

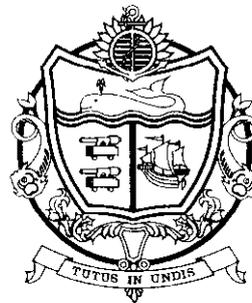
# Mosman Municipal Council



## 2006 – 2007 **Annual Report**

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

# MOSMAN MUNICIPAL COUNCIL



Viv May/SJ

30 November 2007

Her Worship the Mayor  
Mosman Municipal Council  
Civic Centre  
MOSMAN NSW 2088

Dear Councillor Wilton,

**Re: 2006/2007 Annual Report**

In conformity with the provision of Section 428 of the Local Government Act, I enclose a copy of Council's Annual Report for the period 1 July 2006 to 30 June 2007 that has been submitted to the Minister for Local Government.

The report also includes a Regional (SHOROC) State of the Environment Report and a report on the Community Environmental Contract (CEC) covering the same period.

Yours faithfully,



(V H R May PSM)  
GENERAL MANAGER

*Mosman IS community*

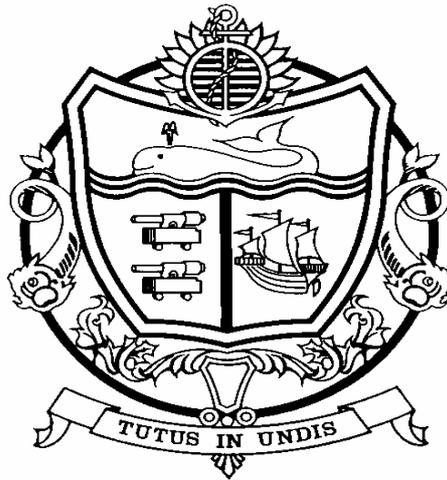
PROUD TO BE MOSMAN PROTECTING OUR HERITAGE PLANNING OUR FUTURE INVOLVING OUR COMMUNITY

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# Mosman Municipal Council



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

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## 2006 - 2007 Annual Report

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## **FUTURE MOSMAN**

Long term environmental improvements

A sustainable transport solution for Mosman

Reduction of Mosman's ecological footprint

Our Community: Vibrant, Caring, Involved, Enriched  
Financial Strength

## **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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**Addendum 1**

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2007, INCLUDING AUDITOR'S REPORT

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**Addendum 2**

ENVIRONMENTAL MANAGEMENT PLAN

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**Addendum 3**

REGIONAL STATE OF THE ENVIRONMENT REPORT S428 (2) (C)

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**Addendum 4**

MOSMAN'S COMMUNITY ENVIRONMENTAL CONTRACT - ANNUAL REPORT

## **MEMBERS OF COUNCIL 2006/2007**

### **MAYOR**

Councillor Denise Mary Wilton

### **DEPUTY MAYOR**

Councillor Martin Eric Skipper

### **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

## COUNCILLOR ATTENDANCE AT COUNCIL MEETINGS AND WORKSHOPS 2006/2007

Councillor	Ordinary Meetings Attended (27 held)	Traffic Committee Meetings Attended (5 held)	Workshops Attended (19 held)
Cr A M Brown	24		13
Cr A S Connon	27	5	17
Cr L D Elsegood	21	3	8
Cr P J Harvey	14		4
Cr S H Jenkins	25	1	15
Cr D J Lopez	26	4	5
Cr P S Menzies	19		6
Cr J T Reid	27	1	9
Cr M E Skipper	19		8
Cr D M Strange	25		10
Cr C M Traill	19		5
Cr D M Wilton	27	4	19

**Council meetings:** 27 Ordinary (includes Mayoral Election)

**Workshops:**  
 9 LEP Review;  
 4 DCP Review;  
 2 MOSPLAN;  
 1 Future Mosman;  
 1 Code of Meeting Practice;  
 1 Spit Bridge Project Briefing;  
 1 Dual Occupancy

Please note that no training was delivered to Councillors during 2006/2007.

