: TRAFFIC MANAGEMENT

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER PLANNING & TRANSPORT

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Reduction in number of accidents on Local Roads per year	<75			Data only available until June 2003.
% of public satisfaction with The Esplanade road improvements - survey	75%			33% aware of changes of which 60% felt they were an improvement.*

* Most recent survey was undertaken in 2002. Further improvements have been undertaken since and further survey to be undertaken in 2005/2006.

PROGRAM 11: TRANSPORT AND TRAFFIC
SUB-PROGRAM 11.05: PEDESTRIANS

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER ASSETS & SERVICES

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Dollar value of footpath asset compared to previous financial year (AAS27)	100%	Only annual figures		\$12.28m (\$12.05m in 02/03)
Percentage of footpath occupation permits to construction certificates issued	65%	24%	44%	101.9% 34%
Percentage of Building sites to related infringements	200%	Not recorded*	Not recorded*	Not recorded*
No. footpath condition related public liability claims per year	<10	4	11	15

* This statistic was not recorded for the period as it is not possible to determine how many active building sites there are in Mosman at any given time. However, 38 building site related infringements were issued in the period 1 JUL 2003 – 31 DEC 2003 and 26 in the period 1 JAN 2004 – 30 JUN 2004, making 64 in total for the year.

PROGRAM 11: TRANSPORT AND TRAFFIC
SUB-PROGRAM 11.07: PUBLIC TRANSPORT

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: MANAGER PLANNING AND TRANSPORT

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
% increase in the number of people that use public transport to and from work	3			Census Data 1996 v 2001 indicates the public transport use for the journey to work has remained fairly constant with a very minor increase. (0.1%)

PROGRAM 12: ECONOMIC DEVELOPMENT
SUB-PROGRAM 12.02: BUSINESS AND EMPLOYMENT

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: COMMUNITY AND BUSINESS RELATIONS MANAGER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
No of enquiries at the Mosman BEC Office	350	126	190	316

PROGRAM 12: ECONOMIC DEVELOPMENT
SUB-PROGRAM 12.03: MARKETING MOSMAN

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: COMMUNITY AND BUSINESS RELATIONS MANAGER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Percentage of local businesses using the 'Mosman Is' logo (Based on 2000/2001 White Pages on CD figure of 559 local businesses)	18%	21.1%	22%	22%

PROGRAM 12: ECONOMIC DEVELOPMENT
SUB-PROGRAM 12.04: REGIONAL ECONOMIC DEVELOPMENT

CONVENOR: DIRECTOR COMMUNITY DEVELOPMENT
CO-ORDINATOR: GENERAL MANAGER

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Per annum increase of value of major contracts initiated through SHOROC	10%	See Notes	See Notes	See Notes

Notes:

SHOROC has joint tenders in areas such as:

- Banking (Merchant fee & transactional savings in 02/03 totalling \$23,000 as a result)
- Audit (Saving of approx \$750 annually by Joint Approach)
- Asphalt Pavement

All of these contracts have been in place for some time

SHOROC Responsibility officers continually looking at joint projects.

**COMMUNITY ENVIRONMENTAL CONTRACT
ADMINISTRATION AND AUDITING**

**CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: DIRECTOR ENVIRONMENT AND PLANNING**

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Percentage of CEC expenditure that is externally funded.	28%			47% *
Conclusion of financial audits to be that CEC funding is being expended as per this contract.	100%			100%

*** This figure is calculated as the percentage of external funding received to date (since beginning of CEC) against total expenditure to date.**

COMMUNITY ENVIRONMENTAL CONTRACT
STORMWATER QUALITY

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: DIRECTOR ENVIRONMENT AND PLANNING

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Tonnes/year of pollutants removed.	160	53.9	176.2	230.1
Percentage of Mosman Council Local Government Area draining through SQIDs	75%	55	58	58

COMMUNITY ENVIRONMENTAL CONTRACT
CREEK REHABILITATION

CONVENOR: DIRECTOR ENVIRONMENT AND PLANNING
CO-ORDINATOR: DIRECTOR ENVIRONMENT AND PLANNING

KEY PERFORMANCE INDICATOR	ANTICIPATED RESULT	ACTUAL RESULT 1 JUL 2003 – 31 DEC 2003	ACTUAL RESULT 1 JAN 2004 – 30 JUN 2004	TOTAL 1 JUL 2003 – 30 JUN 2004
Percent of bushland affected by uncontrolled stormwater run off - Base Year figure = 24 ha.*	5% less than base year = 22.8 ha			9% less than base year = 21.8 ha

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES ACTIVITY INFORMATION

SUB-PROGRAM 08.02: COMMUNITY INVOLVEMENT/VOLUNTEERS

Co-ordinator: Community Development Manager

INDICATOR	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD		
Number of volunteers for each Council service supported by volunteers		
• Local Studies	11	11
• Community Visitors Scheme	77	72
• Home Library Service	42	42
• Saturday Youth Group	2	2
• ComputerPals	6	9
• Community Restaurant	15	16
• Community Transport	20	41
• Youth Services	20	22
• Art Gallery	63	92
• Meals on Wheels	138	157
• Neighbour Aid	30	35
• Children's Services	4	7
• Bushcare	113	135
Total Number of Volunteers	541	658
Number of new volunteers	70	75
<u>EFFICIENCY</u>		
Number of volunteers leaving with reason for leaving		
• moving away	20	15
• work commitments	10	18
• not fit enough to continue	2	16
• other	1	21
Total	33	70
<u>EFFECTIVENESS</u>		
Percentage of volunteers who rate highly staff support of their work	100%	100%
Percentage of new volunteers who rate their orientation sessions as satisfactory	100%	100%
Percentage of volunteers who rate their training/support as satisfactory	100%	100%

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES
ACTIVITY INFORMATION

SUB-PROGRAM 08.03: CHILDREN/FAMILY

Co-ordinator: Children's Services Development Officer

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
Range of services for children operated by Council	7	7	7	7
No of places in after school care per day	50	50	50	38
No of places in before school care per day	30	30	30	24
No of places in vacation care per day	80	80	80	76
No of children attending immunisation clinic per month	30	32	40	48
Family Day Care EFTs	43	45	65	58
No of leisure and learning courses	12	12	10	7
Average no of children attending each course	10	10	10	10
EFFICIENCY				
Average cost per child per day to provide After School Care	\$12.20	\$12.50	\$12.50	\$12.50
Average cost per child per day to provide Before School Care	\$7.00	\$7.00	\$7.00	\$7.00
Average cost per child per day to provide Vacation Care	\$33.50	\$33.50	\$33.50	\$33.50
Average cost per child per leisure and learning course	\$75	\$75	\$75	\$75
Average cost to recipient:				
• After School Care per day	\$10	\$10	\$12	\$12
• Before School Care per day	\$5	\$5	\$7	\$7
• Vacation Care per day	\$27	\$27	\$31	\$31
• Leisure and learning per course	\$75	\$75	\$75	\$81

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
EFFECTIVENESS				
% available Child Care places filled				
Before School Care	87%	80%	87%	80%
After School Care	94%	88%	90%	76%
Vacation Care	99%	88%	90%	95%
Mosman Occasional Care	80%	85%	80%	84%
Family Day Care	99%	99%	99%	99%
Leisure and Learning	85%	83%	90%	90%

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES
ACTIVITY INFORMATION

SUB-PROGRAM 08.04: YOUTH

Co-ordinator: Youth Development Officer

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
Youth Services				
Number of services and activities resulting from consultations with young people and service providers	10	12	10	11
Percentage of spaces filled by young people accessing available services/programs	75%	81%	75%	95%
Youth Development Centre				
Number of school holiday programs per year	4	4	4	4
Number of services and activities resulting from consultations with young people and service providers	12	13	12	15
No attending Youth Development Centre (average per week)	420	528	420	490
EFFICIENCY				
External funding as a percentage of youth programming costs (Annual Mosman Council Youth Services Budget/Amount of successful grants x 100)	9%	8%	9%	16%
Percentage of placement filled in service/programs (Number of young people accessing programs/Total number of possible places available)	95%	93%	95%	97%
Percentage of total potential target group (12-18 years) using the Youth development Centre	10%	11%	10%	10%

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
EFFECTIVENESS				
Youth Services				
Percentage of young people who rate quality of services/programs as satisfactory or better	100%	100%	100%	100%
Mosman Youth Development Centre				
Percentage of young people using the Youth Development Centre that live in or attend school in Mosman	95%	96%	95%	95%
Percentage of young people that, at least weekly, regularly attend the Youth Development Centre (Number of regular attendees/Total attendance figures)	85%	92%	85%	95%
Percentage of new attendees regularly using the Youth Development Centre	25%	31%	25%	30%

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES

ACTIVITY INFORMATION

SUB-PROGRAM 08.05: OLDER PEOPLE

Co-ordinator: Community Development Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
No of Centre-users per week	485	471	485	494
No of meals per day delivered	85	81	85	74
No of Centre-based lunches per session	42	37 (range 31-46)	42	37
No of theme lunches per session	60	57 (range 49-65)	60	60
Reassessments of meals on wheels recipients at 12-month intervals	70%	90%	80%	80%
No of community transport journeys per day	26	43	26	26
No of active casework clients per month	50	64	50	62
No of Community Visitors Scheme clients matched per month	20	8	50	47
No of Neighbour Aid volunteer/client matches per month (average monthly)	30	27	30	29
No of Community Visitors Scheme volunteers	77	75	77	75
No of Community Visitors Scheme funded volunteer places	56	61	56	61
EFFICIENCY				
Cost per meal to produce				
• meals on wheels	\$5.16	\$4.97	\$5.16	\$5.16
• centre-based lunches	\$6.06	\$5.80	\$6.06	\$6.70
Charge per meal for				
• meals on wheels	\$5.50	\$5.50	\$5.50	\$5.50
• centre-based lunches	\$6.00	\$6.00	\$7.00	\$7.00

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
% of time community buses are utilised <ul style="list-style-type: none"> <li data-bbox="151 398 395 427">• Toyota Coaster <li data-bbox="151 450 464 539">• Toyota Commuter/Mercedes Sprinter <li data-bbox="151 562 432 591">• Mercedes Sprinter 	81% 70%	82% Commuter sold 57%	81% 70%	85% 70%
EFFECTIVENESS % of recipients who rate quality of services/programs as satisfactory or better % of new referrals commencing meals on wheels service as requested	100% 100%	100% 100%	100% 100%	100% 100%

PROGRAM 8: COMMUNITY DEVELOPMENT AND SERVICES
ACTIVITY INFORMATION

SUB-PROGRAM 08.06: PEOPLE WITH DISABILITIES

Co-ordinator: Community Development Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
Number of services/programs for people with disabilities				
• Community Transport	15	15	15	15
• Saturday Youth Group	8	10	8	8
Number of kerb ramps constructed per annum	20		20	
EFFECTIVENESS				
Percentage of recipients who rate services as satisfactory	100%	100%	100%	100%

PROGRAM 9: LIBRARY AND INFORMATION ACTIVITY INFORMATION

SUB-PROGRAM 09.02: LIBRARY RESOURCES

Co-ordinator: Library Resources Manager

ACTIVITY 09.02.02: COLLECTION DEVELOPMENT

Responsible Officer: Library Resources Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
No of items in collection	97,000	94,609	97,000	96,920
No of items added per annum	8,500	9,084	8,500	10,441
No of items withdrawn per annum	8,500	10,342	8,500	7402
EFFICIENCY				
Average cost per item	Varies: eg. AF \$ 30 ANF \$ 30, J \$ 22 LP \$ 41	AF \$29, ANF \$29, APB \$15, JF \$18, JNF \$20, LP \$42	Varies: eg. AF \$ 32 ANF \$ 32, J \$ 23 LP \$ 43	AF \$27, ANF \$27, APB \$14, JF \$18, JNF \$17, LP \$42
EFFECTIVENESS				
Percentage of stock less than 5 years old	55%	45%	55%	45%
Stock usage/turnover by section areas	Varies: AF 6; ANF 3; J 4; LP 5	AF 6.4, ANF 2.6, JF 3.8, JNF 2.4, LP 4.2, YA 202 Videos 10.5, DVDs 13.8, CD (music) 7.2,	Varies: AF 6; ANF 3; J 4; LP 5	AF 6.4, ANF 2.7, JF 3.9, JNF 2.2, LP 4.1, YA 2.8 Videos 8.9, DVDs 20.9, CD (music) 6.9
Percentage of requests satisfied from existing stock	75%	76%	75%	81%
Percentage of users who rate the relevance, quality and adequacy of stock as satisfactory	85%	(20.2% very satisfied, 72.7% satisfied) Survey results June 2003	85%	94% (25% very satisfied, 69% satisfied) Survey results June 2004
Library resources per head of population	3.5	3.6	3.5	3.7

PROGRAM 9: LIBRARY AND INFORMATION ACTIVITY INFORMATION

SUB-PROGRAM 09.03: LIBRARY SERVICES

Co-ordinator: Library Services Manager

ACTIVITY 09.03.01: LENDING SERVICES

Responsible Officer: Library Services Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
No of items issued per annum	340,000	340,361		
Library visits per week	4,700	4,680	4,800	4,600
EFFICIENCY				
Ratio of staff to circulation	1:18,000	1:18,400	1:18,000	X
EFFECTIVENESS				
Average No of issues per volume	4.5	4.5	4.5	4.1
Percentage of users who rate services provided and staff attitude as satisfactory	90%	99.5% (62.5% very satisfied, 37% satisfied) Survey results June 2003	95%	98.5% (66.5% very satisfied, 32% satisfied) Survey results June 2004
Library visits per capita per annum	11	9.5	10	9.2

PROGRAM 9: LIBRARY AND INFORMATION ACTIVITY INFORMATION

ACTIVITY 09.03.02: INFORMATION SERVICES

Responsible Officer: Library Services Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
No of enquiries per annum:	20,000	29,146	25,000	29,263
• reference	40,000	48,400	45,000	44,042
• other				
No of people using the reference/study areas on a weekly basis	1,500	1,552	1,500	1,548

ACTIVITY 09.03.03: HOME LIBRARY SERVICE

Responsible Officer: Aged & Disability Services Librarian

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
No of people presently using Home Library Service	95	117 individuals Bulk loans to 4 nursing homes	110	118 individuals Bulk loans to 4 nursing homes
No of volunteers	48	54	50	59
EFFECTIVENESS				
Percentage of recipients who rate Home Library Service as satisfactory	95%	N/A (Survey not conducted in the period)	95%	96% Survey conducted July 2003

**PROGRAM 9: LIBRARY AND INFORMATION
ACTIVITY INFORMATION**

ACTIVITY 09.03.07: OUTREACH PROGRAMS

Responsible Officer: Library Services Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD No of adult activities/outreach programs held per annum	20	21	20	20
EFFICIENCY Hours spent on adult programs per month	15	15	15	15
EFFECTIVENESS No of people attending adult programs per annum	1,400	1,402	1500	1716

**PROGRAM 9: LIBRARY AND INFORMATION
ACTIVITY INFORMATION**

ACTIVITY 09.03.09: CHILDREN'S/YOUTH SERVICES

Responsible Officer: Library Services Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
No of weekly programs children's programs per week	4	4	4	3 weekly programs 2 monthly programs
No of special day/week children's programs conducted per annum	36	73	40	71
No of special young adult programs conducted per annum	8	11 Plus 1 meeting of Youth Consultants Group 8 meetings of Library Stompers Club 10 meetings of Girlosophy Group	8	20 Plus Regular Meetings: 12 Meetings of Mosman Library Stompers Club 7 Meetings of Mosman Library Youth Consultants 6 meetings of Unreal- Fantasy Reading Group
No of class and group visits per annum	100	96	100	98
EFFICIENCY				
Hours spent on children's programs per week	10	20	20	20
Hours spent on young adult programs per month	15	15	15	20
EFFECTIVENESS				
No of children/parents attending weekly programs	100	160	150	160
No of children/parents attending special programs per annum	1,200	3,490	2,000	3,440
No of people attending young adult programs per annum	600	560 155 attended meetings of Stompers Club, Girlosophy Group and Youth Consultants Group	600	622 (includes Teenage Activities and HSC Seminars) 236 attended meetings of Library Teenage Groups

**PROGRAM 9: LIBRARY AND INFORMATION
ACTIVITY INFORMATION**

SUB-PROGRAM 09.04: LIBRARY INFORMATION TECHNOLOGY

Co-ordinator: Library Resources Manager

ACTIVITY 09.04.01: SHORELINK

Responsible Officer: Library Resources Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
EFFICIENCY On-line renewals (self-renewals) as percentage of total renewals	15%	17%	20%	22%
EFFECTIVENESS Percentage of users satisfied with Webcat (on-line catalogue)	90%	(36.7% very satisfied, 59% satisfied) Survey results June 2003	90%	96% (26% very satisfied, 70% satisfied) Survey results June 2004

ACTIVITY 09.04.02: INTERNET/INFORMATION TECHNOLOGY

Responsible Officer: Internet/Library Technology Co-ordinator

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD No of Internet training sessions per annum	40	15	40	X
No of Internet Bookings per annum	5,000	5636	4000	X
No of word processing bookings per annum	1,500	910	1500	X
EFFECTIVENESS Percentage of uses satisfied with public access Internet Service	90%	(47.8% very satisfied, 44.3% satisfied) Survey results June 2003	90%	91% (39% very satisfied, 52% satisfied) Survey results June 2004
Percentage of users satisfied with public access word processing service	90%	(40.6% very satisfied, 48.4% satisfied) Survey results June 2003	90%	92% (32% very satisfied, 60% satisfied) Survey results June 2004

PROGRAM 9: LIBRARY AND INFORMATION ACTIVITY INFORMATION

SUB-PROGRAM 09.05: LIBRARY BUILDING

Co-ordinator: Library Services Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
EFFECTIVENESS				
Percentage of users satisfied with the layout, cleanliness, comfort and space provision	90%	97% (25% very satisfied, 72% satisfied) Survey results June 2003	90%	97% (27% very satisfied, 70 % satisfied) Survey results June 2004
No of staff/user complaints regarding cleanliness of building	Nil	Average of 1 staff complaint per month	Nil	Average of one staff/user complaint every two months.