## STATEMENT OF VALUES

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

Integrity	Leadership	Selflessness	Objectivity
Accountability	Openness	Honesty	Respect

**We strive ...**

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

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

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

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

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

# MOSPLAN – MANAGEMENT PLAN – REVIEW TO 30 JUNE 2007 428(2)(b)

## MOSPLAN - MANAGEMENT PLAN - Program Overview

### This section contains:

- Overview of Programs 1 to 12 and the Community Environmental Contract (CEC) to 30 June 2007
- Report on progress of Statement of Means to 30 June 2007
- Report on result of Performance Indicators from 1 July 2006 to 30 June 2007

<b>PROGRAM 1</b>	<b>COUNCIL, COMMUNITY AND COMMUNICATION</b> Practising participative, ethical local government.
<b>PROGRAM 2</b>	<b>RESOURCE AND ASSET MANAGEMENT</b> Building financial strength and enhancing the community's assets.
<b>PROGRAM 3</b>	<b>URBAN PLANNING</b> Improving the built environment.
<b>PROGRAM 4</b>	<b>BUILT ENVIRONMENT</b> Providing effective development assessment services.
<b>PROGRAM 5</b>	<b>ENVIRONMENTAL MANAGEMENT / HEALTH</b> Achieving outstanding environmental performance and good health.
<b>PROGRAM 6</b>	<b>PARKS AND RECREATION</b> Encouraging a strong community spirit.
<b>PROGRAM 7</b>	<b>COMMUNITY SAFETY</b> Keeping the community safe in collaboration with the police and SES.
<b>PROGRAM 8</b>	<b>COMMUNITY SERVICES</b> Redeveloping and maintaining community services and facilities to meet the emerging needs of all members of the community.
<b>PROGRAM 9</b>	<b>LIBRARY AND INFORMATION</b> Satisfying the information, leisure and lifelong learning needs of the community in a welcoming and inclusive place.
<b>PROGRAM 10</b>	<b>CULTURAL DEVELOPMENT AND SERVICES</b> Encourage strong community spirit and pride in our cultural heritage.
<b>PROGRAM 11</b>	<b>TRANSPORT AND TRAFFIC</b> Driving a sustainable transport solution for Mosman.
<b>PROGRAM 12</b>	<b>LOCAL AND REGIONAL ECONOMY</b> Promoting our local and regional economy.
<b>CEC</b>	<b>COMMUNITY ENVIRONMENTAL CONTRACT</b> Protecting, conserving and enhancing the environment of Mosman and its value to the community.

## **PROGRAM 1**

# **COUNCIL, COMMUNITY AND COMMUNICATION**

**Convenor: Executive Officer - Corporate & Human Development**

## **PROGRAM STATEMENT**

Practising participative ethical local government for the Mosman Community through:

- Leadership and good governance
- High quality service provision
- Communicating and providing opportunities for participation in Council's decision-making processes

## **FUTURE MOSMAN OBJECTIVES**

The community is well informed about all services and facilities and actively participating in civic affairs

<b>PROGRAM 1: COUNCIL, COMMUNITY AND COMMUNICATION</b>
--

**SUB-PROGRAMS****ACTIVITIES****1.01 Council, Secretariat and Civic Involvement**

Co-ordinator: Manager Governance

Income	Expenditure	Net
6,500	718,309	711,809

01.01.01	Agendas and Minutes
01.01.02	Council Meetings
01.01.03	Mayoral and Councillor Support, Advice, Facilities and Services
01.01.04	Councillors' Development/Conferences
01.01.05	Citizenship
01.01.06	Mayoral and Civic Receptions
01.01.07	Invitations to Mayor and GM
01.01.08	Other Council Liaison
01.01.09	Ward Meetings (and newsletters)
01.01.10	Civic Support
01.01.11	Lobbying Government

**1.03 Governance**

Co-ordinator: Manager Governance

Income	Expenditure	Net
0	227,597	227,597

01.03.01	Public Information
01.03.02	Ethics and Conduct
01.03.03	Local Government Act/Legislation
01.03.04	Internal Audit
01.03.05	Contracts and Purchasing systems and support
01.03.06	Best Practice
01.03.07	Elections
01.03.08	Statutory Report - Annual and Financial
01.03.09	MOSPLAN/Future Mosman

**1.04 Communication**

Co-ordinator: Marketing &amp; Communications Manager

Income	Expenditure	Net
0	56,524	56,524

01.04.01	Media Liaison
01.04.02	Community Report and Newsletters
01.04.03	Community Consultation (including public meetings, Advisory Groups and letterbox drops)
01.04.04	Customer Focus
01.04.05	Surveys
01.04.06	e-communication (Web page/e-mail)
01.04.07	24 hour Council (e-business)

## **PROGRAM 1: COUNCIL, COMMUNITY AND COMMUNICATION**

### **OVERVIEW**

#### **Description**

This Program facilitates the democratic process within the community. It focuses on good governance and public participation. It seeks to provide a professional and efficient framework to service the needs of the community whilst acknowledging the limitations placed on Council, particularly by the State Government

Future Mosman is the long term vision for Mosman, 2088 in 2020, focussing on the themes of the built environment, transport, natural environment, community and finance. Program 1 provides the systems to drive and support the development of Future Mosman and the alignment of its objectives to that of MOSPLAN.

#### **Major Issues**

Meeting the statutory obligations of Local Government Act 1993 and other pertinent legislative requirements.

Reviewing and developing Future Mosman and aligning its objectives with MOSPLAN.

Openness, transparency and accountability of Council business and decisions.

Developing a communications strategy for improving information flow and resident involvement.

Provision of a high quality frontline customer service function for Council's key activities.

#### **Focus**

Council needs to develop a communications strategy and maintain resources targeted at providing information and encouraging community involvement. This will be assisted by enhancing the links between the organisation's information base and new technology.

In addition, there will be a continuing organisational emphasis on good governance, best practice and promoting and nurturing the ethical health of the organisation. The advantages of having a truly local government will be explored as will efforts to achieve the constitutional recognition of local government.

Ongoing support will be provided to Councillors, and the mechanisms to ensure Future Mosman can be integrated with MOSPLAN will be developed.

## **PROGRAM 2**

# **RESOURCE AND ASSET MANAGEMENT**

**Convenor: Director Corporate Services**

## **PROGRAM STATEMENT**

Building financial strength and enhancing the community's assets through:

- A strong sense of care and responsibility
- Financial resources which are strengthened and developed
- Effective asset management strategies
- Open and accessible information services
- Knowledgeable, professional and friendly staff proud to work for Mosman

## **FUTURE MOSMAN OBJECTIVES**

- Public infrastructure is improved
- All community and cultural services and facilities are maintained and through sound planning and consultative processes, developed to meet the emerging needs of the community
- The community is well informed about all services and facilities and actively participating in civic affairs
- Revenue is increased and revenue sources are expanded
- Expenditure is controlled

## PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

### SUB-PROGRAMS

### ACTIVITIES

#### 2.01 Policy and Administration and Customer Focus

Co-ordinator: Director Corporate Services

Income	Expenditure	Net
120,630	577,682	457,052

02.01.01	Lead, Manage, Review Report
02.01.02	Ecologically Sustainable Development
02.01.03	Meetings - Management, Staff, Team
02.01.04	Consultation & Communication - Public Relations, Advice, Investigation, Education, Liaison, Publicity, Website
02.01.05	Administration - Secretarial, Clerical, General Correspondence, Filing, Training, Legal (including covenants, caveats, easements)
02.01.06	Customer Focus
02.01.07	Contract Management
02.01.08	Grants, External Funding, Income Opportunities
02.01.09	Mosman Identity
02.01.10	Property Information (street naming and numbering)

#### 2.02 Finance and Corporate Assets

Co-ordinator: Manager Finance

Income	Expenditure	Net
3,589,591	2,202,528	(1,387,063)

02.02.01	Financial Management (including Budgeting and Reporting)
02.02.03	Financial Planning
02.02.04	Entrepreneurial
02.02.07	Vehicles and Plant
02.02.08	Miscellaneous leases, licences and acquisitions of property

#### 2.03 Information Technology and Infrastructure

Co-ordinator: Manager Information Technology Services

Income	Expenditure	Net
4,800	1,389,573	1,384,773

02.03.01	Hardware and Network Infrastructure
02.03.02	Software Systems
02.03.03	Telecommunications
02.03.04	Document Management
02.03.05	Internet
02.03.06	GIS
02.03.07	Finance and Property IT Systems