SUB-PROGRAM 09.07: LOCAL STUDIES

Co-ordinator: Library Services Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
No of Local Studies enquiries per annum	200	139	200	165
• Research (minimum ½ hour)	1,800	1,446	1,800	1040
• Ready reference				
EFFECTIVENESS				
Percentage of Local Studies collection indexed and catalogued and therefore accessible	70%	75%	75%	80%
Percentage of users who rate the Local Studies Service as satisfactory	90%	100% 42.5% of those who have used the service were very satisfied and 57.5% satisfied Survey results June 2003	90%	98% (42% of users were very satisfied, 56% were satisfied) Survey results June 2004

PROGRAM 9: LIBRARY AND INFORMATION ACTIVITY INFORMATION

SUB-PROGRAM 09.08: COMMUNITY INFORMATION Co-ordinator: Community Information Librarians

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
No of organisations in database contributed by Mosman and updated annually	400	328	400	327
No of Community Information enquiries	3,200	3518	3,200	X X
EFFECTIVENESS				
Percentage of users satisfied with the Community Information service	90%	(44.5% very satisfied, 55% satisfied) Survey results June 2003	90%	98% 48% very satisfied, 50% satisfied Survey results June 2004
Number of on-line LINCS database searches per annum	5600	5906	5750	8133

PROGRAM 9: LIBRARY AND INFORMATION ACTIVITY INFORMATION

SUB-PROGRAM 09.09: MOSMAN WEBSITE Co-ordinator: Internet Co-ordinator

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD Households with Internet access	50%	43%	55%	X X
EFFECTIVENESS Percentage of residents satisfied with content and interactivity of Website (on-line survey/telephone survey)	70%	69%	80%	Survey not undertaken

PROGRAM 10: PARKS, RECREATION & CULTURE
ACTIVITY INFORMATION

SUB-PROGRAM 10.02: PARKS, GARDENS, PLAYGROUNDS & CIVIC SPACES

Co-ordinator: Manager Assets & Services

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
Hectares of parkland maintained	27 ha	27ha	27ha	27ha
The number of parks	23	23	23	23
EFFICIENCY				
N.B. Items used in the development of estimated results 2002 / 2003 are undefined.				
* Indicates items used in final results.				
Average annual cost per hectare for parks maintenance	\$13,000/ha	\$15098/ha	\$15,700	\$15,586
*grasscutting, gardens maint, Irrigation parks areas, weedspray other than hard surfaces.				
Average annual cost for irrigation maintenance in parks and gardens.	\$19,500	\$14,900	19,500	\$12,624
*Irrigation parks areas.				

PROGRAM 10: PARKS, RECREATION & CULTURE
ACTIVITY INFORMATION

SUB-PROGRAM 10.03: RECREATIONAL FACILITIES

Co-ordinator: Manager Assets & Services

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
Hectares of playing fields maintained	8 ha	8ha	8ha	8ha
Number of irrigation system breakdowns	60	45	60	20
EFFICIENCY				
N.B. Items used in the development of estimated results 2002 / 2003 are undefined.				
* Indicates items used in final results.				
Average cost per hectare for sports field maintenance	\$26,500	\$29,828	\$28,750	\$30,651
* Contract amount.				
Average annual cost for irrigation maintenance in Sporting Fields	\$3,100	\$2,093	\$1,000	\$1,529
* Cost /ha irrigation of total playing fields (8ha)				
EFFECTIVENESS				
Average condition rating of the wickets and outfield as determined by the NSW Cricket Association Umpires	Allan Border Oval: 7.5 Rawson Oval: 7.0	Allan Border Oval: 8.6 Rawson Oval: 8.7	Allan Border Oval: 7.5 Rawson Oval: 7.0	Allan Border Oval: 8.2 Rawson Oval: 8.3

PROGRAM 10: PARKS, RECREATION & CULTURE
ACTIVITY INFORMATION

SUB-PROGRAM 10.05: CULTURAL DEVELOPMENT

Co-ordinator: Cultural Services Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
No of cultural events and performing arts activities per annum	17	57	20	49
No of public art projects per annum	2	1	2	2
No of venue hire bookings per annum	280	650	500	715
Venue Hire occupancy rate				
EFFECTIVENESS				
Client satisfaction surveys	90%	91%	90%	95%

PROGRAM 10: PARKS, RECREATION & CULTURE

ACTIVITY INFORMATION

SUB-PROGRAM 10.06: GALLERY EXHIBITIONS AND ACTIVITIES

Co-ordinator: Cultural Services Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
No of exhibitions per annum	12 pa	12	12	12
No of public programs per annum (eg lectures, seminars, workshops etc)	16	27	16	38
No of special events per annum (eg exhibition openings, fundraising functions, gallery visits etc)	14	15	12	15
% of the collection exhibited	12%	10%	10%	10%
EFFICIENCY				
Sources of exhibitions (optimum)				
• local	6	3	6	5
• regional	3	3	3	5
• national	2	4	2	2
• international	1	2	1	0
No of visitors per annum	15,000	30,647	24,000	32,137
No of student visitors per annum	900	2,732	1,000	1,355
No of volunteers	20	85	50	87
No of Friends Memberships per annum	100	245	200	265
\$ value of sponsorships and grants secured per year	\$5,000	25,650	20,000	29,165
EFFECTIVENESS				
% of Mosman residents visiting the Gallery per annum	25%	28%	30%	32%
No of visitors per exhibition (average)	1,000	2,520	2,000	2,678
Visitor response to Gallery	80%	91%	80%	90%
Visitor response to each exhibition (average)	80%	78%	80%	90%

PROGRAM 10: PARKS, RECREATION & CULTURE

ACTIVITY INFORMATION

SUB-PROGRAM 10.07: COMMUNITY ARTS, CRAFTS AND ACTIVITIES

Co-ordinator: Programs Co-ordinator

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD No of arts and crafts activities per annum	12	13	12	12
EFFECTIVENESS % of Mosman residents attending arts and crafts activities	20%	47%	30%	42%
Level of community satisfaction with cultural activities	90%	100%	90%	100%

SUB-PROGRAM 10.08: CIVIC AND COMMUNITY EVENTS

Co-ordinator: Community and Business Relations Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD No of events per annum	6	5	6	6*
EFFICIENCY % of optimum attendance achieved at each event	50%	Well attended except as reported for the Civic Church Service and Two Sailors Biathlon		Well attended
EFFECTIVENESS Level of community satisfaction via survey sampling	93%	No complaints received	95%	No complaints received

PROGRAM 10: PARKS, RECREATION & CULTURE
ACTIVITY INFORMATION

SUB-PROGRAM 10.09: COMMERCIAL/COMMUNITY EVENTS
Co-ordinator: Community and Business Relations Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD No of events per annum	7	11	7	7
EFFICIENCY Ratio of complaints to attendances at events	2%	0%	2%	0%
EFFECTIVENESS Level of community satisfaction via survey sampling	95%	No complaints received.	95%	No complaints received.

PROGRAM 12: ECONOMIC DEVELOPMENT ACTIVITY INFORMATION

SUB-PROGRAM 12.02: BUSINESS AND EMPLOYMENT

Co-ordinator: Community and Business Relations Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
EFFICIENCY Financial support and indirect support received from the community for the BEC	120 support hours	Approx. 80 hours	120 support hours	Approx. 80 hours
EFFECTIVENESS Vacancy rate for commercial/ properties	Maximum 3%	Retail – virtually nil (with proposed developments such as 732 – 740 Military Road & 762 – 766 Military Road a total of 10 retail establishments will be demolished and during the redevelopment those tenants will be seeking alternative premises. The only vacancies that were difficult to lease were 1 shop on Spit Rd and 2 shops opposite Mosman Toyota) Office – Approx. 5% vacancy. (Average of 300sm available in Gurrigal St, 300sm on Military Rd and 6 – 10 small suites on first floors.) Figures provided by Mark Smith LJ Hooker Commercial – Neutral Bay	Maximum 7%	Figures not available at current time.
Percentage of users who rate the services of Mosman BEC as helpful	95%	100%	90%	100%
Percentage of business owners reporting improvement in business and Council customer service	5% pa over next 3 yrs	No access to ongoing figures.	5% pa over next 3 yrs	No access to ongoing figures.
Attendance at Business Forums	40 per meeting	Approx. 35 per meeting	30 per meeting	Mosman Business Forum combines with Business and Marketing Advisory Group

**PROGRAM 12: ECONOMIC DEVELOPMENT
ACTIVITY INFORMATION**

SUB-PROGRAM 12.03: MARKETING MOSMAN

Co-ordinator: Community and Business Relations Manager

INDICATOR	ESTIMATED RESULT 2002/03	ACTUAL RESULT 2002/03	ESTIMATED RESULT 2003/04	ACTUAL RESULT 2003/04
WORKLOAD				
No of tourism/visitor enquiries per annum	2,000	2183	2,000	2084
No of related Internet pages created per annum	15	7 new pages with constant updates and links of related website and brochures attached.	20	6 new local maps added – all pages continually updated.
No of publications developed, updated or facilitated per annum	4	4	4	3*
EFFECTIVENESS				
Percentage of tourism/visitor information enquiries satisfied	90%	95%	90%	95%
No of hits on relevant pages of Council's Website per annum	2,000	Approx. 25,000 page views	4,000	Approx 144836 page views

*Brochure stocks remaining from previous year

REPORT ON THE CONDITION OF PUBLIC WORKS 428(2)(d)

Stormwater Drainage

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

The Plan is still being reviewed as part of the Council's ongoing commitment to improving the drainage and stormwater system within the Mosman area. Once this review has been completed, the database will be updated to enable staff to establish an effective and prioritised forward works program for the future.

This has not, however, prevented Council from continuing to undertake improvements to the stormwater drainage system throughout Mosman. Essentially all localised flooding problems in Mosman were addressed through improvements undertaken over the period 1994 - 2001. Since that time the focus of Council's expenditure on stormwater drainage assets has shifted to:

- capital renewal of existing assets eg. rehabilitation and/or reconstruction of pipes,
- provision of stormwater quality improvement devices (SQIDS) to reduce the volume of gross pollutants entering receiving waters around Mosman,
- creek rehabilitation works to reduce erosion and provide improved habitat for local fauna.

It had previously been intended to conduct a condition survey of all stormwater drainage assets in the 2001/2002 financial year and this has still not been completed. Council is still considering the purchase of specialised asset management software and the survey will not be undertaken until this purchase decision is taken to ensure compatibility of any data collected with the software purchased.

Stormwater Pollution Control and Creek Rehabilitation

In June 2000 Council adopted the Community Environmental Contract (CEC), which is a program of environmental works including the retro-fitting of approximately 40 Stormwater Quality Improvement devices (SQIDS) to the existing drainage network. As of 30 June 2003 there were 18 SQIDS installed including some constructed prior to the adoption of the CEC. These SQIDS filter stormwater from over 60% of Mosman and have prevented over 230 tonnes of gross pollutants from entering the waters of Sydney and Middle Harbour in the 2003/2004 financial year and 677 tonnes since the first SQID was installed. Installation of SQIDS is continuing as part of the CEC, and it is anticipated that all significant catchments will be filtered by June 2005. Council is continuing to increase its funding allocation for maintenance of SQIDS as they come into operation.

In addition significant creek rehabilitation works have been undertaken. There are a number of watercourses throughout Mosman that largely run through steep terrain and bushland areas. Many of them only carry water during rainfall periods. A significant component of the CEC involves rehabilitation of these creek systems. In 2003/2004 major creek rehabilitation projects were completed at Lawry Plunkett Reserve and at Beauty Point.

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

DESCRIPTION	ESTIMATE OF FUNDS REQ'D TO BRING WORKS TO SATISFACTORY STANDARD	ESTIMATE OF ANNUAL EXPENSES OF MAINTAINING THE WORKS TO SATISFACTORY STANDARD	MAINTENANCE & CAPITAL WORKS PROGRAM FOR 2003/2004
Drainage Assets	\$11,000,000	\$1,289,000	\$479,200***
Stormwater Pollution Control	\$1,200,000*	Data Gap **	\$55,000

Notes on table above:

- * 2003/04 Estimated total capital sum to complete SQID installation program
- ** Actual estimates of annual cost to maintain SQID's to be developed once installation of all devices complete. Allocation for clean out of devices is being provided.
- *** Includes cost of creek works at Beauty Point Foreshore and 50% cost of creek work at Lawry Plunkett Reserve

Retaining Walls and Cuttings

A condition survey and inventory of all road cuttings, retaining walls and embankments was completed in 1997/98. The survey involved collecting inventory information and assessing each structure for condition and risk of failure. Detailed assessment of those sites requiring significant work or regular monitoring was completed in August 1998.

Council allocated funds to undertake remedial works to those sites considered most at risk of failure and all of these works have now been completed. A review of the program and previous survey information is under way and scheduled for completion in early 2005. Following this a revision of priorities in the forward works program will be undertaken. In addition a monitoring program is to be established for some retaining structures.

Based on the valuations estimated in the previous years, the written down value of Council's retaining structures at 30 June 2003 is shown below.

DESCRIPTION	ESTIMATE OF FUNDS REQ'D TO BRING WORKS TO SATISFACTORY STANDARD	ESTIMATE OF ANNUAL EXPENSES OF MAINTAINING THE WORKS AT THAT STANDARD	MAINTENANCE & CAPITAL WORKS PROGRAM FOR 2003/2004
Retaining Walls and Embankments	Data Gap	Data Gap	\$77,800

Road Assets

Council completed a condition survey of all its road assets in the 1999/2000 financial year. This included a complete review of spending on the various components that make up Council's road network e.g. kerb and gutter, concrete roads, asphalt roads, footpaths. A further condition survey is to be undertaken in the 2004/2005 financial year.

Asphalt and Concrete Road Pavements

Following completion of the condition survey in 1999/2000, a five year funding strategy and program for asphalt roads was compiled which allowed initially for increased levels of capital expenditure on Asphalt Roads. However, as the overall condition of the asphalt road network improved, capital expenditure has been steadily decreasing and diverted to Concrete Roads.

With very little funding allocated for rigid pavements in the six years prior to the condition survey in 1999/2000, concrete roads were in a poor state. Generally the concrete road network has high levels of cracking, stepping and joint failure. Whilst these roads were in a poor condition, the nature of further deterioration was such that it would not be significant in the short term.

Since completion of the condition survey in 1999/2000 Council has committed to increased expenditure on concrete road rehabilitation. In the 2002/2003 financial year Council continued its program of works for the concrete roads in the poorest condition using innovative and cost effective techniques which also encouraged the use of recycled materials, and the recycling of waste material from the work.

Council's adopted five year funding strategy allows for increased levels of both maintenance and capital funding for concrete roads, which is aimed at redressing the poor condition of the network. Following completion of the further condition survey of the network an assessment of the success of the strategy will be undertaken and Council will determine funding levels for the subsequent 5 year period to 2010.

Kerb and Gutter

The results of the asset survey indicated that Council's kerb and gutter network was in a fair condition. Approximately 10% required work to bring it to an acceptable standard. Kerb and gutter works are undertaken in conjunction with pavement rehabilitation works and funding levels were increased slightly to maintain the condition of the network.

Footpaths

The asset survey indicated that Council's footpath network was in a poor condition with a high number of stepped joints. In all over 30 % of the footpath network had stepped joints greater than 25 mm. This is of particular concern and represents a significant public liability risk to Council. In response to this Council has progressively increased its funding for footpath maintenance and reconstruction from \$272,500 in 1999/2000 to \$384,100 in 2003/2004. Additional resources have also been provided in the form of staff time to undertake inspections required as part of the footpath management manual discussed further below.

Of particular importance in regard to footpath maintenance in Mosman is that the suburb enjoys a significant number of trees planted in the nature strips along virtually all of its streets. The associated root activity from these trees contributes significantly to the deterioration of Council's footpath network and can often reduce its serviceable life. Council adopts various protective measures to eliminate or minimise these effects including installation of root guards, narrowing of footpaths when reconstructed and planting of suitable tree species for nature strip locations that will not disturb the footpath. During 2003/2004 Council reviewed its street tree planting program to include a more proactive risk assessment of tree species, locations, underground services etc.

A footpath management manual which will help guide staff in the management of footpaths has been finalised and adopted by Council. Implementation of these strategies will commence in the 2004/2005 financial year. The manual sets out an inspection regime for all of Council's footpaths as well as standards of performance for response to complaints, establishes priorities in regard to repairs and assists in reducing Council's exposure to claims where members of the public are injured as a result of trips and falls on footpaths.

DESCRIPTION	ESTIMATE OF FUNDS REQ'D TO BRING WORKS TO SATISFACTORY STANDARDS	ESTIMATE OF ANNUAL EXPENSES OF MAINTAINING THE WORKS AT THAT STANDARD	MAINTENANCE & CAPITAL WORKS PROGRAM FOR 2003/2004
Road Pavement	\$4,700,000	\$500,000	\$906,600
Kerb and Gutter	\$950,000	\$90,000	\$65,000
Footpaths	\$2,800,000	\$300,000	\$384,100

<p>STATEMENT OF AMOUNTS INCURRED IN RELATION TO LEGAL COSTS AND EXPENSES 428(2)(e)</p>
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The costs referred to in this statement are those direct third party payments in relation to legal proceedings. Costs associated with staff progressing these matters and attending 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 Address	File No:	Applicant	Council Officer	Status	Cost
9 Avenue Road	8.2002.398.1	Mrs P Bornhorst	Andrew Hargraves	Approved Council	\$2,977.95
42 Avenue Road	8.2002.198.1	BP Mosman	Consultant	Dismissed court	\$10,749.34
50 Avenue Road	8.2002.199.1	Hoskin Munro Pty Ltd	Consultant	Approved court	\$3,243.48
74 Avenue Road	8.2002.127.1	David Liddy	Andrew Hargraves	Dismissed court	\$7,811.97
1C Beaconsfield Road	Building cert. 4.1999.094.1	Robyn Eilbeck	Glenn Briggs	Dismissed court	\$11,807.02
8 Beauty Point Road	8.2003.181.1	Mr J A Linney	Sonny Ooi	Discontinued	\$4,027.39
1 Belmont Road	8.2002.43.1	David Liddy	Maple Lau	Approved council	(\$240.00)
66 Bradleys Head Road	8.2000.437.1	Waratah Village Partners	Martin Johnson	Legal advice	\$547.81
12A Burran Avenue	8.2003.35.2	Diana Bookes c/- Snell Architects	Colin McFadzean	Approved court	\$15,243.03
18 Burran Avenue	8.2000.146.1&2	Mr R Leece (x2)	John Carmichael	Discontinued	\$1,872.07
20 Burran Avenue	8.2003.302.1	Ms J A Hinde	Colin McFadzean	Approved court	\$4,416.77
10 Burton Street	8.2003.008.1	Mr G A Hawkins	Colin McFadzean	Refused Court	\$59,022.83

Property Address	File No:	Applicant	Council Officer	Status	Cost
94 Cabramatta Road	8.2003.113.1	Neil Beecroft	Consultant	Approved council	\$556.41
5 Cobbittee Lane	8.2000.309.1	Mrs G K Harris	Paul Christmas	Approved court	\$4,468.89
10 Cobbittee Street	8.2002.287.1	Triton Property Group	Consultant	Approved court	\$11,741.07
36 Cowles Road	8.2002.415.1	De Angelis Taylor & Associates Pty Ltd	Consultant	Refused Court	\$30,209.91
8 Curlew Camp Road	8.2003.209.1	Mr R D Heath	Helen Ketelby	Approved council	\$6,634.26
6 & 6A David Street	8.2002.158.1	Ms C Armstrong c/- Wolski Lycenko Brecknock	Consultant	Approved court	\$12,379.62
30 Euryalus Street	8.2003.454.1	Lacoste & Stevenson Architects	Greg Samardzic	Approved court	\$5,511.60
7 Fairfax Road	8.2002.221.1	Corben Architects	Sonny Ooi	Approved court	\$24,051.49
1 Glover Street	8.2001.385.2	Mr M Blakeney	Andrew Hargraves	Approved court	\$3,480.52
4 & 4A Hampden Street	8.2002.416.1 & 417.1	Corben Architects (x2)	Consultant	Discontinued	\$1,080.35
14 Holt Avenue	11.2000.139.1	Philip Harvey	Alistair Visch	Approved Council	(\$450.00)
80 Holt Avenue	8.2003.312.1	Mrs E D Wall	Helen Ketelby	Approved court	\$8,362.55
3 Hopetoun Avenue	8.2000.174.1&2	Mr R J Wright (x2)	Glenn Briggs	Pending Court	\$38,455.31
42 Hopetoun Avenue	8.2002.186.1	Castlepeak Consulting Pty Ltd	Consultant	Approved council	\$10,197.31
16 Ida Avenue	8.2001.249.1	Wolski Lycenko & Brecknock Architects	Sonny Ooi	Discontinued	\$2,062.24
16 Illawarra Street	8.2003.75.3	Mrs M Araghi	Peter Wells	Approved court	\$6,180.41
16 Iluka Road	8.2002.168.1	Ms Susan Rothwell	Leonie Derwent	Approved court	\$3,296.80
40 Iluka Road	8.2001.491.1	Ms Susan Rothwell & R Creighton	Andrew Hargraves	Approved court	\$28,152.87
8 Kahibah Road	8.2003.288.1	Mr M E Skipper	Consultant	Approved council	\$5,216.85

Property Address	File No:	Applicant	Council Officer	Status	Cost
2 Mandolong Road	8.2003.124.1	Property Development Corp c/- Wolski Lycenko	Gordon Edgar	Discontinued	\$6,315.85
762-768 Military Road	8.2002.377.1	Mr R J Ferguson	Sonny Ooi	Approved council	\$484.95
2 Milner Street	8.2003.106.1	Owen Kimberley Architect	Consultant	Approved court	\$11,634.89
29 Musgrave Street	8.2002.169.1	Maurice Brown & Associates Pty Ltd	Andrew Hargraves	Approved court	\$9,425.65
26 Orlando Avenue	8.2003.34.1	Hosking Munro Pty Ltd	Peter Wells	Approved council	\$550.00
84 Ourimbah Road	8.2002.248.1	Urbis Pty Ltd	Joe Vertel	Approved court	\$3,387.25
2 Park Avenue	8.2003.18.1	Insight Development Consulting	Peter Wells	Withdrawal court	\$10,412.27
65 Parriwi Road (63-65)	8.2003.167.1	Smyth Planning	Colin McFadzean	Approved pending road sale	\$632.51
41 Pearl Bay Avenue	8.2002.449.1	Deane Nominees c/- John Ross Planning Pty Ltd	Alex Keller Keller	Approved court	\$17,231.67
43 Prince Albert Street	8.2003.55.1	Mr G R Croxson	Consultant	Approved court	\$14,431.85
30 & 30A Queen Street	8.2003.433.1	Bergstrom Architects Pty Ltd	Consultant	Discontinued	\$16,378.40
11 Raglan Street	8.2001.269.3	David Liddy	Helen Ketelby	Approved court	\$11,484.01
71 Raglan Street	8.2003.207.1	David Liddy	Bertha Gunawan	Discontinued	\$2,047.61
59 & 61 Rangers Avenue	8.2003.52.1	Ms K H Reid	Peter Wells	Discontinued	\$1,679.06
28 Redan Street	8.2002.391.1	Mr M P Sissian	Danielle Dunford	Discontinued	\$1,627.15
42 Shadforth Street	8.2002.321.1	H J Hewitt Architects	Peter Wells	Approved council	\$6.55
87-89 Shadforth Street	8.2003.151.1	Colin Dalton (Arch) c/- acting for Mesabo P/L	Colin McFadzean	Approved court	\$74,915.38
88-92 Spit Road	8.2003.79.1	Mr J A Sheridan	Sonny Ooi	Approved court	\$51,026.56
16 Illawarra Street	8.2003.75.2	Mrs M M Araghi	Peter Wells	Pending	
33 Stanley Avenue	8.2003.122.1	Mr G Conomos	Alex Keller	Refused court	\$14,194.02

Property Address	File No:	Applicant	Council Officer	Status	Cost
33 Stanley Avenue	8.2003.459.1	Mr G Conomos	Alex Keller	Approved court	
14 Wolseley Road	8.2003.208.1	Mrs T M Leckie	Consultant	Discontinued	\$2,282.65
36 Wolseley Road	8.2003.04.1	DHG International P/L	Peter Wells	Refused court	\$21,077.60
82 Wolseley Road	8.2002.344.2	Mr P S Wiggs	Consultant	Refused court	\$8,925.49
TOTAL					\$603,219.49
<i>Other matters before the Court, but no costs incurred or accrued at report date</i>					
27 Redan Street	8.2001.408.3	Red Rock Design	Consultant	Approved	
1 Medusa Street	8.2004.183.1	Joseph Mannah c/- SMS Architects	Greg Samardzic	Pending	
200 Spit Road	8.2003.195.1	Mr M Barclay	Consultant	Pending	
88 Belmont Road	8.2003.118.2	Mrs A M Rosi	Bertha Gunawan	Pending	
507 Military Road	8.2004.239.1	Figgis & Jefferson Pty Ltd	Consultant	Pending	
29 Avenue Road	8.2004.153.1	Mr D Marina	Consultant	Pending	
53 Wyong Road	8.2000.195.2	Mr A R Gow-Gates	Greg Samardzic	Pending	
3 Middle Head Road	8.2004.44.1	Robert Creed Architect	Consultant	Discontinued	
2A Cyprian	8.2003.258.2	Jahn Architect	Alex Keller	Approved	

2. LOCAL COURT MATTERS

81 matters were referred to the Local Court for mention. They related to the following offences,

- Illegal Parking (64)
- Breach the weight limit on road (7)
- Pollution (8)
- Littering (2)

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

**STATEMENT OF MAYORAL AND COUNCILLOR
FEES AND EXPENSES
428(2)(f)**

The following fees and expenses with regard to the Mayor and Councillors, were paid during the period:

	\$
Mayoral Allowance	27,395.00
Members' Fees (12 Councillors x \$12,125)	150,600.00
Catering/Receptions	27,198.03
Delegates Expenses	15,003.23
Travelling	3,939.41
TOTAL	224,135.67

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

See also Council's "Policy for the Payment of Expenses and Provision of Facilities to Mayor and Councillors", regarding other matters including the loan to Councillors of facsimiles/answering machines and personal/lap-top computers.

MOSMAN MUNICIPAL COUNCIL



POLICY - PAYMENT OF EXPENSES AND PROVISION OF FACILITIES TO MAYOR AND COUNCILLORS

UPDATED 13 MAY 2003

(For details of Amendments refer Table of Contents)

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AMENDMENTS

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

INTRODUCTION

This policy is made under the Local Government Act, 1993, including Sections 252 to 254 and 731 and having regard to the provisions of the Department of Local Government Circular to Councils number 00/22 dated 7 April 2000. 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.

- Section 428 (2)(5) requires a Council to include in its Annual Report:
- total amount of money expended during the year on Mayoral fees and Councillor fees
- Council's policy on the provision of facilities for, and the payment of expenses to Councillors
- total amount of money expended during the year on providing those facilities and paying those expenses.

1. FACILITIES FOR MAYOR AND COUNCILLORS

1.1 Mayor

- (a) In addition to those facilities provided to the Councillors, the Mayor is entitled to receive the benefit of:
- 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 facsimile machine at place of residence or business;
 - A telephone pager or mobile telephone.
 - Provision and maintenance of Mayoral Chain and Robes.
 - Provision (on loan) of a PC (laptop), modem incorporating facsimile and a printer.
- (b) Child care cost reimbursement be provided to the Mayor for attendance at Council, Committee, Sub-Committee Meetings and Working Parties, and for a maximum five (5) hours per week to permit the carrying out of civic and ceremonial functions at a rate equal to the carer's recommended fee structure for Mosman Family Day Care on a per Councillor not per child basis.

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

1.2 Councillors

- (a) The Councillors are to receive the benefit of:
- 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;
 - Postage of official correspondence - all mail is to be directed through the Council's own mailing systems;
 - 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;

- Transport to official functions (if needed) when deputising for the Mayor by hire car or taxi; and
 - Councillor Room refreshments.
 - Provision (on loan) of a PC (laptop), modem incorporating facsimile and a printer.
 - 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.
- (b) Child care cost reimbursement for attendance at Council and Committee, Sub-Committee Meetings and Working Parties being at a rate equal to the carer's recommended fee structure for Mosman Family Day Care on a per Councillor not per child basis.
- Reimbursement is subject to a formal claim being lodged not later than one (1) month after the expense was incurred.
- (c) Protective apparel, including hard hat and safety footwear, to accord with the NSW Occupational Health and Safety Act, 1983, for on site inspections.
- (d) Reimbursement for damages occasioned whilst on Council business to persons or property not exceeding the excess provided under Workers' Compensation insurance policies.
- (e) 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.
- (f) That a copy of the Local Government Act and relevant Regulations thereunder be provided for each Councillor who makes a written request for same.

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.

Alternatively, Councillors may travel by taxi and use a Council Charge Account in the above circumstances.

Reimbursement is subject to a formal claim 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;
- the Mayor or General Manager acting under delegated authorities and subject to due budget requirements being adhered to.

This shall not preclude the Mayor from nominating a substitut

te 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.

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, and by the shortest route;

- (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 voucher form for payment.

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 a cash allowance or cheque equivalent thereto will be paid to the attendee in advance.
- An allowance for "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 from time to time, but subject to such cost not exceeding economy class air fares to and from the particular destination.
- Costs of vehicle hire and/or taxi fares which are reasonably incurred while attending conferences will be reimbursed by the Council.
- Reimbursement of expenses associated with attendance at approved conferences will be the lower of a car allowance and economy airfare. Councillors will have the option on mode of travel to conferences. (PF/8 3/2/98)

(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.

(iv) Spouse/Partner

No objection is raised to attendees being accompanied by their spouse/partner subject to Council not being involved in further accommodation costs.

4. INSURANCE - COUNCILLORS

4.1 That 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. 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 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.

(c) Public Liability.

For matters arising out of Councillors' performance of civic duties or exercise of their functions as councillors. BUT subject to any limitations or conditions set out in the policy of insurance which is, at the direction of Council, taken out.

5. LEGAL ASSISTANCE FOR COUNCILLORS

5.1 That in the event of:

1. An enquiry, investigation or hearing by any of:
 - The Independent Commission Against Corruption;
 - The Office of the Ombudsman;
 - Department of Local Government and Co-operatives;
 - The Police;
 - The Director of Public Prosecutions; or
 - the Local Government Pecuniary Interest Tribunal,into the conduct of a Councillor; or
2. Legal proceedings being taken by or 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 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.
3. Defamation proceedings, or other proceedings arising from the making of a public statement, where a Councillor is a defendant or anticipated defendant in such proceedings.

To ensure that indemnity or reimbursement in respect of Costs of defending an action in defamation or other action is only available in circumstances where the person to be indemnified or reimbursed was acting properly when making the statement complained of, the threshold criteria for the application of the indemnity or reimbursement will apply.

POLICY

General

Where proceedings have been foreshadowed or commenced against any of the Mayor and Councillors 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, 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 Councillor's 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 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 2(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 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 the Local Government (Meetings) Regulation 1999 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.

STATEMENT OF SENIOR STAFF
428(2)(g) and General Regulation CI 7A (1)(b)

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

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

The total amount of money payable in respect of the employment of Senior Staff during 2003/2004 amounted to **\$593,997**.

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	\$183,680
• Director Corporate Services	\$135,063
• Director Environment and Planning	\$140,191
• Director Community Development	\$135,063

**REPORT ON CONTRACTS AWARDED DURING THE PERIOD
428(2)(h)**

Activity	Contractor	Date Awarded	Term of Contract	Tender Price
Cleaning of Council's Civic Buildings	Storm International Pty Limited	21/10/2003	3 years to 11/11/2006	\$128,375 per annum
Quakers Hat Bay Seawall	Antoun Civil Engineering Pty Limited	27/01/2004	N/A	\$143,500
Mosman Bay Seawall	Kingston Industries Pty Limited	23/02/2004	N/A	\$147,756
Julian Street Stormwater Quality Improvement Device	Abergeldie Contractors	131/05/2004	N/A	\$166,422

A number of smaller contracts were awarded at a tender price of less than \$100,000 together with contracts awarded at no fixed value with work awarded to contractors on the basis of a schedule of rates. These activities were generally related to infrastructure and assets works and services and included:-

- Plateau Tree Services and Australian Urban Tree Services awarded Contract for Tree Management and Associated Works 2004 – 2006 on 9 December 2003
- DB Contracting and Leading Edge Horticultural Services awarded Contract for Turf Management and Associated Works 2004 – 2007 on 9 March 2004

REPORT ON BUSHFIRE HAZARD REDUCTION ACTIVITIES

428(2)(i)

(Report on the bush fire hazard reduction activities of the Council during the year, including activities carried out under a bush fire management plan approved under the Rural Fires Act, 1997. [Section 428 (2) (i) of LGA])

During 2003 - 2004 the Manly-Mosman District Bush Fire Management Committee formed under the Rural Fires Act 1997 met four times. Membership of the committee consists of representatives from Manly Council, North Sydney Council, Mosman Council, National Parks and Wildlife Service and the NSW Fire Brigade. Councillor Jim Reid of Mosman chairs the committee.

The committee formulated an operations plan and a Draft Bushfire Risk Management Plan. The latter document was completed in January 2000 and identifies the level of bush fire risk within Manly and Mosman local government areas. It also establishes strategies appropriate for implementation to manage the risk of bush fire.

In regard to specific work undertaken in Mosman during 2003 – 2004 to reduce the risk of bush fire, Council has continued with its Bushland Regeneration Program which includes the management of weeds and other fuel loads from Bushland areas. Due to the potential risk of this piled vegetation all piles are created away from residential properties and are constructed under guidelines given by the NSW Fire Brigade. The location of the piles has been listed and presented to the District Bush Fire Management Committee, which in turn is checked by the EPA, who agree to such activities. Once this has been finalised the information is passed on to the local Fire Brigade who carry out the burns.

Representatives of the NSW Fire Brigade also conducted inspections and assessment of a number of bushland areas in Mosman in 2003 - 2004 to determine the risk of bushfire. These areas were Wyargine Reserve, Bradley Bushland Reserve, Balmoral Bushland Reserve, Lawry Plunkett Reserve and Quakers Hat / Beauty Point.

In both Curraghbeena Reserve (August 2003) and Quaker's Hat Bay / Beauty Point (April 2004) as part of combined hazard reduction / ecological management broad acre burns were undertaken by Metropolitan Fire Brigade. Other hazard reduction activities undertaken in 2003 / 2004 include:

- Lawry Plunkett Reserve - Strip & pile burns and manual hazard reduction.
- Wyargine Reserve - Pile burns.
- Bradley Bushland Reserve - Piles burns and manual hazard reduction.
- Bullecourt Avenue Bushcare - Pile burns.
- Quaker Hat South - Pile burns and manual hazard reduction.
- Rosherville Reserve. Pile Burns.
- Sirius Park East. Pile Burns.

A report on all future Bushfire Hazard Reduction Activities to be undertaken in 2004 was presented to the Manly-Mosman District Bush Fire Management Committee in March 2004. This was subsequently approved by the EPA.