#### 2.04 Insurance and Risk Management

Co-ordinator: Manager Governance

Income	Expenditure	Net
0	967,184	967,184

02.04.01	Insurance Policy
02.04.02	Risk Management
02.04.03	Claims Management
02.04.04	Disaster Recovery
02.04.05	Protection of Public Property (vandalism, graffiti, security of buildings)

#### 2.05 Human Resources

Co-ordinator: Executive Officer - Corporate &amp; Human Development

Income	Expenditure	Net
0	401,390	401,390

02.05.01	Recruitment
02.05.02	Equal Employment Opportunity
02.05.03	Training
02.05.04	Development and Review
02.05.05	Rehabilitation
02.05.06	Occupational Health and Safety
02.05.07	Staff Manual
02.05.08	Staffing and Personnel
02.05.09	Industrial Relations

#### 2.06 Corporate Information Management

Co-ordinator: Manager Governance

Income	Expenditure	Net
0	236,158	236,158

02.06.01	Information & Records Management
02.06.02	Public Access to Information
02.06.03	Physical File Retrieval
02.06.04	Education & Training

**PROGRAM 2: RESOURCE AND ASSET MANAGEMENT**

**2.07 Strategic Asset & Property Management**

Co-ordinator: Manager Assets and Services

Income	Expenditure	Net
328,000	575,763	247,763

02.07.01	Strategic Asset Management
02.07.02	Entrepreneurial Assets
02.07.03	Civic Centre
02.07.04	Cowles Road Depot
02.07.05	Core Group
02.07.06	Vista Street Carpark

## PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

### OVERVIEW

#### Description

This Program provides the platform for Council to operate efficiently and effectively in this age of technology. It provides financial management, including financial information, information technology, asset management, corporate information management, insurance and risk management, contracts administration and human resource management for the organisation as a whole, to ensure consistency and accountability.

#### Major Issues

Infrastructure and asset management, risk management and human resource management will be at the forefront of this Program's activities for the coming period. New industrial relations legislation and the need for Council to better plan for the management of its infrastructure assets must be addressed.

#### Focus

The asset management system will be implemented early in the period of this Management Plan, and further enhancements and implementation can then begin. The system will allow Council to develop asset management plans and investigate funding options, including the possible introduction of an Infrastructure Levy.

Council resolved late in 2005 that the Enterprise Agreements should be reviewed. With the changes to industrial relations legislation, including High Court challenges to the legislation, work on these negotiations is expected to begin shortly.

Work has begun on a formal risk management plan, and this will continue during the life of this Plan.

## **PROGRAM 3**

# **URBAN PLANNING**

**Convenor: Director Environment & Planning**

## **PROGRAM STATEMENT**

Improving the built environment by:

- Monitoring and reviewing planning controls, guidelines and policies to ensure desired outcomes
- Identifying, protecting and conserving heritage items and areas
- Protecting Mosman against the pressures of State Government driven planning policy
- Developing policies which reflect our community's expectations for high quality in-fill development and for preserving and enhancing open space
- Promoting and coordinating actions to ensure the built and natural environment is appropriately maintained and enhanced
- Promoting planning, and providing meaningful opportunities for community involvement in the planning process

## **FUTURE MOSMAN OBJECTIVES**

- The Mosman community reflects a balance of population across the age groups
- Public infrastructure is improved
- Consistent planning instruments
- Consideration to environmental matters
- The community's voice is solicited and heard
- Revenue is increased and revenue sources are expanded
- Expenditure is controlled