**DETAILS OF PROGRAMS UNDERTAKEN BY THE COUNCIL
TO PROMOTE SERVICES AND ACCESS TO SERVICES FOR
PEOPLE WITH DIVERSE CULTURAL AND LINGUISTIC BACKGROUND
S, 428 (2) (j)**

The 2001 Census shows that 7,579 people were born overseas. Of all recent arrivals from non-English speaking countries between 1997 and 2001, the highest number came from Japan with 93 arrivals. The next highest was China with 64 arrivals. Of those born overseas, three-quarters (74%) speak only English and a further 23% speak English well. Conversely, some 3% of overseas-born (198 people) are poor speakers of English. Consistent with this, Council's Customer Support Team, and also other staff with significant customer contact such as Library staff and staff of the Community Information and Advice Centre have found that English language difficulties have not been an issue. Nevertheless, Council's Library, for example, has access to materials from the State Library's Multicultural Service for borrowers whose first language is not English. Assistance is also available from staff who possess a second language. A list of Council staff with a second language is maintained for this purpose.

Many of those with diverse cultural and linguistic backgrounds live in Mosman on a temporary basis on company postings with their employment arrangements often including their accommodation in Mosman. Council has in place strategies to help them become settled and also to facilitate their access to information. These include:

- New Residents Kits available to help with familiarisation with Mosman and its community.
- New Residents Tour of Council and Coffee Morning held with the objective of introducing new residents to each other and to former new residents and also to Council and its staff and services.
- Collaboration with Lower North Shore Settlement Services Scheme to address the needs of people with culturally and linguistically diverse backgrounds, particularly those who are newly arrived. This includes continuing support of the English Conversation Group. This Group continues to meet weekly at a centrally located and accessible Council venue. It aims to improve English conversation among the participants, to identify and address their settlement needs in the Mosman area and to improve their access to local services. It also facilitates social interaction.

Council has conducted wide-ranging consultations with residents to assist with the development of the 2005-2009 Social/Community Plan. This has included consultations specifically with local residents from culturally and linguistically diverse backgrounds.

Council also continues to maintain links with the Northern Sydney Region Multicultural Network Forum.

**SUMMARY OF RESOLUTIONS MADE UNDER SECTION 67
CONCERNING WORK CARRIED OUT ON PRIVATE LAND, AND ANY
SUBSIDIES RELATED TO THIS WORK
428(2)(k)**

Council made no resolutions under Section 67 of the Local Government Act to undertake work on private property, nor did Council undertake works on private properties during the 2003/2004 financial year.

**AMOUNTS GRANTED UNDER SECTION 356 OF THE LOCAL
GOVERNMENT ACT, 1993 (DONATIONS AND SUBSIDIES)
428(2)(I)**

The following amounts were paid during 2003/2004 in respect of donations and subsidies under Section 356 of the Local Government Act, 1993:

Name of Organisation	Amount (\$)
Breast Cancer Institute (NSW), Westmead Hospital	200
Life Education Centre	100
Royal Blind Society (PO Box 176 Burwood NSW 2134)	100
Royal Far West Children's Health Scheme	100
Royal North Shore Hospital	400
Sir David Martin Foundation (Lady Martin Appeal for the Homeless)	100
Sisters of Charity – Sr Leonie Martin	200
Sydney Children's Hospital Foundation	100
Sydney Home Nursing Service	300
Sydney Metropolitan Wildlife Service	100
Taldumande Youth Services	400
Westpac Lifesaver Rescue Helicopter Service	100
W.I.R.E.S.	100
Youth off the Streets	100
Total	2,400

STATEMENT OF HUMAN RESOURCE ACTIVITY
428(2)(m) and General Regulation CI 7A (1)(a)

STAFF LEARNING AND DEVELOPMENT

During 2003/2004 staff attended a total of 94 weeks of training, with men receiving 41% and women 59% of the training. A total of 588 training events were recorded. In addition, 9 staff were supported through our Tertiary Study Assistance Policy to undertake tertiary studies. Of the 34 people who attended conferences 5 were held outside Sydney and 9 were held interstate.

As in previous years, all staff were required to attend Code of Conduct training and this year all staff were trained in new policies that were written for better complaints handling and customer service.

In conjunction with the three other member Councils of SHOROC, a Management Challenge was held during the period. 10 participants from each Council were selected and presented with a project which had to be explored and developed. Their recommendations have been incorporated into the SHOROC planning process.

OVERSEAS TRAVEL

During the year, the General Manager was invited to participate in the CLAIR Fellowship Exchange in Tokyo. As an invited guest all his costs of the Exchange were met by the Japanese government. Mr May paid for his airfares and incidental expenses himself.

**STATEMENT OF THE ACTIVITIES UNDERTAKEN BY COUNCIL TO
IMPLEMENT ITS EQUAL EMPLOYMENT OPPORTUNITY
MANAGEMENT PLAN
428 (2)(n)**

Equal Employment Opportunity continues to be important to Mosman Council, although specific EEO matters have played a smaller role this year. The Consultative Committee holds a watching brief on any EEO matters that might be raised. None were during the period under review.

In the coming year, several EEO training events are scheduled as a pro-active initiative to help build our understanding of the issues and develop good practices at Council. In addition, our three-yearly survey will be conducted and the EEO Management Plan will be reviewed.

**STATEMENT OF EXTERNAL BODIES EXERCISING FUNCTIONS
DELEGATED BY COUNCIL
428(2)(o)**

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

**STATEMENT OF COMPANIES IN WHICH COUNCIL HELD A
CONTROLLING INTEREST
428(2)(p)**

Council did not hold any controlling interest in any companies during the period.

**STATEMENT OF ALL PARTNERSHIPS, CO-OPERATIVES AND JOINT
VENTURES WHICH THE COUNCIL WAS A PARTY
428(2)(q)**

CREMORNE EARLY CHILDHOOD CENTRE JOINT COMMITTEE

Mosman Council and North Sydney Council are involved in a Joint Committee for the operation of an Early Childhood Centre at Cremorne, which services the North Sydney and Mosman Local Government areas.

JOINT SERVICES COMMITTEE - A PART JOINT VENTURE WITH MANLY, PITTWATER AND WARRINGAH, COUNCILS

Mosman, Manly, Pittwater and Warringah Councils are members of a Joint Services Committee, which oversees the management of the Kimbriki Recycling and Waste Disposal Centre at Kimbriki Road, Terrey Hills.

SHORELINK CO-OPERATIVE LIBRARY NETWORK

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

SHOROC - REGIONAL ORGANISATION OF COUNCILS

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

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

**STATEMENT OF RATES AND CHARGES
WRITTEN OFF DURING THE YEAR
428 (2)(r) and Rates & Charges Regulation CI(1)(12)**

2003/2004	RATES \$	CHARGES \$
Pensioners	134,905.38	43,919.40
Rates	NIL	NIL
Interest	NIL	NIL
Postponed W/O	624.72	310.88
TOTAL	135,530.10	44,230.28

**FREEDOM OF INFORMATION STATISTICS
NSW Freedom of Information Act 1989
428 (2) (r)**

GENERAL DETAILS

Name of Agency: Mosman Municipal Council

Twelve monthly period that this statistical return covers: Year ended 30 June 2004

Agency Reference Number	2176
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NIL RETURNS	
Are all figures in SECTION A "nil"?	No
Is the figure for SECTION C "nil"?	Yes
Are all figures in SECTION E "nil"?	Yes
Is the figure for SECTION F "nil"?	Yes
Are all figures in SECTION L "nil"?	No
If you answered "Yes" for these five questions this is a nil return.	
Is this a "Nil" return?	Yes/No
	No
Contact details for queries relating to this return:	
Name:	M.N. GLYDE
Telephone:	Number 9978 4003

SECTION A NUMBERS OF NEW FOI REQUESTS

Information relating to numbers of new FOI requests received, those processed and those incomplete from the previous period.

FOI Requests		Personal	Other	Total
A1	New (including transferred in)	1	2	3
A2	Brought forward	Nil	Nil	Nil
A3	Total to be processed	1	2	3
A4	Completed	1	2	3
A5	Transferred out	Nil	Nil	Nil
A6	Withdrawn	Nil	Nil	Nil
A7	Total processed	1	2	3
A8	Unfinished (carried forward)	Nil	Nil	Nil

SECTION B WHAT HAPPENED TO COMPLETED REQUESTS?

(Completed requests are those on Line A4)

Result of FOI Request		Personal	Other
B1	Granted in full	1	1
B2	Granted in part	Nil	Nil
B3	Refused	Nil	1
B4	Deferred	Nil	Nil
B5	Completed *	1	2

* Note: The figures on line B5 should be the same as the corresponding ones on A4.

SECTION C MINISTERIAL CERTIFICATES

Number issued during the period.

C1	Ministerial Certificates issued	Nil
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SECTION D FORMAL CONSULTATIONS

Number of requests completed during the period which required a **FORMAL consultation(s)**.

D1	Number of requests requiring formal consultation(s)	2
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SECTION E AMENDMENT OF PERSONAL RECORDS

Number of requests for amendment during the period.

Result of Amendment Request		Total
E1	Result of amendment – agreed	Nil
E2	Result of amendment – refused	Nil
E3	Total	Nil

SECTION F NOTATION OF PERSONAL RECORDS

Number of requests for notation processed during the period.

F3	Number of requests for notation	Nil
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SECTION G FOI REQUESTS GRANTED IN PART OR REFUSED

Basis of disallowing access - Number of times each reason cited in relation to completed requests which were granted in part or refused.

Basis of disallowing or restricting access		Personal	Other
G1	Section 19 (application incomplete, wrongly directed)	Nil	Nil
G2	Section 22 (deposit not paid)	Nil	Nil
G3	Section 25 (1) (a1) (unreasonable diversion of resources)	Nil	Nil
G4	Section 25 (1) (a) (exempt)	Nil	1
G5	Section 25 (1) (b), (c), (d) (otherwise available)	Nil	Nil
G6	Section 28 (1) (b) (documents not held)	Nil	Nil
G7	Section 24 (2) - deemed refused, over 21 days	Nil	Nil
G8	Section 31 (4) - released to Medical Practitioner		
G9	Totals	Nil	1

SECTION H COSTS AND FEES OF REQUESTS PROCESSED

During the period (i.e. those included in lines A4, A5 and A6). Please DO NOT include costs and fees for unfinished requests (i.e. those requests included in Line A8).

		Assessed Costs	FOI Fees Received
H1	All completed requests	\$576	\$231

SECTION I DISCOUNTS ALLOWED

Numbers of FOI requests processed during the period * where discounts were allowed.

Type of discount Allowed		Personal	Other
I1	Public interest	Nil	Nil
I2	Financial hardship – Pensioner/Child	1	Nil
I3	Financial hardship - Non profit organisation	Nil	Nil
I4	Totals	1	Nil
I5	Significant correction of personal records	Nil	Nil

*Note: Except for item 15. Items 11, 12, 13, and 14 refer to requests processed as recorded in A7. For 15, however, show the actual number of requests for correction of records processed during the period.

SECTION J DAYS TO PROCESS

Number of completed requests (A4) by calendar days (elapsed time) taken to process.

Elapsed Time		Personal	Other
J1	0 - 21 days	Nil	1
J2	22 - 35 days	1	Nil
J3	Over 35 days	Nil	1
J4	Totals	1	2

SECTION K PROCESSING TIME

Number of completed requests (A4) by hours taken to process.

Processing Hours		Personal	Other
K1	0 - 10 hrs	1	2
K2	11 - 20 hrs	Nil	Nil
K3	21 - 40 hrs	Nil	Nil
K4	Over 40 hrs	Nil	Nil
K5	Total	1	2

SECTION L REVIEWS AND APPEALS

Number finalised during the period.

L1	Number of internal reviews finalised	Nil
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L2	Number of Ombudsman reviews finalised	Nil
L3	Number of District Court appeal is finalised	Nil

Bases of Internal Review		Personal		Other	
Grounds On Which Internal Review Requested		Upheld *	Varied *	Upheld *	Varied *
L4	Access Refused	Nil	Nil	Nil	Nil
L5	Deferred	Nil	Nil	Nil	Nil
L6	Exempt matter	Nil	Nil	Nil	Nil
L7	Unreasonable charges	Nil	Nil	Nil	Nil
L8	Charge unreasonably incurred	Nil	Nil	Nil	Nil
L 9	Amendment refused	Nil	Nil	Nil	Nil
L10	Totals	Nil	Nil	Nil	Nil

* *Note:* Relates to whether or not the original agency decision was upheld or varied by the internal review.

GENERAL COMMENTS BY YOUR AGENCY IN RELATION TO THE OPERATION OF FOI

In view of the changes in Section 12 of the Local Government Act there are very few requests for documents under the Freedom of Information Act.

FREEDOM OF INFORMATION APPLICATIONS SUMMARY – 2001/2002, 2002/2003 and 2003/2004

	2001/02	2002/03	2003/04		2001/02	2002/03	2003/04
FOI Applications received				Costs and fees (requests processed)			
Personal	1	0	1	Assessed costs	\$735	\$450	\$576
Other	3	4	2	FOI fees received	\$345	\$300	\$231
Total	4	4	3				
				Discounts allowed	0	0	1
What happens to requests?							
Granted in full	3	2	2	Elapsed days in process			
Granted in part	1	2	0	0-21 days	3	3	1
Refused	0	0	1	22-35 days	0	0	1
Withdrawn	0	0	0	35 days	1	1	1
Unfinished	0	0	0				
				Hours to process			
Formal consultations				0-10 hours	4	4	3
Number of requests requiring formal consultations	3	1	2	11-20 hours	0	0	0
				21-40 hours	0	0	0
				Over 40 hours	0	0	0
Amendment of personal records	0	0	0				
				Reviews and Appeals			
Notation of personal records FOI	0	0	0	Internal Reviews	1	0	0
				Ombudsman	0	0	0
Requests granted in part or Refused				District Court	0	0	0
Exempt	1	2	1				
Deposit Not Paid	0	0	0	Basis of Appeal	0	0	0

**COMPETITIVE NEUTRALITY
(NATIONAL COMPETITION POLICY -
COUNCIL'S BUSINESS ACTIVITIES)
428(2)(r) and General Regulation CI 7A (1)(e) and (f)**

Council has adopted the following activities for the purposes of the National Competitive Policy.

CATEGORY 1

NIL

CATEGORY 2

- Commercial Property Management
- Development Approvals
- Core Group (Private Works) Activities

Council has reported on its business activities for the year ended 30 June 2004. The Council's audited special purpose financial reports for the year ended 30 June 2004 comprising the Statement by Council, Operating Statement of Business Activities, Statement of Financial Position by Business Activities, and accompanying Notes to the Accounts, together with the independent Auditors' Report are included in the *Financial Statements for the year ended 30 June 2004* attached to this report.

No competitive neutrality complaints were received during the period.

Council would follow the guidelines issued by the Department of Local Government on the management of competitive neutrality complaints.

**Details of the Activities Undertaken by Council to Develop and Promote Services and Programs that Provide for the Needs of Children -
[Section 428 (2) (r) of LGA and Part 5, Division 1 Local Government (General) Regulations 1993]**

Council achieved full utilisation of Family Day Care by recruiting more carers and has successfully applied for another 15 Family Day Care places to help with the need for childcare.

Council contributes staff support and funding to the Lower North Shore Good Beginnings Program a volunteer home visiting program that supports vulnerable parents caring for children aged under five.

A grant of \$10,000 from RS Mosman was received for 2004 vacation care program for children in upper primary school with appealing age-appropriate activities and the retention rate of the older children has improved.

Council continues to directly manage several children's services including Occasional Childcare, Family Day Care, Vacation Care, Before and After School Care, Leisure and Learning Courses and a monthly Immunisation Clinic.

Council is active in promoting children's services and advising the community of the range of services available. Initiatives include open day and events; information of Council's website; the design and distribution of a directory of services, pamphlets, flyers, and newsletters; articles in the local press; advertisements in Sydney's Child, local newspapers and poster displays.

Council convened the SHOROC group of Council's Child Care Project to explore options for addressing the high need for childcare services in the area.

Council continues in its commitment to children with additional needs by training staff, liaising with parents and specialists and securing funding so its children's services are inclusive.

Council invited families to attend the Mosman Children's Fair to celebrate Spring - over 200 children and families attended and the event is planned to occur annually.

**REPORT ON THE COUNCIL'S PERFORMANCE IN RELATION TO
ACCESS AND EQUITY ACTIVITIES TO MEET RESIDENTS' NEEDS
OUTLINED IN COUNCIL'S MANAGEMENT PLAN RELATING TO AND
UNDERTAKEN DURING THE YEAR
General Regulation CI 7A (1)(d)**

PROGRAMS TO PROMOTE SERVICES AND ACCESS TO SERVICES

- Weekly advertisement in Mosman Daily
 - Meeting Notice
 - Development applications received and approved
 - Miscellaneous information to residents (services available)
 - Statutory and other notifications

- Council holds a number of Information Evenings, Community Conversations and Public Meetings for residents to allow them to have input into matters such as:
 - Advisory Groups
 - Mosman Business Forums
 - Management Plans
 - Development Control Plans
 - Local Environment Plan
 - Council's Management Plan (MOSPLAN)
 - Community Environmental Contract
 - Environmental issues
 - Local Government Week

- Conducted "New Resident Coffee Mornings" which allows new residents the opportunity to meet with the Mayor, Councillors and staff and discuss almost anything with them and to learn what is available to them from Council.

- Published "Mosman News" quarterly. This is a 4 page broadsheet newsletter advising residents of issues, events and services. "Mosman News is delivered by letterbox distribution to all households in Mosman. (This was last published Summer 2003/2004 and replaced in August 2004 by new communication strategy involving fortnightly promotions in the Mosman Daily and bi-monthly promotions in Mosman 2088 magazine).

- Council has several notice boards strategically positioned within the area for displaying information to its residents. New services, changes to services and upcoming events are displayed.

- Ward meetings between interested Councillors and residents are held to discuss issues.

ACCESS AND EQUITY ACTIVITY SUMMARY

BACKGROUND

Council is committed to producing a Social/Community plan every 5 years as a means of addressing the needs of the Mosman Community. Planned Access and Equity strategies in the Plan are integrated into Council's Strategic Management Plan.

Council adopted its Social/Community Plan on 22 June 1999. It examined the needs of the following target groups:

- Children/families
- Young people (aged 12-24 years)
- Women
- Men
- Older people
- People with disabilities
- Aboriginal people
- People from culturally and linguistically diverse backgrounds
- New residents
- Unemployed people
- Gay/lesbian and transgender people

The Social/Community Plan also includes demographic information on the local government area. A copy of the Social/Community Plan for viewing is available in the Library.

A summary of Council's proposed activities and initiatives in relation to access and equity activities to assist identified groups within the community to be undertaken in the last 12 months was outlined in Council's last Management Plan relating to the 2003/2004 financial year. An access and equity activity is defined as one which assists Council to:

- promote fairness in the distribution of resources, particularly for those most in need;
- recognise and promote people's rights and improve the accountability of decision makers;
- ensure that people have fairer access to the economic resources and services essential to meeting their basic needs and improving their quality of life;
- give people better opportunities for genuine participation and consultation about decisions affecting their lives.

A summary of Council's achievements in relation to access and equity within the last 12 months against these proposals is provided below:

TARGET GROUP: GENERAL COMMUNITY

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Undertake analysis of Census and other data and, in consultation with the community, develop an updated Social Plan.	08.01	Yes	Achieved and ongoing
Ensure all relevant matters pertaining to this Program are posted to the Council's Website in a timely manner, are kept up to date and linked appropriately.	08.01	Yes	Achieved and ongoing
Ensure community education initiatives that are designed to minimise graffiti incidents and also encourage the immediate removal of graffiti as a mark of civic pride and responsibility.	08.01	Yes	Achieved and ongoing
Conduct regular community consultations to ensure a broader community involvement in social planning processes through such means as the "community conversations".	08.01	Yes	Achieved and ongoing
Address the needs of Mosman through: <ul style="list-style-type: none"> • facilitating appropriate services and information as identified in the Social/Community Plan • supporting the Lower North Shore Domestic Violence Committee • facilitating local responses to the NSW Government's Statewide strategy to reduce violence against women. 	08.01	Yes	Achieved in full
Facilitate community education initiatives that address issues surrounding mental illness.	08.01	Yes	Achieved in full
Consider and recommend on the annual allocation of funds to community organisations in accordance with community needs based submissions and on the basis of equitable distribution.	08.01	Yes	Achieved in full

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Seek out alternative funding sources for the development and maintenance of programs and services in the Mosman L.G.A. and apply the user pays principle where appropriate.	08.01	Yes	Achieved in full
Ensure that Community Services are considered in any review of the Section 94 Contributions Plan.	08.01	Yes	Under continual review
Monitor the appropriateness and condition of community facilities including their conformity with regulatory requirements.	08.01	Yes	Under continual review
Monitor the need for and be aware of, opportunities to increase Council's stock of community facilities.	08.01	Yes	Under continual review
Promote the existence of public and community halls and other facilities available for community use.	08.01	Yes	Achieved in full
Effectively market recreational and cultural services and facilities.	08.01	Yes	Achieved in full
Ensure the ready availability of up to date information about all community services facilities and health related services both local and regional through community information database, Internet sites and directories.	08.01	Yes	Achieved in full
Ensure coordinated, professional advice and referral services through all community development outlets and in particular the community information office.	08.01	Yes	Achieved in full
Recommend appropriate use of the Mayor's Emergency Fund.	08.01	Yes	Achieved in full
Facilitate "Community Conversations" as a means of understanding issues and needs to assist in planning, provision and review of services and facilities.	08.02	Yes	Achieved in full
Consult with community groups with a view to enabling their access to community facilities, particularly so that such access benefits residents.	08.02	Yes	Achieved in full

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Ensure the provision of orientation and training programs across Council that will motivate volunteers, make optimum use of their abilities and provide opportunities to acquire new skills.	08.02	Yes	Achieved in full
Ensure for volunteers a safe, accessible working environment and an awareness of safe work practices.	08.02	Yes	Achieved in full
Establish and maintain a program that provides recognition through both formal and informal means of the work and contribution of volunteers.	08.02	Yes	Achieved in full
Regularly review recruitment and placement procedures.	08.02	Yes	Achieved in full
Ensure mechanisms are in place for ongoing individual and group support in accordance with need.	08.02	Yes	Achieved in full
Ensure ongoing training and relevant information for all volunteers involved in Council's volunteer programs.	08.02	Yes	Achieved in full
Provide opportunities for volunteers to develop new skills for their benefit and to the benefit of the community and create a skills database.	08.02	Yes	Achieved in full
Promote and advertise to increase awareness of volunteering opportunities in Mosman.	08.02	Yes	Achieved in full
Provide opportunities for school students to undertake voluntary work towards completion of their school obligations for community involvement.	08.02	Yes	Achieved in full
Work with residents and businesses in improving safety through cooperating closely with our local Police, Neighbourhood Watch, Fire Brigade, Ambulance and State Emergency Services.	08.08	Yes	Achieved in full
Work with Project Groups to develop and implement local action plans that address regional safety issues and objectives aimed at increasing safety and preventing injury in the long term.	08.08	Yes	Achieved in full

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Provide regular advice to SHOROC on the development and achievement of safe community objectives and strategies by the SHOROC Safe Communities Group.	08.08	Yes	Achieved in full
Support and work with the SHOROC Safe Communities Steering Committee to maintain and develop local Project Groups that address locally identified safety issues consistent with regional safety priorities.	07.08	Yes	Achieved in full
Work with the SHOROC Safe Communities Steering Committee to review and evaluate the Safe Communities Program and its action plan implementations and their outcomes.	07.08	Yes	Achieved and ongoing
Develop and implement safety promotion strategies that address safety issues in the Mosman community including working with the Seniors' Safety Project Group on projects to improve safety and reduce injury among older people.	07.08	Yes	Achieved and ongoing

TARGET GROUP: CHILDREN (ie those aged 0-12 years)/FAMILY

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Seek funding from and negotiate with other levels of government and other funding sources for the support of the existing and the establishment of more needs based services for children and families.	08.03	Yes	Achieved in full
Provide advice to Council on effective allocation of funds and priority need areas.	08.03	Yes	Achieved in full
Advise and support Council employees in identifying the best childcare options and access to appropriate childcare especially those who need affordable childcare.	08.03	Yes	Achieved in full
Continue to seek funding for the provision of playground seating and shade at Mosman Art Gallery & Community Centre.	08.03	Yes	Achieved in full
Call tenders to design a master plan for the outdoor play area of Mosman Occasional Childcare Centre. Provide adequate sun protection and outdoor storage and enhance the children's play experience.	08.03	Yes	To be achieved
Establish and maintain planning processes that involve both Council and the community for the development of services for children and families including the implementation of regular community conversation style consultations with parents and other interest parties.	08.03	Yes	Achieved in full
Establish additional, affordable family day care places through proactive and frequent carer recruitment drives, in particular for children aged 0-2 years that meet the needs of parents living and working in Mosman.	08.03	Yes	Achieved in full
Maintain appropriate oversight of the provision of affordable long day care and 0 – 2 places at the site south of Balmoral Oval.	08.03	Yes	Achieved in full
Maintain appropriate oversight of service specifications in the Lease especially the provision of affordable long day care and 0-2 places at the site south of Balmoral Oval.	08.03	Yes	Achieved and ongoing

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Maintain appropriate oversight of requirements of Deed of Agreement to Lease, especially the provision of affordable places and long day care for children under 5 years at the Alexander Avenue site.	08.03	Yes	Achieved and ongoing
Continue to apply for funding for KIDZONE Vacation Care.	08.03	Yes	Achieved in full
In consultation with parents, staff and relevant professionals, access up to date information, apply for funding and provide training to ensure that programs are inclusive and responsive to the needs of children with disabilities.	08.03	Yes	Achieved in full
Develop and maintain communication with parent users of Council's Children's Services as a means of ensuring continuing effective and responsive services for families and children.	08.03	Yes	Achieved in full
Monitor, review and improve service quality in response to client satisfaction surveys and quality measures for each children's service in accordance with established quality assurance systems.	08.03	Yes	Achieved in full
Liaise with Community Information Librarians to facilitate the production, distribution and promotion of community information, including community information directories, and provide advice and referral services and promote its availability.	08.03	Yes	Achieved in full
Develop and implement marketing strategies for the promotion and development of children's services.	08.03	Yes	Achieved in full
Support and evaluate children, and family services in receipt of Council funding.	08.03	Yes	Achieved in full
Ensure the continuing development of the HOMESTART Program for families with children aged under 5.	08.03	Yes	Achieved in full
Continue to develop strategies to enable respite for single parents.	08.03	Yes	Achieved in full
Ensure new Child Protection Legislation continues to be reflected in staff selection practices, staff training and program policies and procedures.	08.03	Yes	Achieved in full

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Ensure ongoing training for Children's Services staff and Family Day Care carers with a view to improving service quality and keeping abreast of current childcare practice.	08.03	Yes	Achieved in full
Provide to the Cremorne Early Childhood Health Centre relevant community information on Mosman clients.	08.07	Yes	Achieved in full
Consult with Cremorne Early Childhood Centre staff with a view to ensuring provision of services and programs that address the needs of Mosman families.	08.07	Yes	Achieved and ongoing
Investigate the development of a new agreement with the Northern Sydney Area Health Service for the Cremorne Early Childhood Health Centre in liaison with North Sydney Council.	08.07	Yes	Achieved in full
Undertake an immunisation promotion campaign when appropriate.	08.07	Yes	Achieved in full
Carry out daily temperature checks of vaccine storage.	08.07	Yes	Achieved in full
Facilitate immunisation clinics for Mosman clients and administer immunisation records.	08.07	Yes	Achieved in full
Undertake ordering, acquisition and storage of vaccines.	08.07	Yes	Achieved in full
Monitor changes to legislation, regulations and procedures that impact on the immunisation program with a view to providing accurate and timely advice to all program stakeholders.	08.07	Yes	Achieved in full
Investigate alternative methods of enabling rather than providing this service.	08.07	Yes	Achieved in full

TARGET GROUP: YOUNG PEOPLE (Aged 12-24 years)

Planned Activity at 1 July 2003	MOSPLAN Number	Activity included in Strategic Management Plan MOSPLAN	Status as of 30 June 2004
Seek funding from and negotiate with other levels of government for the support of the existing and the establishment of services for youth.	08.04	Yes	Achieved in full
Provide advice to Council on effective allocation of funds and priority need areas.	08.04	Yes	Achieved in full
Assist in the development and implementation of programs and activities under the Duke of Edinburgh Award Scheme.	08.04	Yes	To be achieved
Work with Harbourside Police to develop and implement education and safety training for police and young people.	08.04	Yes	Achieved in full
Assist in the planning for the provision of recreational facilities for young people such as basketball and skate BMX facilities.	08.04	Yes	Achieved in full
Establish and maintain planning processes that involve both Council and the young people in the development of youth services and facilities and youth friendly spaces.	08.04	Yes	Achieved in full
Provide support to the youth consultative process and encourage its growth and development.	08.04	Yes	Achieved in full
Assist in the promotion of the positive aspects of young people through media coverage and Internet and other activities.	08.04	Yes	Achieved in full
Plan and provide a dynamic range of activities, including a variety of night time entertainment in the Mosman area that cater for the different age groups and which are developed in consultation with young people.	08.04	Yes	Achieved in full
Plan, develop and maintain a program of activities for 11 – 14 year olds based out of the Mosman Youth Development Centre.	08.04	Yes	Achieved in full
Maintain Breakfast Club services at the Mosman Youth Development Centre on regular school days.	08.04	Yes	Achieved in full

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Actively work against ageism by creating positive perceptions of young people in the Mosman area.	08.04	Yes	Achieved in full
Regularly organise vacation and after school hours leisure, cultural and recreational activities.	08.04	Yes	Achieved in full
Liaise with North Sydney Police Citizens Youth Club and North Sydney's Planet X Youth Centre to develop a greater range of holiday programs	08.04	Yes	Achieved in full
Develop methods, such as programs, activities, and camps, for establishing and maintaining positive peer mentoring relationships between older responsible members of the Youth Development Centre and younger impressionable members.	08.04	Yes	Achieved in full
Develop and maintain effective networks amongst relevant youth organisations for effective youth planning and referral.	08.04	Yes	Achieved in full
Provide and promote relevant and accurate information and advice on employment, unemployment and educational services and promote its availability.	08.04	Yes	Achieved in full
Conduct annual Youth Centre user surveys and include results in planning processes.	08.04	Yes	Achieved in full
Maintain an evaluation process for new and existing activities and programs.	08.04	Yes	Achieved in full
Regularly monitor the cleaning contractors and inspect public areas to ensure that the cleanliness and attractive appearance of the Youth Centre is maintained.	08.04	Yes	Achieved in full
Maintain and update modern information technology facilities at the Youth Centre.	08.04	Yes	Achieved in full
Maintain, evaluate and improve the Mosman Youth Webpace.	08.04	Yes	Achieved in full
Liaise with Community Information Librarians to facilitate the maintenance of up-to-date community information directories for the 'LINCS' Community Information database, and provide advice and referral services.	08.04	Yes	Achieved in full

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Encourage relevant health services to provide outreach services in the Mosman area.	08.04	Yes	Achieved in full
Continue to produce a regular newsletter for young people.	08.04	Yes	Achieved
Continue to be involved in the SHORESHOCKED Youth Week Festival as a collaborative event with surrounding councils and as a celebration of local youth culture.	08.04	Yes	Achieved in full
Involve young people in the cultural life of our community and in particular activities in the Art Gallery including NEO-Artists.	08.04	Yes	Achieved in full
Work towards drug and alcohol supply reduction strategies: <ul style="list-style-type: none"> • Continue active support of the “Proof – Reducing Tobacco Sales to Minors” project in conjunction with the Northern Sydney Area Health Service • Support any Police initiatives to reduce illicit drug trade. • Town Planning to ensure a “buffer zone” between any future alcohol and tobacco retailers and schools, play grounds and youth facilities. • Education campaign for local tobacco and alcohol retailers. 	08.04	Yes	Achieved in full
Work towards drug and alcohol demand reduction strategies: <ul style="list-style-type: none"> • Provide drug and alcohol free alternatives for young people especially at night time. • Provide knowledge/skills based education and support for young people and community members. • Develop positive peer group programs targeting quit smoking, binge drinking and marijuana. 	08.04	Yes	Achieved in full
Work towards drug and alcohol harm reduction strategies: <ul style="list-style-type: none"> • Develop a drug and alcohol education packages for young people and parents. • Ensure drug and alcohol information accessed through the Youth Development Centre is up to date and relevant. 	08.04	Yes	Achieved in full

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
<ul style="list-style-type: none"> • Develop and implement relevant and appropriate presentations of Drug and Alcohol information for young people and the community. • Provide advice and referral for young people and parents through the Youth Development Centre. • Lobby for youth specific drug and alcohol counselling and rehabilitation services for the Lower North Shore region. Support local secondary school drug and alcohol education initiatives. • Support Federal and State government initiatives. • Ensure that all Youth Services staff are trained, educated and up-to-date on drug and alcohol issues. 			
Work with Police, YLO, North Sydney Police Community Youth Club, Police officers regularly working with regular and new Police officers to develop a relationship, confidence and trust amongst young people of the Policing systems.	08.04	Yes	Achieved in full
Work with key stakeholders to develop and create awareness of joint approaches to the Policing of relevant youth issues.	08.04	Yes	Achieved in full
Visit local schools and other interested organisations with Police YLO and North Sydney PCYC Club Programmer to publicise and generate awareness of local opportunities for youth.	08.04	Yes	Achieved in full
Develop and implement a youth peer program to encourage young people to keep safe and to report crime.	08.04	Yes	Achieved in full
Ongoing education in appropriate areas of artistic expressions for young people.	08.04	Yes	Achieved in full
Develop the “Young Mayor for a Day” initiative incorporation with the Mayor’s office.	08.04	Yes	Achieved in full
Respond to the recommendations developed out of the Community Conversation on ‘Connecting Generations, Identifying Teenage Concerns’ including:	08.04	Yes	Achieved in full

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
<ul style="list-style-type: none"> • Involving young people in key community consultations. • Conduct Youth Citizen of the year in time for Australia Day. • Investigate implementation of the Young Achievement Australia for the Mosman area. • Investigate appropriate performance areas and relevant sound equipment for young people. • Endorse and support appropriate parental support and training programs on adolescent issues. 			

TARGET GROUP: WOMEN

During 2003/2004 issues relating to the needs of women were addressed in the target group Children/Family, particularly relating to affordable childcare and early childhood health and the target group General Community, in particular relating to community safety. These were in conjunction with the State Government's state wide strategy to reduce violence against women.