**PROGRAM 3: URBAN PLANNING**

**SUB-PROGRAMS**

**ACTIVITIES**

**3.01 Policy and Administration and Customer Focus**

Co-ordinator: Director Environment & Planning

Income	Expenditure	Net
100,000	432,101	332,101

03.01.01	Lead, Manage, Review, Report
03.01.02	Ecologically Sustainable Development
03.01.03	Meetings - Management, Team, Staff
03.01.04	Consultation & Communication - Public Relations - Advice, Investigation, Education, Liaison, Publicity, Website
03.01.05	Administration - Secretarial, clerical, General Correspondence, Filing, Training
03.01.06	Customer Focus
03.01.07	Contract Management
03.01.08	Grants, External Funding, Income Opportunities
03.01.09	Mosman Identity
03.01.10	Service Delivery and Operation Review
03.01.11	Reporting and responding to relevant governmental initiatives
03.01.12	Section 149 Certificates
03.01.13	Metropolitan & regional strategic planning
03.01.14	Procedure manuals

**3.02 Mosman Local Environmental Plan**

Co-ordinator: Manager Urban Planning

Income	Expenditure	Net
3,000	211,321	208,321

03.02.01	Local Environmental Study (LES) Preparation
03.02.02	Local Environmental Plan (LEP)
03.02.03	Monitoring and reviewing LEP Preparation
03.02.04	Community consultation
03.02.05	Urban Design

**3.03 Planning Policy**

Co-ordinator: Manager Urban Planning

Income	Expenditure	Net
421,291	1,000	(420,291)

03.03.01	Development Control Plan (DCP) Preparation & Review
03.03.02	Community consultation
03.03.03	S94 Plan preparation and review

**3.04 Heritage Planning**

Co-ordinator: Manager Urban Planning

Income	Expenditure	Net
10,000	68,241	58,241

03.04.01	Heritage Study Implementation
03.04.02	Heritage LEP Monitoring and further amendment
03.04.03	Post War Housing Study
03.04.04	Heritage Advisory Program
03.04.05	Mosman Good Design Awards
03.04.06	Local Heritage Fund
03.04.07	Heritage Conservation Areas
03.04.08	Heritage Interpretation
03.04.09	Heritage promotion and education
03.04.10	Heritage assessment
03.04.11	Aboriginal Study implementation

**3.05 Land Use Management Planning**

Co-ordinator: Manager Urban Planning

Income	Expenditure	Net
0	0	0

03.05.01	Land Use Management Plans
03.05.02	Statutory Plans of Management Preparation
03.05.03	Plan of Management Implementation
03.05.04	Public Domain Improvement Program
03.05.05	Prioritisation and Coordination
03.05.05	Monitoring & evaluating plans of management

**3.06 Housing and Strategic Planning**

Co-ordinator: Manager Urban Planning

Income	Expenditure	Net
0	0	0

03.06.01	Residential Development Strategy Review
03.06.03	
03.06.04	Housing Trends and Statistics
03.06.05	Forecasting

## PROGRAM 3: URBAN PLANNING

# OVERVIEW

### Description

This program involves all aspects of strategic land use planning - determining the best use of finite land and water based resources of the area for the benefit of the whole community. This Program also deals with the development of guidelines and policies in accordance with the Environmental Planning and Assessment Act and Local Government Act, to ensure that the area develops in accordance with community aspirations and needs.

### Major Issues

The NSW Department of Planning has been implementing reforms to the planning system and amendments to the Environmental Planning and Assessment Act since it initiated its planning reform program in 2004. These reforms have implications for planning in Mosman, in particular the Standard Local Environmental Plan (LEP); changes to the preparation of Development Control Plans (DCP); increasing powers to the Minister to intervene in local planning such as development application determination, and the preparation or amendment of LEPs, DCPs and contribution plans.

The preparation of a Metropolitan Strategy, "City of Cities" by the Department of Planning has led to the involvement of Council in sub-regional planning teams to develop plans for population growth, new housing, employment centres and transport. Maintaining Mosman's role as a local player within the greater Sydney metropolitan region is important to ensure local objectives can still be met.

Additional sources of funding are needed to prepare new plans of management for significant open space and for heritage studies.

### Focus

The major planning project until 2007 is the review of Mosman LEP and DCPs. The focus this year will be drafting the LEP. This will involve:

- integration with the Standard LEP;
- Councillor/community/staff input;
- following the regulatory process;
- inclusion of objectives/strategies from other sources, such as Future Mosman.

A number of properties are awaiting heritage assessment to consider their potential significance for inclusion as heritage items in Council's LEP. The completion of this work is necessary if additional heritage items are to be included in the new LEP.