TARGET GROUP: MEN

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Consider particularly the needs and likes of older men in the development of a range of services and programs.	08.05	Yes	Achieved in full
Provide information and other resources on issues associated with retirement and life planning for older people.	08.05	Yes	Achieved in full

TARGET GROUP: OLDER PEOPLE

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Seek funding from and negotiate with other levels of government and the local Home and Community Care (HACC) forum for the support of existing services and the establishment of new programs based on assessment need.	08.06	Yes	Achieved and ongoing
Ensure the ongoing development and implementation of social, recreational leisure based programs and activities, eg. Computerpals, University of the 3 rd Age.	08.05	Yes	Achieved in full
Maintain awareness of developments and changes in programs, services and regulations at regional, state and national levels that affect services for older people in Mosman.	08.05	Yes	Achieved in full
Provide advice to Council on community service needs of aged persons' housing developments.	08.05	Yes	Achieved in full
Consider particularly the needs and likes of older men in the development of a range of services and programs.	08.05	Yes	Achieved in full
Establish and maintain planning processes that involve both Council and the community in the development of aged services.	08.05	Yes	Achieved in full
Provide in a timely and responsive manner services for frail older people and their carers that aim to prevent premature or inappropriate institutionalisation.	08.05	Yes	Achieved in full
Promote awareness of the range of services, programs and events available to older people.	08.05	Yes	Achieved in full
Provide information and other resources on issues associated with retirement and life planning for older people.	08.05	Yes	Achieved in full
Liaise with Community Information Librarians to facilitate the production, distribution and promotion of community information, including community information directories.	08.05	Yes	Achieved in full

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Provide information on service options and also appropriate referrals and promote information availability.	08.05	Yes	Achieved in full
Conduct annual user surveys and include results in planning processes.	08.05	Yes	Achieved in full
Maintain an evaluation process for new and existing activities and programs.	08.05	Yes	Achieved in full
Ensure appropriate facets of all food services continue to be exposed to a competitive environment.	08.05	Yes	Achieved in full
In liaison with relevant organisations and service providers investigate needs for specific services, eg respite care and affordable housing.	08.05	Yes	Addressed with local and regional bodies
Research possible strategies that enable older people to remain in the Mosman community.	08.05	Yes	Addressed with local and regional bodies
Plan timely replacement of community buses in accordance with replacement program.	08.05	Yes	Achieved in full
Collaborate with regional organisations and agencies for the provision of needs based services and programs for older people.	08.05	Yes	Achieved and ongoing
Investigate strategies to expand community transport services including shopping and individual transport and seek additional funding.	08.05	Yes	Achieved in full
Ensure the ongoing development of the Neighbour Aid Service including seeking additional funding.	08.05	Yes	Achieved in full
Collaborate with regional organisations and agencies for the provision of needs based services and programs for older people.	08.05	Yes	Achieved in full

TARGET GROUP: PEOPLE WITH DISABILITIES

Planned Activity at 1 July 2003	MOSPLAN Number	Activity included in Strategic Management Plan MOSPLAN	Status as of 30 June 2004
Seek funding from and negotiate with other levels of government and the local Home and Community Care (HACC) forum for the support of existing services and the establishment of new programs based on assessment need.	08.06	Yes	Achieved and ongoing
Provide in a timely and responsive manner services for younger people with disabilities (18-65 yrs) and their carers that aim to prevent premature or inappropriate institutionalisation.	08.06	Yes	Achieved in full
Ensure ongoing development and implementation of social, recreational and leisure based activities and programs for young people with special needs.	08.06	Yes	Achieved in full
Establish and maintain planning processes that involve both Council and the community for the development of services for people with disabilities including continuing support and servicing of the Mosman Access Advisory Group.	08.06	Yes	Achieved in full
Liaise with Community Information Librarians to facilitate the production, distribution and promotion of community information, including community information directories.	08.06	Yes	Achieved in full
In consultation with the Mosman Access Advisory Group produce and regularly review access information for community facilities, parks and reserves for placement on Councils web site and also for availability in printed form.	08.06	Yes	Achieved in full
Provide information on service options and referral services and promote information availability including to those with shorter term disabilities.	08.06	Yes	Achieved in full
Maintain an evaluation process for new and existing activities and programs.	08.06	Yes	Achieved in full
In liaison with other service providers assess and respond to the specific needs of people with disabilities and their carers.	08.06	Yes	Achieved in full
Facilitate and promote Council actions that are in accordance with the Commonwealth Disability Discrimination Act (1993).	08.06	Yes	Under continual review

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
In consultation with the Mosman Access Advisory Group promote awareness on access issues within the Mosman community, with relevant professionals and Council staff, including ongoing access awareness training for Council assessment staff.	08.06	Yes	Achieved in full
In consultation with the Access Advisory Group facilitate and promote initiatives within the Community that develop and maintain an inclusive, accessible environment which encourages people with disabilities to be independent.	08.06	Yes	Achieved in full
Ensure local shops are aware of mobility issues and facilitate use of temporary ramps.	08.06	Yes	Achieved in full
Ensure that development applications for alterations and additions to shop fronts incorporate access.	08.06	Yes	Achieved in full
Strive for improved numbers of accessible public toilets, more sensitive seating, signage, door weight and the like in public areas including shopping areas.	08.06	Yes	Achieved and ongoing
Maintain a focus on access in relation to DCPs and its provision in and to recreation areas such as Balmoral and Chinamans Beaches.	08.06	Yes	Under continual review
Maintain and enhance the Saturday Youth Group for younger people with disabilities.	08.06	Yes	Achieved in full
Liaise with and support relevant organisations to develop camps for children and younger people with disabilities, including the use of volunteers where applicable and in consultation with the Volunteers Support Officer.	08.06	Yes	Achieved in full
Research strategies for adaptable and purpose built housing for people with disabilities.	08.06	Yes	Achieved and ongoing
Identify existing and new training and education programs available to people with a disability within the local community.	08.06	Yes	Achieved and ongoing

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Encourage and promote both within Council and also with local businesses proactive policies for the support, training and employment of people with disabilities.	08.06	Yes	Achieved and ongoing
Investigate strategies to expand community transport services including shopping and individual transport and seek additional funding.	08.06	Yes	Achieved and ongoing
Collaborate with regional organisations and agencies for the provision of needs based services and programs for people and their carers.	08.06	Yes	Addressed with local and regional bodies
Facilitate social and recreational opportunities for young adults 18 - 35 years	08.06	Yes	Achieved and ongoing
Investigate options for promoting and encouraging Internet access as a means of involving people with disabilities further in the life of the community.	08.06	Yes	Under investigation
Promote the use of signage that is accessible to people with a range of disabilities.	08.06	Yes	Under investigation
Ensure high levels of staff awareness of the range of needs of people with a range of disabilities.	08.06	Yes	Achieved in full
Investigate opportunities for the establishment of sensory gardens in the Mosman area.	08.06	Yes	Under investigation
Encourage older shops and facilities to consider the needs of people with disabilities.	08.06	Yes	Achieved and ongoing
Liaise with public transport services for the increased availability of accessible transport in the Mosman area.	08.06	Yes	Achieved and ongoing
Maintain clear access on footpaths through removal of overhanging branches and other vegetation that obstruct pedestrians.	08.06	Yes	Achieved and ongoing
Promote availability of access equipment including portable ramps and beach wheelchair.	08.06	Yes	Achieved in full

TARGET GROUP: ABORIGINAL PEOPLE

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Implement relevant recommendations arising from the 2003 Aboriginal Heritage Study of Mosman in liaison with NSW National Parks and Wildlife Service, the Sydney Harbour Federation Trust and the Metropolitan Local Aboriginal Land Council.	08.09	Yes	To be achieved.
Support and service the Mosman Aboriginal Reconciliation Community Group so that it may: <ul style="list-style-type: none"> • assist Council in advancing understanding in the Mosman community of the issues surrounding Aboriginal Reconciliation. • develop projects and activities that address historical, social, cultural and educational aspects of Aboriginal Reconciliation. 	08.09	Yes	Achieved in full
Develop and maintain an accurate and confidential database of Aboriginal Heritage sites in the Mosman area with associated interpretive information and conservation and protection strategies.	08.09	Yes	To be achieved

TARGET GROUP: PEOPLE FROM CULTURALLY AND LINGUISTICALLY DIVERSE BACKGROUNDS

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Consider the needs of people from culturally and linguistically diverse backgrounds and facilitate appropriate services and information as identified in the Social/Community Plan.	<u>08.01</u>	Yes	Achieved and ongoing

TARGET GROUP: NEW RESIDENTS

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Keep New Residents Information Package up to date and disseminate appropriately.	08.01	Yes	Achieved in full
Hold regular functions for new residents.	08.01	Yes	Achieved in full
Provide up to date information through schools, churches and real estate agents and a range of Council outlets in order to assist new residents to feel at home.	08.01	Yes	Achieved in full

TARGET GROUP: UNEMPLOYED PEOPLE

During 2003/2004 existing services to assist unemployed people were promoted and information made available through Council's youth development services, Business Enterprise Centre and through appropriate referrals.

TARGET GROUP: GAY/LESBIAN AND TRANSGENDER PEOPLE

Planned Activity at 1 July 2003	<u>MOSPLAN</u> Number	Activity included in Strategic Management Plan MOSPLAN	<u>Status as of</u> 30 June 2004
Consider the needs of gay/lesbian and transgender people and facilitate appropriate services and information as identified in the Social/Community Plan.	08.01	Yes	Achieved and ongoing

DETAILED ACCESS AND EQUITY STATEMENTS

TARGET GROUP: GENERAL COMMUNITY / NEW RESIDENTS / GAY, LESBIAN AND TRANSGENDER PEOPLE PEOPLE FROM CULTURALLY AND LINGUISTICALLY DIVERSE BACKGROUNDS

Objectives

- A To revise and update the community Profile in line with the latest Census data.
- B To consult with the community in order to understand and address local and broader social issues and needs.
- C To update and implement the Social/Community Plan in line with the findings and analysis of the Community Profile and community consultations consistent with the Local Government (General Amendment (Community and Social Plans) Regulation 1998, addressing all the target groups.
- D To ensure the equitable distribution of financial support to community based organisations that provide needs based services and programs.
- E To ensure appropriate accommodation for community services and facilities.
- F To promote and provide readily accessible information, advice and referral services.
- G To welcome new residents and alleviate isolation problems.
- H To facilitate understanding of issues and non-discriminatory social outlets for all target groups.
- I To support effective consultation processes which allow the local community to have input into the planning, provision and use of services and facilities.
- J To ensure that our volunteers are supported, trained, recognised and valued as an indispensable community asset.
- K To be a professional, progressive workplace for volunteers with equitable, effective and supportive management practices in place.
- L To provide opportunities for volunteering that use the volunteer's skills and talents.
- M To promote volunteering as a valuable, enriching experience for all age groups.
- N. To develop and implement long-term, sustainable strategies that address specific regional safety issues in accordance with the World Health Organisation Safe Community objectives.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
A,B,C	Undertake analysis of Census and other data and, in consultation with the community, develop an updated Social Plan.	November 2004	Community Conversations were held with residents and consultations with service providers to assist with the preparation of the 2005-2009 Social/Community Plan.
A-H	Ensure all relevant matters pertaining to this Program are posted on the Council's Website in a timely manner, are kept up to date and linked appropriately.	Ongoing – Review quarterly	Achieved and ongoing.
B	Ensure community education initiatives that are designed to minimise graffiti incidents and also encourage the immediate removal of graffiti as a mark of civic pride and responsibility.	Ongoing – Review September	Graffiti addressed in collaboration with Harbourside Police including the identification of offenders. Funding has been achieved from Attorney-General's Department Beat Graffiti Program for production of a documentary against graffiti and promoting alternatives.
B,C	Conduct regular community consultations to ensure a broader community involvement in social planning processes through such means as the "community conversations".	Ongoing – Review November	Community Conversations were held for the development of the 2005-2009 Social/Community Plan and the 2005-2009 Cultural Plan.
B,F,H	<p>Address the needs of Mosman through:</p> <ul style="list-style-type: none"> • facilitating appropriate services and information as identified in the Social/Community Plan. • supporting the Lower North Shore Domestic Violence Committee. • facilitating local responses to the NSW Government's Statewide strategy to reduce violence against women. 	Ongoing – Review April	Continued ongoing support of and involvement with the Lower North Shore Domestic Violence Liaison Committee. This included developing events and activities for the International Day to Eliminate Violence Against Women and Stop Domestic Violence Day.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
B,H	Facilitate community education initiatives that address issues surrounding mental illness.	Ongoing- Review November	Continued to provide assistance and support to the Mental Illness Awareness-Mosman Local Action Group. This included a public seminar on stress management in June 2004. Assistance was also given to the community efforts to prevent the closure of the Cremorne Community Mental Health Centre.
D	Consider and recommend on the annual allocation of funds to community organisations in accordance with community needs based submissions and on the basis of equitable distribution.	Ongoing -Review March	Completed in conjunction with the Budget Estimates.
D	Seek out alternative funding sources for the development and maintenance of programs and services in the Mosman LGA and apply the user pays principle where appropriate.	Ongoing – Review June	Funding achieved for Youth Week from Attorney-General's Department Beat Graffiti Program for production of a documentary against graffiti and promoting alternatives, and the development of a sexual health program.
D	Ensure that Community Services are considered in any review of the Section 94 Contributions Plan.	Ongoing – Review June	To be addressed in any review of the Section 94 Plan
E	Monitor the appropriateness and condition of community facilities including their conformity with regulatory requirements.	Ongoing – Review February	Under continuing review.
E	Monitor the need for and be aware of, opportunities to increase Council's stock of community facilities.	Ongoing – Review January	Under continuing review.
E	Promote the existence of public and community halls and other facilities available for community use.	Ongoing – Review March	Promotion achieved through a brochure detailing halls and facilities available and online through Council's Website.
	Effectively market recreational and cultural services and facilities.	Ongoing - Review quarterly	Achieved and ongoing.
F	Ensure the ready availability of up to date information about all community services facilities and health related services both local and regional through community information database, Internet sites and directories (see also Program 09.08).	Ongoing – Review September	Achieved and ongoing.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
F	Ensure coordinated, professional advice and referral services through all community development outlets and in particular the community information office.	Ongoing – Review April	Achieved and ongoing.
F	Recommend appropriate use of the Mayor’s Emergency Fund.	Ongoing – Review April	Recommendations made on the basis of need as required in accordance with the Fund’s policy.
G	Hold regular functions for new residents.	Ongoing – Review April	Achieved and ongoing.
G	Hold regular functions for new residents.	Ongoing – Review April	Achieved and ongoing. A community conversation held for new residents to develop Council’s Social/Community Plan identified needs and issues for new residents that will be addressed in the Plan.
G	Provide up to date information through schools, churches and real estate agents and a range of Council outlets in order to assist new residents to feel at home.	Ongoing – Review April	Up to date information made available through Council’s publications, website and through the New Residents Kit.
G	Keep the New Residents Information package up to date and disseminate appropriately.	Ongoing – Review April	Achieved and ongoing.
H	Consider the needs of people from culturally and linguistically diverse backgrounds and facilitate appropriate services and information as identified in the Social/Community Plan.	Ongoing –Review November	The needs of CALD communities were identified in the community conversations process for the Social/Community Plan and will be addressed in the Social Plan strategies.
H	Consider the needs of gay/lesbian and transgender people and facilitate appropriate services and information as identified in the Social/Community Plan.	Ongoing –Review November	Support continued to be provided to PFLAG (Parents and Friends of Lesbians and Gays). The needs of gay and lesbian people were also identified in the development of the Social/Community Plan and will be addressed in the Social Plan strategies.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
I	Facilitate "Community Conversations" as a means of understanding issues and needs to assist in planning, provision and review of services and facilities.	Ongoing – Review April	Community Conversations were conducted with residents to address the needs of the mandatory and other target groups in the development of Council's 2005-2009 Social/Community Plan. They were also held for the development of Council's Cultural Plan.
I	Consult with community groups with a view to enabling their access to community facilities, particularly so that such access benefits residents.	Ongoing – Review January	Consultations continued with organisations and the Access Advisory Group to address access issues.
J	Ensure the provision of orientation and training programs across Council that will motivate volunteers, make optimum use of their abilities and provide opportunities to acquire new skills.	Ongoing – Review February	Service specific training/orientation programs provided for all council volunteers.
J	Ensure for volunteers a safe, accessible working environment and an awareness of safe work practices.	Ongoing – Review July	Ensured all council volunteers are aware of safe work practices (as stated in Memorandum of Understanding) and have safe working environment.
J	Establish and maintain a program that provides recognition through both formal and informal means of the work and contribution of volunteers.	Ongoing	Two receptions held each year, one for National Volunteers Week and one for International Day of Volunteers. Certificates are presented to volunteers involved with programs for 10 years or more. Letter of thanks from individual services and from Mayor when volunteer leaves.
K	Regularly review recruitment and placement procedures.	Ongoing – Review February	Regular meetings between Volunteer Coordinator and Volunteer support Officer. Monthly meetings between VC and VSO and coordinators of all Council's programs.
K	Ensure mechanisms are in place for ongoing individual and group support in accordance with need.	Ongoing - Review October	Regular training and support groups held. VC and VSO available for support of volunteers if needed.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
L	Ensure ongoing training and relevant information for all volunteers involved in Council's volunteer programs.	Ongoing - Review September	Ongoing training with guest speakers provided on regular basis.
L	Provide opportunities for volunteers to develop new skills for their benefit and to the benefit of the community and create a skills database.	Ongoing – Review January	All council volunteer programs available for volunteers to access.
M	Promote and advertise to increase awareness of volunteering opportunities in Mosman.	Ongoing – Review January	Volunteer opportunities advertised in local papers, in library, on Council website, bookmarks were printed, flyers distributed, articles in 'Over 55's Newsletter', promotion at local shopping centre.
M	Provide opportunities for school students to undertake voluntary work towards completion of their school obligations for community involvement.	Ongoing – Review February	Strong Community involvement program for students in place.
N	Work with residents and businesses in improving safety through cooperating closely with our local Police, Neighbourhood Watch, Fire Brigade, Ambulance and State Emergency Services.	Ongoing – Review June	Achieved and ongoing – Fraud Prevention workshop held for local retailers. Close liaison with other emergency services, particularly in relation to event management. Neighbourhood Watch no longer operational.
N	Work with Project Groups to develop and implement local action plans that address regional safety issues and objectives aimed at increasing safety and preventing injury in the long term.	Ongoing – Review June	A range of safety activities were undertaken. These included regular articles in the Over 55s Newsletter covering security advice, pedestrian safety and personal safety; strengthening exercise programs that included tai chi, gentle exercise, leisure walking group and yoga.
N	Provide regular advice to SHOROC on the development and achievement of safe community objectives and strategies. Work with the SHOROC Safe Communities Steering Group.	Ongoing – Review June	Achieved through the SHOROC Safe Communities Steering Committee.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
N	Support and work with the SHOROC Safe Communities Steering Committee to maintain and develop local Project Groups that address locally identified safety issues consistent with regional safety priorities.	Ongoing – review June	Achieved and ongoing. Priorities being reviewed in the overall Safe Communities Program review.
N	Work with the SHOROC Safe Communities Steering Committee to review and evaluate the Safe Communities Program and its action plan implementations and their outcomes.	Ongoing – review June	A strategic planning workshop was held as the first step in the process of reviewing the Safe Communities Program in the SHOROC Region.
N	Develop and implement safety promotion strategies that address safety issues in the Mosman community including working with the Seniors' Safety Project Group on projects to improve safety and reduce injury among older people.	Ongoing – Review November	Road Safety Action Plan includes campaign for older pedestrians.