With the completion of Interpretation Studies for Clifton Gardens and Curlew Camp Artists' Walk in 2005/06 their implementation will commence this year, subject to funding.

Promotion of planning through various means will be incorporated into project objectives in order to maximise community input and increase community awareness.

## **PROGRAM 4**

# **DEVELOPMENT ASSESSMENT AND SERVICES**

**Convenor: Director Environment & Planning**

## **PROGRAM STATEMENT**

Providing effective Development Assessment services by:

- Having clear and comprehensive guidelines for development and building applications
- Enabling our community to be confident that any developments will meet approval conditions, legal requirements and community expectations
- Assisting elected members and professional staff to make fair and equitable decisions that reflect the rights of applicants and the public interest

## **FUTURE MOSMAN OBJECTIVES**

- Public infrastructure is improved
- Consideration to environmental matters
- The community's voice is solicited and heard
- Sustainable water use
- Sustainable land use practices

<b>PROGRAM 4: DEVELOPMENT ASSESSMENT AND SERVICES</b>
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**SUB-PROGRAMS****ACTIVITIES****4.01 Policy and Administration and Customer Focus**

Co-ordinator: Director Environment &amp; Planning

Income	Expenditure	Net
57,000	128,298	71,298

04.01.01	Lead, Manage, Review, Report
04.01.02	Ecologically Sustainable Development
04.01.03	Meetings
04.01.04	Consultation & Communication - Website, Advisory Groups
04.01.05	Administration
04.01.06	Customer Focus
04.01.07	Contract Management
04.01.08	Grants, External Funding, Income Opportunities
04.01.09	Mosman Identity
04.01.10	Footpath Occupations

**4.02 Development**

Co-ordinator: Manager Development Services

Income	Expenditure	Net
1,151,000	1,256,820	105,820

04.02.01	Planning (includes strategies, codes and policies)
04.02.02	DA Assessment
04.02.03	Construction Certificate Processing
04.02.04	Signs Control
04.02.05	Survey and Enforcement (including notices) and Pool Fencing
04.02.06	Heritage Planning and Control
04.02.07	Fire Safety Program
04.02.08	Certificate processing and issue (other than Construction Certificates)
04.02.09	Exempt and Complying Development
04.02.10	Works on Council Property

## PROGRAM 4: DEVELOPMENT ASSESSMENT AND SERVICES

# OVERVIEW

## Description

The Development Assessment and Services Program manages the Development Assessment process through the implementation of environmental plans, policies and guidelines.

Specifically the program is responsible for:-

- Providing high quality customer service;
- Assessing development proposals;
- Ensuring all approvals meet building, construction and ecologically sustainable development requirements;
- Implementing building certification and fire safety responsibilities;
- Investigating and resolving building related customer requests.

## Major Issues

Mosman has a unique natural and built environment which requires special attention and consideration. The program tries to the competing interests associated with rights to develop versus the need to protect this unique natural and built environment.

Reporting quality is important. Assessment times must meet customer service expectations to minimise the propensity for litigation in the Land and Environment Court.

Private certifiers, acting without a desired level of professional diligence, continue to cause concern for residents and occupy staff resources. It is noted that Council has no role in investigation or enforcement processes of certifiers and receives no payment for any action taken.

There continues to be an industry shortfall in town planning and building surveying professions, so attracting and retaining staff will be critical to achieving program objectives.

## Focus

Reforms will continue to be made to achieve efficiency improvements. This will include completing a procedures manual which will ensure:

1. Greater consistency in assessment and decision making;
2. Improved processing times;
3. Keeping conditions of consent up to date and in line with legislation changes; and
4. Customer service.

Significant progress needs to be made to Council's Fire Program. Sites that have been inspected with orders issued are being given priority for finalisation after which attention will be directed to the Class 2 - 9 premises that have not yet been inspected.

## **PROGRAM 5**

# **ENVIRONMENTAL MANAGEMENT / HEALTH**

**Convenor: Director Environment & Planning**

## **PROGRAM STATEMENT**

Achieving outstanding environmental performance through delivery of core environmental improvement programs and by incorporating environmental considerations into all of Council's functional responsibilities:

Conserving and enhancing the health, well being and harmony of the community;

Achieving a long term sustainable regional waste management solution; and

Effectively and efficiently managing cleaning and environmental services contracts.