TARGET GROUP: CHILDREN (ie those aged 0-12 years) / FAMILY

Objectives

- A To plan, develop, implement and facilitate the equitable provision of needs based support and leisure services for children, adults and families.
- B To involve volunteers and consumers in the planning, delivery and evaluation of services to ensure quality, relevance and consumer satisfaction.
- C To promote awareness of the range of services available to children, adults and families.
- D Ensure the development of appropriate affordable long day care and pre-school places.
- E To provide and promote readily accessible, up-to-date information, advice and referral on children, adult and family services.
- F To review services on a regular basis in order to ensure quality, relevance and consumer satisfaction.
- G To alleviate isolation problems, particularly for young mothers and single parents.
- H Comply with legislation, standards and regulations relating to children and children's services.
- I To promote and encourage the provision of services and programs by relevant government bodies that address the varied needs of newly born infants including specialist health and counselling services.
- J To ensure/facilitate an appropriate children's immunisation program.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance target	Status as of June 2004
A	Seek funding from and negotiate with other levels of government and other funding sources for the support of the existing and the establishment of more needs based services for children and families.	Ongoing – Review September	<p>Successfully applied for a grant of \$10 000 from RS Mosman enabling Council to offer separate Vacation Care programs and more appealing activities for children in lower and upper primary school.</p> <p>Successfully applied for 15 new approved Family Day Care places and 30 approved Vacation care places from the Department of Family and Community Services.</p>
A	Provide advice to Council on effective allocation of funds and priority need areas.	Ongoing – Review June	Ongoing
A	Advise and support Council employees in identifying the best childcare options and access to appropriate childcare especially those who need affordable childcare.	Ongoing - Review June	Ongoing. Lease requirement for lessee to give Council staff priority of access to places at the new long day care centre for children aged 0-2 in Alexander Avenue Mosman.
A, G	Continue to seek funding for the provision of playground seating and shade at Mosman Art Gallery & Community Centre.	June 2003	ACHIEVED
A,G	Call tenders to design a master plan for the outdoor play area of Mosman Occasional Childcare Centre. Provide adequate sun protection and enhance the children's play experiences.	June 2002	Funding achieved for shade structure. Design, DA, Construct Tender to be prepared and called.
A,B	Establish and maintain planning processes that involve both Council and the community for the development of services for children and families including the implementation of regular community conversation style consultations with parents and other interested parties.	Ongoing – Review June	<p>Achieved through surveys, open days and events in the services. Users, service provider and the community participated in the Social Community Plan consultations.</p> <p>Survey and focus groups conducted for Mosman park Plan of Management.</p>

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance target	Status as of June 2004
A,C	Establish additional, affordable family day care places through proactive and frequent carer recruitment drives, in particular for children aged 0-2 years that meet the needs of parents living and working in Mosman.	Ongoing – Review March	Full utilisation of places achieved by attracting more carers. Successfully applied for 15 extra Family Day Care places.
A,C	Maintain appropriate oversight of service specifications in the Lease especially the provision of affordable long day care and 0-2 places at the site south of Balmoral Oval.	Ongoing – Review March	Ongoing. Systematic response to Compliance Reports.
A, C	Maintain appropriate oversight of requirements of Deed of Agreement to Lease, especially the provision of affordable places and long day care for children under 5 years at the Alexander Avenue site.	Ongoing – review February 2004	Building soon to commence and centre planned to open early 2005.
A	Continue to apply for funding for KIDZONE Vacation Care.	Ongoing	ACHIEVED. \$10,000 funding for 2004 program.
A,B	In consultation with parents, staff and relevant professionals, access up to date information, apply for funding and provide training to ensure that programs are inclusive and responsive to the needs of children with disabilities.	Ongoing – Review October 2001	Achieved and ongoing.
B	Develop and maintain communication with parent users of Council’s Children’s Services as a means of ensuring continuing effective and responsive services for families and children.	Ongoing - November	Achieved through surveys, open days and events in the services. Users, service provider and the community participated in the Social Community Plan consultations. Surveys and focus groups conducted for Mosman Park Plan of Management.
B,E	Monitor, review and improve service quality in response to client satisfaction surveys and quality measures for each children’s service in accordance with established quality assurance systems.	Ongoing – Review September	Family Day Care participated in the FDC Quality Assurance process and achieved high quality against all indicators. Out of School Hours Care registered to participate in OSHCQA. Mosman Occasional Childcare improve service practice and quality regular Focus on Practice team reviews.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance target	Status as of June 2004
E	Liaise with Community Information Librarians and Internet Coordinator to facilitate the production, distribution and promotion of community information, including community information directories, and provide advice and referral services and promote its availability.	Ongoing – Review November	Achieved and ongoing.
E	Develop and implement marketing strategies for the promotion and development of children’s services.	Ongoing - Review July	Achieved and ongoing.
A	Support and evaluate children, and family services in receipt of Council funding.	Ongoing - August	Support provided as required.
F	Ensure the continuing development and resourcing of the Good Beginnings program for vulnerable families with children aged under 5.	Ongoing – March	Council contributed to the cost of providing this service. Funding for a full-time program achieved through a variety of sources.
F	Continue to develop strategies to enable respite for single parents.	Ongoing - March	Occasional Child Care Centre provides time-out for parents assessed on need. More places required to meet the needs of the community.
G	Ensure new Child Protection Legislation continues to be reflected in staff selection practices, staff training and program policies and procedures.	Review - March	Achieved and ongoing. Employment in children's services conditional upon Clear Working with Children Checks. Key staff attend training to stay up to date.
G	Ensure ongoing training for Children’s Services staff and Family Day Care carers with a view to improving service quality and keeping abreast of current child care practice.	Ongoing – Review November	All Children’s Services staff attend training to stay abreast of legislative requirements and best practice and improve skills. Full day training arranged for Vacation Care permanent and casual staff on conducting games and staff responsibilities. FDC staff arranged and conducted training program for carers.
I	Provide to the Cremorne Early Childhood Health Centre relevant community information on Mosman clients.	Ongoing – Review December	Directory of Services for children and Families, posters, flyers and other information provided to the centre.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance target	Status as of June 2004
I	Consult with Cremorne Early Childhood Centre staff with a view to ensuring provision of services and programs that address the needs of Mosman families.	Ongoing – Review December	Representatives participated in the Social Planning process to determine needs for children and families in Mosman.
I	Investigate the development of a new agreement with the Northern Sydney Area Health Service for the Cremorne Early Childhood Health Centre in liaison with North Sydney Council.	Review - October	Current agreement retained and building maintenance costs and property expenditure monitored.
J	Undertake an immunisation promotion campaign when appropriate.	Ongoing – Review September	Clinic systematically promoted using a variety of means. Attendances have further increased.
J	Carry out daily temperature checks of vaccine storage.	Ongoing – Review September	Achieved and ongoing.
J	Facilitate immunisation clinics for Mosman clients and administer immunisation records.	Ongoing – Review September	Achieved and ongoing.
J	Undertake ordering, acquisition and storage of vaccines.	Ongoing – Review September	Achieved and ongoing.
J	Monitor changes to legislation, regulations and procedures that impact on the immunisation program with a view to providing accurate and timely advice to all program stakeholders.	Ongoing – Review September	Ongoing and accommodated.
J	Investigate alternative methods of enabling rather than providing this service.	Ongoing – Review September	North Sydney Council have agreed to contribute to the cost of the service in acknowledgement of the level of service provided to North Sydney residents.

TARGET GROUP: YOUTH (ie those aged 12-24 years)

Objectives

- A To plan, develop and implement the equitable provision of support, leisure and educational programs for young people in a manner that both promotes and safeguards non-prejudicial attitudes and ease of access.
- B To involve young people, through the various consultative processes, in the planning, delivery and evaluation of services.
- C To provide the Mosman Youth Development Centre as a safe service for young people that is supportive, well maintained, clean, functional, relevant, up-to-date and responsive to their needs and culture.
- D To promote awareness of and support for the range of services available to youth..
- E To provide readily accessible, accurate, up-to-date and relevant information, advice and referral on appropriate youth issues and services.
- F To review services and consult consumers on a regular basis in order to ensure quality, relevance and consumer satisfaction.
- G To maintain relevant up to date Mosman Youth Cultural Strategies in consultation with young people and the Gallery staff.
- H To develop, implement and maintain relevant and up-to-date youth tobacco, alcohol and other drugs strategies.
- I To develop, implement and maintain relevant up-to-date police youth strategies in consultation with young people and the Harbourside Area Command.
- J To effectively and appropriately respond to the needs and concerns of the Mosman Community on youth issues.

Objective	Planned Access & Activity /Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
A	Seek funding from and negotiate with other levels of government and other relevant funding bodies for the support of the existing and the establishment of services for young people.	Ongoing	Funding received from NSW Department of Education and Training and for the annual Youth Week 2004 festival and Artstart. Received funding from Northern Sydney Area Health Promotion to run a sexual education program for local young people funding. Also received funding from the NSW Attorney General's Department for a Beat Graffiti project.
A	Provide advice to Council on effective allocation of funds and priority need areas.	Ongoing – Review April	Provided as part of the budget preparation and quarterly review process.
A	Assist in the development and implementation of programs and activities under the Duke of Edinburgh Award Scheme.	Ongoing – Review June	With the PCYC police Programming Officer away on maternity leave, no programming has been possible.
A, I	Work with Harbourside Police and North Sydney PCYC to develop and implement educational and safety training for police and young people.	Ongoing	Currently working closely with the local area Police Youth Liaison Officer (NS PCYC Police Officer currently away on maternity leave) through a variety of different programs such as health and safety information for local school students, crime prevention strategies and managing young people at risk of harm.
A	Assist in the planning for the provision of recreational facilities for young people such as basketball and skate / BMX facilities.	Ongoing	Council resolved to progress skate facility at Balmoral and youth staff have been working with the Manager Property and Assets, assisting in the public consultation process.
A,B	Establish and maintain planning processes that involve both Council and the young people in the development of youth services and facilities and youth friendly spaces.	Ongoing	Ongoing planning processes on a regular basis to involve young people. Additionally constant consultation with Mosman Youth Forum and surveying the users of the Youth Development Centre.
A,B	Provide support to the youth consultative process and encourage its growth and development.	Ongoing	The consultation groups meet regularly as the need requires.
A,B	Assist in the promotion of the positive aspects of young people through media coverage and Internet and other activities.	Ongoing	Regular promotion of the positive activities of young people are made through press releases to local media outlets.

Objective	Planned Access & Activity /Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
A,B	Provide support to the Mosman Youth Advisory Group and the Mosman Youth Forum and encourage their growth and development and assist in the promotion of the positive aspects of young people through media coverage and Internet and other activities.	Ongoing	The consultation groups meet regularly as the need requires with relevant media releases.
A,B, D-I	Develop and maintain a network with local and regional youth service providers to ensure the timely and relevant provision of services and programs that respond to the needs of the young people of Mosman	Ongoing	Regular interaction and networking through the Lower North Shore Youth Interagency, Regional Youth Workers as well as local schools and other local youth organisations to develop and maintain relevant services to meet the needs of young people in Mosman.
A-C	Plan and provide a dynamic range of activities, including a variety of night time entertainment in the Mosman area that cater to the needs of different age groups and which are developed in consultation with young people.	Ongoing	Regularly consulted young people in the development of appropriate programs to keep them fresh and relevant to meet the leisure and social and support needs of local young people. Ongoing services include regular drop-in facilities, early morning opening during school terms and late Friday Night activities twice a month, girls groups, sporting programs, summer and winter camps, and educational programs.
A-C	Plan, develop and maintain a program of activities for 11-14 year olds based out of the Mosman Youth Development Centre.	Ongoing	Regular programming and activities for the 11-14 years based out of the Youth Development Centre is offered.
A-C	Maintain Breakfast Club services at the Mosman Youth Development Centre on regular school days.	Ongoing	The Breakfast Club services are run every regular school day morning from 8am till 9am and services up to 50 young people per morning.
A-C	Actively work against ageism by creating positive perceptions of young people in the Mosman area.	Ongoing	Regular networking with services in and around Mosman to develop, promote and maintain positive images of young people in the Mosman area.

Objective	Planned Access & Activity /Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
A-D	Regularly organise vacation and after school hours leisure, cultural and recreational activities.	Ongoing	Regularly activates and programs provided at the Mosman Youth Development Centre, and in conjunction with the other local services.
A-D	Liaise with North Sydney Police Citizens Youth Club and North Sydney's Planet X Youth Centre to develop a greater range of holiday programs.	Ongoing	Ongoing regular contact is maintained with the North Sydney Police Community Youth Club and North Sydney's Planet X Youth Centre, Manly Youth Centre and Lane Cove Youth Centre to combine resources in order to deliver a greater depth, variety and consistency of service.
A-D, H, I	Develop methods, such as programs, activities, and camps, for establishing and maintaining positive peer mentoring relationships between older responsible members of the Youth Development Centre and younger impressionable members.	Ongoing	Through the various services of the Youth Development Centre, Youth Services are able to regularly provide peer-mentoring opportunities between the members of the Youth Centre.
A-D, G, H	Develop and maintain effective networks amongst relevant youth organisations for effective youth planning and referral.	Ongoing	Ongoing links have been made and maintained, through networks such as the Lower North Shore Youth Interagency and the Northern Sydney Youth Workers network, with a range of different youth services in order to provide effective, relevant and up-to-date information, referral and service provision.
A-E	Provide and promote relevant and accurate information and advice on employment, unemployment and educational services and promote its availability.	Ongoing	Information concerning relevant and surrounding services are regularly up-dated and promoted through the Youth Centre and Community Information Office and Community Centre.
B,F	Conduct annual Youth Centre user surveys for the evaluation and planning processes.	Ongoing	Annual Youth Centre Survey has been conducted and the results are included in any planning processes.
B,F	Maintain an evaluation process for new and existing activities, services and programs.	Ongoing – Review February	Opinions of services, programs and activities are regularly sought both formally and informally and results are always included in future planning.

Objective	Planned Access & Activity /Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
C	Regularly monitor the cleaning contractors and inspect public areas to ensure that the cleanliness and attractive appearance of the Youth Centre is maintained.	Ongoing	The state of cleanliness is regularly monitored and inspected by youth staff.
C,E	Maintain and update modern information technology facilities at the Youth Centre.	Ongoing	Working with Council's IT department the computers, software and links to the Internet at the Mosman Youth Development Centre have been maintained and where possible updated.
C,E	Maintain, evaluate and improve the Mosman Youth Webpace.	Ongoing	Working with Council's Internet Coordinator, the Mosman Youth Webpace is regularly reviewed and updated.
E,D	Liaise with Community Information Librarians and Internet Coordinator to facilitate the maintenance of up-to-date community information, including community information directories for the 'LINCS' community information data base, and provide advice and referral services.	Ongoing	Contributed to the improvement of the Youth Directory with the Community Information Librarians and youth staff across the Lower North Shore. Advice and referral services provided on a regular basis.
E	Encourage relevant health services to provide outreach services in the Mosman area.	Ongoing	Working with the Lower North Shore Youth Interagency to promote the needs of young people in the local area and the development of relevant services.
B,D	Continue to produce a regular newsletter for young people.	Ongoing	The newsletter was evaluated and considered not a viable project to continue.
G	Continue to be involved in the SHORESHOCKED Youth Week Festival as a collaborative event with surrounding councils and as a celebration of local youth culture.	Ongoing	All youth staff and youth volunteers are involved in the planning, development, implementation and evaluation of Shoreshocked.
F,G	Involve young people in the cultural life of our community and in particular activities in the Art Gallery including NEO-Artists.	Ongoing	NEO-Artists has run a variety of artistic workshops relevant to the needs and wishes of the young people accessing Council's services.

Objective	Planned Access & Activity /Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
I	<p>Work towards alcohol and other drugs supply reduction strategies:</p> <ul style="list-style-type: none"> • Continue to network closely with Northern Sydney Area Health Service and through education campaigns to reduce tobacco smoking by young people and ensure that the Youth Development Centre is a no smoking area • Support any Police initiatives to reduce illicit drug trade. • Police in education campaigns for local tobacco and alcohol retailers 	Ongoing	<p>Council's Youth Services Staff have continued their approach to the strategies for reducing drug and alcohol supply</p> <ul style="list-style-type: none"> • Work closely with Northern Sydney Area Health Promotions to inform young people about risk of tobacco use and the Youth Development Centre is now a non-smoking area. • Total support with police and all initiatives • Support for education campaigns for retailers
I, H	<p>Work towards alcohol and other drugs demand reduction strategies:</p> <ul style="list-style-type: none"> • Provide drug and alcohol free alternatives for young people especially at night time • Work to develop alternative activities for young people • Work with local relevant youth and health organisations to provide knowledge/skills based education and support for young people and community members • Develop positive peer programs targeting alcohol and other drugs issues faced by young people 	Ongoing	<p>Council's Youth Services Staff have;</p> <ul style="list-style-type: none"> • Provided a variety of drug and alcohol free activities • Assisted in providing relevant and up-to-date education forums and developed specific drug programs to meet the needs of young people in the Mosman area. • Liaised and developed and delivered an education program with Holyoake to provide young people with the opportunity to review their own habits and create a peer education program.