## **FUTURE MOSMAN OBJECTIVES**

- Public infrastructure is improved
- Consideration to environmental matters
- Sustainable water use
- Healthy air quality
- Biodiversity that is protected and enhanced
- Sustainable land use practices
- Sustainable waste and resource recovery
- The community is well informed about all services and facilities and actively participating in civic affairs
- Mosman is a caring, safe and physically and intellectually healthy community
- Revenue is increased and revenue sources are expanded
- Expenditure is controlled

**PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH**

**SUB-PROGRAMS**

**ACTIVITIES**

**5.01 Policy and Administration and Customer Focus**

Co-ordinator: Director Environment & Planning

Income	Expenditure	Net
6,100	171,532	165,432

05.01.01	Lead, Manage, Review, Report
05.01.02	Ecologically sustainable Development
05.01.03	Meetings - Management, Staff, Team
05.01.04	Consultation & Communication - Public Relations - Advice, Investigation, Education, Liaison, Publicity, Website
05.01.05	Administration - Secretarial, Clerical, General Correspondence, Filing, Training
05.01.06	Customer Focus
05.01.07	Contract Management
05.01.08	Grants, External Funding, Income Opportunities
05.01.09	Mosman Identity
05.01.10	Community Environmental Contract
05.01.11	Policy and planning

**5.02 Atmospheric Environment**

Co-ordinator: Manager Environment and Services

Income	Expenditure	Net
0	81,909	81,909

05.02.01	
05.02.02	Revolving Energy Fund
05.02.03	Greenhouse gas emission reduction - corporate
05.02.04	Greenhouse gas emission reduction - community
05.02.05	Pollution reduction
05.02.06	Community and employee education
05.02.07	Surveillance, regulation and enforcement
05.02.08	Customer requests

**5.03 Water Cycle Management**

Co-ordinator: Manager Assets and Services

Income	Expenditure	Net
121,500	578,285	456,785

05.03.01	
05.03.02	Stormwater pollution reduction
05.03.03	Stormwater pollution source reduction
05.03.04	
05.03.05	Water conservation
05.03.06	Community and employee education
05.03.07	Surveillance, regulation and enforcement
05.03.08	Customer requests
05.03.09	Stormwater drainage construction
05.03.10	Stormwater drainage maintenance
05.03.11	SQID maintenance

**5.04 Biodiversity**

Co-ordinator: Manager Environment and Services

Income	Expenditure	Net
27,500	451,721	424,221

05.04.01	Bush Care Volunteer - Recruit, support, Recognition
05.04.02	Bushland, vegetation and fauna management
05.04.03	Riparian corridors and creek rehabilitation
05.04.04	Foreshore issues
05.04.05	Intertidal zone management
05.04.06	Aquatic biodiversity
05.04.07	Flora and fauna investigation, surveys and inventories
05.04.08	Community and employee education
05.04.09	Surveillance, regulation and enforcement
05.04.10	Customer requests
05.04.11	Phytophthora management
05.04.12	Bushland, Fire management
05.04.13	Bushland, Walking tracks.

## PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

**5.05 Trees**

Co-ordinator: Team Leader Open Space

Income	Expenditure	Net
21,500	384,955	363,455

05.05.01	Tree Preservation Order
05.05.02	Tree Planting
05.05.03	Tree Pruning/Removal
05.05.04	Noxious Weed Control
05.05.05	Community and employee education
05.05.06	Surveillance, regulation and enforcement
05.05.07	Customer requests

**5.06 Land Management**

Co-ordinator: Manager Environment and Services

Income	Expenditure	Net
0	25,109	25,109

05.06.01	Soil Conservation
05.06.02	Land clearing
05.06.03	Land contamination
05.06.04	Community and employee education
05.06.05	Surveillance, regulation and enforcement
05.06.06	Customer requests