Objective	Planned Access & Activity /Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
I, H	<p>Work towards drug and alcohol harm reduction strategies:</p> <ul style="list-style-type: none"> • Ensure that the drug and alcohol information accessed through the Youth Development Centre is up to date and relevant • Work with local relevant youth and health organisation to develop and implement relevant and appropriate presentations of alcohol and other drugs information for young people and the community • Provide relevant and up-to-date advice and referral for young people and parents through the Youth Development Centre • Support local secondary school drug and alcohol education initiatives • Support Federal and State government initiatives • Ensure that all Youth Services staff are trained, educated and up-to-date on drug and alcohol issues. 	Ongoing	<p>Council's Youth Services Staff have;</p> <ul style="list-style-type: none"> • Provided young people and concerned citizens with relevant and up-to-date drug and alcohol information. • Maintained up-to-date information at the Youth Development Centre. • Assisted in a series of information forums for the education of young people and community at Mosman High School and Middle Harbour Primary. • Provided advice for young people and parents through the Youth Development Centre. • Continued to support in the Northern Area Health Service's efforts to maintain drug and alcohol counselling and rehabilitation services. • Supported and assisted in secondary school drug and alcohol education initiatives. • Supported Federal and State government initiatives. • Maintained staff training and education of up-to-date drug and alcohol issues.
I	<p>Work with Police YLO, North Sydney Police Community Youth Club, Police officers regularly working with regular and new Police officers to develop a relationship, confidence and trust amongst young people of the Policing systems.</p>	Ongoing	<p>Currently working closely with the local area Police Youth Liaison Officer (North Sydney PCYC Police Officer currently away on maternity leave) to develop programs that generate positive interactions between police and young people.</p>

Objective	Planned Access & Activity /Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
D, I	Work with key stakeholders to develop and create awareness of joint approaches to the Policing of relevant youth issues.	Ongoing	Working with the Police Youth Liaison Officer and North Sydney Police and Community Youth Club police officers to educate young people, parents and teachers on the Policing initiatives, current crime prevention programs and general Policing awareness.
D, I	Work with key stakeholders to develop and create awareness of joint approaches to the Policing of relevant youth issues.	Ongoing	Working with the local area Police Youth Liaison (North Sydney PCYC Police Officer currently away on maternity leave) to educate young people, parents and teachers on the Policing initiatives, current crime prevention programs and general Policing awareness.
D, I	Visit local schools and other interested organisations with Police YLO and North Sydney PCYC Club Programmer to publicise and generate awareness of local opportunities for youth.	Ongoing	Working with the local area Police Youth Liaison Officer (North Sydney PCYC Police Officer currently away on maternity leave) have developed a variety of different education programs that have been taken to the schools as an opportunity to generate Police awareness.
I	Develop and implement a youth peer program to encourage young people to keep safe and to report crime.	Ongoing	Working with the local area Police Youth Liaison Officer (North Sydney PCYC Police Officer currently away on maternity leave) to develop a process to destigmatize the process of reporting crime by young people.
G, I	Ongoing education in appropriate areas of artistic expressions for young people.	Ongoing	Working the Gallery's Public Programs Coordinator and through NEO-Artists programming, created a variety of different methods for developing artistic expression. Have a grant from the NSW Attorney General's Department to create a video for young people to address such matters.

Objective	Planned Access & Activity /Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
J	Respond to the recommendations developed out of the Community Conversation on 'Connecting Generations, Identifying Teenage Concerns' including: <ul style="list-style-type: none"> • Involving young people in key community consultations • Conduct Mosman Youth Citizen of the year in time for Australia Day • Endorse and support appropriate parental support and training programs on adolescent issues 	Ongoing	Council's Youth Services Staff have; <ul style="list-style-type: none"> • Involved young people in all relevant consultations processes • Supported and encouraged the Youth Citizen of the year award • Working with Holyoake to develop and establish parental support program

TARGET GROUP: OLDER PEOPLE (ie those aged 55 YEARS AND OVER) / MEN

Objectives

- A To plan, develop and implement support, leisure and educational programs for older people that are responsive, stimulating and enjoyable.
- B To plan, develop and implement programs and activities that facilitate and promote healthy aging.
- C Ensure awareness in the community of the range of services and programs available to older people.
- D To provide readily accessible, up-to-date information, service options, advice and referral to meet the needs of older people.
- E To involve volunteers and consumers in the planning, delivery and evaluation of services.
- F To review services and programs on a regular basis in order to ensure quality, relevance and consumer satisfaction.
- G To assess specific needs for services.
- H To develop strategies to enable older people to remain in the Mosman Community.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
A	Seek funding from and negotiate with other levels of government and the local Home and Community Care (HACC) forum for the support of existing services and the establishment of new programs based on assessment need.	Ongoing – Review August	Funding opportunities continued to be monitored through the HACC Forum and with relevant government departments and agencies.
A, B	Ensure the ongoing development, implementation and promotion of outings and social, recreational, leisure and educational based programs, activities, and events at the Seniors' Centre.	Ongoing – Review February	A wide range of activities and programs continued to be offered both for active older people and the frail elderly. Promotion achieved through the Over 55's Newsletter and posters distributed locally. Most operated to capacity.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
A	Maintain awareness of developments and changes in programs, services and regulations at regional, state and national levels that affect services for older people in Mosman.	Ongoing - Review February	Achieved through regular attendance at HACCC Forum meetings and other network meetings as well as conferences at regional and state level. Under continual review.
A	Provide advice to Council on community service needs of aged persons' housing developments.	Ongoing – Review December	Advice provided regarding support services and access for people with disabilities in relation to SEPP 5 developments.
A	Consider particularly the needs and likes of older men in the development of a range of services and programs.	Ongoing – Review May	Microwave cooking classes continued to be offered to encourage in older men to maintain a healthy eating lifestyle.
A,E	Establish and maintain planning processes that involve both Council and the community in the development of aged services.	Ongoing – Review October	Achieved and ongoing. Regular meetings and consultations with the Mosman Network Group for Seniors, regular interaction with and feedback from seniors.
A,G,H	Provide in a timely and responsive manner services for frail older people and their carers that aim to prevent premature or inappropriate institutionalisation.	Ongoing – review February	Achieved through provision of services that supported people in their homes and through counselling/referral and support offered by the community support officer.
C	Promote awareness of the range of services, programs and events available to older people.	Ongoing - Review May	Achieved and ongoing through regular publicity and promotion.
C	Provide information and other resources on issues associated with retirement and life planning for older people.	Ongoing – Review May	Information and support given as needed.
CD	Liaise with Community Information Librarians to facilitate the production, distribution and promotion of community information, including community information directories.	Ongoing – Review May	Contributed to the updating of community information in consultation with the Community Information Librarians including the Directory of Services for Older Residents.
D	Provide information on service options and also appropriate referrals and promote information availability.	Ongoing – Review June	Information provided at Council's community information outlets and by community support officer as part of the individual support process.
F	Conduct annual user surveys and include results in planning processes.	Ongoing – Review October	Survey conducted with meals on wheels clients.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
F	Maintain an evaluation process for new and existing activities and programs.	Ongoing – Review February	Ongoing evaluation and monitoring of services and programs was maintained.
F	Ensure appropriate facets of all food services continue to be exposed to a competitive environment.	Ongoing – Review September	Competitive environment exposure maintained through the tendering process. New tender documentation in preparation and tenders to be called in October 2003.
G	In liaison with relevant organisations and service providers investigate needs for specific services, eg. respite care and affordable housing.	Ongoing – Review July	Needs addressed in consultation with the HACC Forum and regional agencies.
H	Research possible strategies that enable older people to remain in the Mosman community.	Ongoing – Review November	Issues addressed as needed in consultation with local and regional service providers.
A F G	Plan timely replacement of community buses in accordance with replacement program	Ongoing – review February	The Toyota 18 seater coaster bus was replaced with a new 20 seater Coaster bus which was fitted with a wheelchair hoist
A,F,G,H	Investigate strategies to expand community transport services including shopping and individual transport and seek additional funding.	Ongoing Review November	Regular meetings with LNS Community Transport, Accessible Bridge Services and Metropolitan Community Transport as well as regional planning meetings.
A,F,G,H	Ensure the ongoing development of the Neighbour Aid Service including seeking additional funding.	Ongoing Review November	Funding investigated through HACC Forum and other agencies and government departments.
A G	Collaborate with regional organisations and agencies for the provision of needs based services and programs for older people	Ongoing – review July	Ongoing in consultation with the HACC Forum, relevant agencies. Collaborated with Lower North Shore Community Transport to access funding to enhance community transport provision for elderly people to attend medical appointments.

TARGET GROUP: PEOPLE WITH DISABILITIES

Objectives

- A To plan, develop and facilitate support and leisure activities for people with disabilities.
- B To involve consumer and carers in the planning, delivery and evaluation of services and activities.
- C To promote awareness of the range of services, programs and events available to people with disabilities.
- D To provide readily accessible, up-to-date information, service options and referrals to meet the needs of people with disabilities.
- E To review services and programs on a regular basis in order to ensure quality, relevance and consumer satisfaction.
- F To assess specific needs for services for people with disabilities and their carers, eg respite care.
- G To ensure that there is no discrimination based on disability in any of Council's own functions, services and programs, or by any of the organisations to which Council provides facilities or funding.
- H To develop, maintain and promote within Mosman an inclusive and accessible environment which enables people with disabilities to be independent.
- I To plan and facilitate services specifically for young people with disabilities and their carers.
- J To develop strategies for improving awareness and need for adaptable and purpose built housing for people with disabilities.
- K To work with the business community and social service providers in order to develop effective strategies to ensure opportunities for education, training and life skills development for people with disabilities.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
A	Seek funding from and negotiate with other levels of government and the local Home and Community Care (HACC) forum for the support of existing services and the establishment of new programs based on assessed need.	Ongoing – Review September	Funding opportunities continued to be monitored through the HACC Forum and with relevant government departments and agencies
A	Provide a timely and responsive manner services for younger people with disabilities and their carers that aim to prevent premature or inappropriate institutionalisation.	Ongoing – Review February	Achieved and ongoing through information/referral and support and through support services to the home.
A	Ensure ongoing development and implementation of social, recreational and leisure based activities and programs for young people with special needs.	Ongoing – Review February	Activities and programs include a monthly Saturday Youth Group with activities and excursions as well as a Drama Group for young people with a disability.
A,B	Establish and maintain planning processes that involve both Council and the community for the development of services for people with disabilities including continuing support and servicing of the Mosman Access Advisory Group.	Ongoing – Review November	Members of the Access Advisory Group were consulted in the review of MOSPLAN and in the preparation of the 2005-2009 social/Community Plan. The Groups was subsequently absorbed into the newly formed Community Development Advisory Group.
C,D	Liaise with Community Information Librarians and Internet Coordinator to facilitate the production, distribution and promotion of community information, including community information directories.	Ongoing – Review July	Regular updates of community information given to Community Information Librarians and Internet Coordinator.
D	In consultation with the Mosman Access Advisory Group produce and regularly review access information for community facilities, parks and reserves for placement on Councils web site and also for availability in printed form.	December	Information under regular review including consultation with members of the Access Advisory Group.
D	Provide information on service options and referral services and promote information availability including to those with shorter term disabilities.	Ongoing – Review February	Information provided at Council's community information outlets and by community support officer as part of the individual support process.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
E	Maintain an evaluation process for new and existing activities and programs.	Ongoing – Review February	Ongoing evaluation and monitoring of services and programs was maintained through verbal and written feedback.
F	In liaison with other service providers assess and respond to the specific needs of people with disabilities and their carers.	Ongoing – Review November	Achieved through information/referral and support provided by the Community Caseworker and the Carer's Support Group is under development.
G	Facilitate and promote Council actions that are in accordance with the Commonwealth Disability Discrimination Act (1993).	Ongoing – Review November	Under continual review.
H	In consultation with the Mosman Access Advisory Group promote awareness on access issues within the Mosman community, with relevant professionals and Council staff, including ongoing access awareness training for Council assessment staff.	Ongoing – Review annually	Advice was provided to the community and to Council staff on access issues as required and an access awareness training course was held for assessment and assets and services staff in August 2003.
H	In consultation with the Access Advisory Group facilitate and promote initiatives within the Community that develop and maintain an inclusive, accessible environment which encourages people with disabilities to be independent.	Ongoing – Review September	Council's access equipment was advertised and made available to the community including the beach wheelchair and portable ramps.
H	Ensure local shops are aware of mobility issues and facilitate use of temporary ramps.	Ongoing – Review November	Availability of Council's portable ramps was promoted through advertising in the local media.
H	Ensure that development applications for alterations and additions to shop fronts incorporate access.	Ongoing - Review November	Alterations and additions to shopfronts continued to be monitored for accessibility.
H	Strive for improved numbers of accessible public toilets, more sensitive seating, signage, door weight and the like in public areas including shopping areas.	Ongoing – Review quarterly	Under continual review.
H	Maintain a focus on access in relation to DCPs and its provision in and to recreation areas such as Balmoral and Chinamans Beaches.	Ongoing – Review September	Under continual review.
I	Maintain and enhance the Saturday Youth Group for younger people with disabilities.	Ongoing – Review November	Achieved and ongoing. A weekend camp. Drama classes and a range of outings and activities were held.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
I	Liaise with and support relevant organisations to develop camps for children and younger people with disabilities, including the use of volunteers where applicable and in consultation with the Volunteers Support Officer.	Ongoing – Review November	Achieved and ongoing in liaison with Riverlink.
J	Research strategies for adaptable and purpose built housing for people with disabilities.	Ongoing – review November	Adaptable housing continued to be part of Council's requirements for medium density housing.
K	Identify existing and new training and education programs available to people with a disability within the local community.	Ongoing – review September	Council's LINCS community information database includes information on local and regional training opportunities.
K	Encourage and promote both within Council and also with local businesses proactive policies for the support, training and employment of people with disabilities.	Ongoing – review September	Under continual review and highlighted in the development of Council's 2005-2009 Social/Community Plan.
A,E,F	Investigate strategies to expand community transport services including shopping and individual transport and seek additional funding.	Ongoing – review November	Regular attendance at meetings of the Lower North Shore Community Transport Committee, Accessible Bridge Services, Metropolitan Community Transport and regional planning days.
A,F	Collaborate with regional organisations and agencies for the provision of needs based services and programs for people with disabilities and their carers.	Ongoing – review July	Ongoing in consultation with the HACC Forum and relevant agencies as well as through the Carer's Support Group.
A	Facilitate social and recreational opportunities for young adults 18 – 35 years.	Ongoing – review February	Young people with a disability over 18 have participated in activities on a Friday night such as outings to the Theatre and evening bowling.
C,H	Investigate options for promoting and encouraging Internet access as a means of involving people with disabilities further in the life of the community.	Ongoing – review August	Council's website is accessible to people with disabilities and includes access information and access maps of the local area.
H	Promote the use of signage that is accessible to people with a range of disabilities.	Ongoing – review August	Under review. This issue is highlighted in Council's 2005-2009 Social/Community Plan as an issue to be addressed.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
H	Ensure high levels of staff awareness of the range of needs of people with a range of disabilities.	Ongoing – review September	An access awareness workshop for assessment and assets and services staff was held in August 2003. This also included awareness raising of the range of disabilities experienced by people with disabilities.
A	Investigate opportunities for the establishment of sensory gardens in the Mosman area.	Ongoing – review October	Under investigation.
H	Encourage older shops and facilities to consider the needs of people with disabilities.	Ongoing – September	This was addressed with the Access Awards held in November 2003.
H	Liaise with public transport services for the increased availability of accessible transport in the Mosman area.	Ongoing – review May	The matter was addressed with the State Transit Authority who advised that priority for use of accessible buses is currently given to major bus routes only due to resource constraints.
H	Maintain clear access on footpaths through removal of overhanging branches and other vegetation that obstruct pedestrians.	Ongoing – review May	Under continual review by relevant Council staff including timely responses to advice from the community regarding obstructions to footpaths.
C	Promote availability of access equipment including portable ramps and beach wheelchair.	Ongoing – review November	Regular promotions have been conducted through local media and Council's community information outlets.

TARGET GROUP: ABORIGINAL PEOPLE

Objectives

A To promote and provide readily accessible information about Aboriginal culture and history particularly in the Mosman area

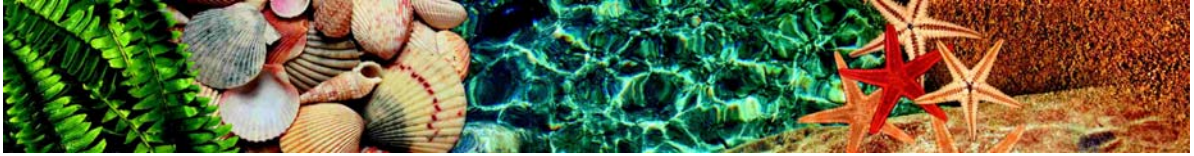
B To facilitate an understanding of the issues surrounding Reconciliation.

Objective	Planned Access & Equity Activity/ Strategy (i.e. Statement of Means)	Performance Target	Status as of June 2004
A	Implement relevant recommendations arising from the 2003 Aboriginal Heritage Study of Mosman in liaison with NSW National Parks and Wildlife Service, the Sydney Harbour Federation Trust and the Metropolitan Local Aboriginal Land Council.	Ongoing – review October	Aboriginal Heritage Study of the Mosman LGA was continued in partnership with National Parks and Wildlife Service, Metropolitan Local Aboriginal Land council and Sydney Harbour Federation Trust. Completion is due November 2004.
A,B	Support and service the Mosman Aboriginal Reconciliation Community Group so that it may: <ul style="list-style-type: none"> assist Council in advancing understanding in the Mosman community of the issues surrounding Reconciliation develop projects and activities that address historical, social, cultural and educational aspects of Reconciliation. 	Ongoing – Review October	Continued to service and support the Mosman Reconciliation Group.
A	Develop and maintain an accurate and confidential database of Aboriginal Heritage sites in the Mosman area with associated interpretive information and conservation and protection strategies.	Ongoing – review February	To be an outcome of the Aboriginal Heritage Study of the Mosman LGA.

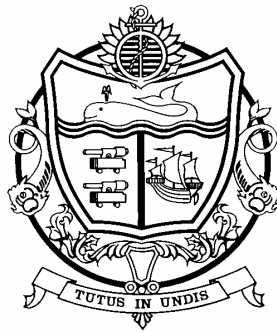
Privacy Management Plan
Section 33 (3) Privacy and Personal Information Protection Act
1998

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

Council received no complaints or requests for a review of a decision in 2003/2004.



Mosman Municipal Council



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