**5.07 Noise**

Co-ordinator: Manager Environment and Services

Income	Expenditure	Net
0	2,200	2,200

05.07.01	Community and employee education
05.07.02	Surveillance, regulation and enforcement
05.07.03	Customer requests

**5.08 Environmental Education**

Co-ordinator: Manager Environment and Services

Income	Expenditure	Net
0	27,767	27,767

05.08.01	Community and employee education
05.08.02	Customer requests

**5.09 Environmental Health**

Co-ordinator: Manager Environment and Services

Income	Expenditure	Net
47,435	153,967	106,532

05.09.01	Policy and planning
05.09.02	Food borne disease prevention
05.09.03	Skin penetration
05.09.04	Legionnaires disease prevention
05.09.05	Tobacco regulation
05.09.06	On site sewage systems
05.09.07	Public Swimming Pools
05.09.08	Boarding Houses
05.09.09	Brothels
05.09.10	Cancer awareness and prevention
05.09.11	Infectious disease prevention
05.09.12	Community and employee education
05.09.13	Regulation and enforcement
05.09.14	Customer requests

**5.10 Waste Management**

Co-ordinator: Manager Environment and Services

Income	Expenditure	Net
4,136,875	3,887,783	(249,092)

05.10.01	Policy and planning
05.10.02	Regional waste initiatives
05.10.03	Waste and Recycling Services Contract: 2002-2010 / Domestic
05.10.04	Waste and Recycling Services Contract: 2002-2010 / Commercial
05.10.05	Community education initiatives
05.10.06	Council waste avoidance and recovery initiatives
05.10.07	Customer requests

**5.11 Cleaning and Environmental Services**

Co-ordinator: Manager Environment and Services

Income	Expenditure	Net
2,500	1,617,142	1,614,642

05.11.01	Beaches and Reserves
05.11.02	Public Amenity Buildings
05.11.03	Streets and Gutter Cleaning
05.11.04	Carparks
05.11.05	Dog waste removal
05.11.06	Graffiti removal

## PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

### OVERVIEW

#### Description

This program provides a framework for Council to manage its responsibilities strategically, to provide for a healthy natural environment and a healthy community.

#### Major Issues

The major issues include:

- Conservation of biological diversity both on land and in surrounding harbour waters, the condition of local waterways, use of scarce water resources and management of the urban water cycle, use of energy and associated greenhouse gas emissions, urban air quality, stormwater quality, degraded creeks systems, seawalls, and bushland degradation (including the problematic management of the Phytophthora root rot pathogen and of unformed road reserves);
- Management of Community Environmental Contract (CEC) - being a comprehensive program which identifies, schedules and costs major environmental infrastructure and asset management works which cannot be funded by Council's core budget.
- Conserving and enhancing the health, well being and harmony of the community;
- Achieving a long term sustainable regional waste management solution; and
- Effectively and efficiently managing cleaning and environmental services contracts.

#### Focus

This year a major benchmarking review will be undertaken for all major service contracts.

## **PROGRAM 6**

# **PARKS & RECREATION**

**Convenor: Director Environment & Planning**

## **PROGRAM STATEMENT**

Encouraging a strong community spirit by:

- Ensuring high quality and well maintained parks, ovals, other sports facilities and open spaces
- Providing, organising and facilitating recreational and sporting activities
- Encouraging and celebrating sport and physical activity for both fun and fitness
- all with the involvement of residents, for the enjoyment of our community.
- Future Mosman Objectives

## **FUTURE MOSMAN OBJECTIVES**

- The Mosman community reflects a balance of population across the age groups
- Public infrastructure is improved
- Regional transport needs addressed
- The community's voice is solicited and heard
- Local transport needs addressed
- The community is well informed about all services and facilities
- Mosman is a caring, safe and physically and intellectually health community
- Revenue is increased and revenue sources are expanded
- Expenditure is controlled

**PROGRAM 6: PARKS & RECREATION**

**SUB-PROGRAMS**

**ACTIVITIES**

**6.01 Policy and Administration and Customer Focus**

Co-ordinator: Director Environment & Planning

Income	Expenditure	Net
78,600	72,764	(5,836)

6.01.01	Lead, Manage, Review, Report
6.01.02	Ecologically Sustainable Development
6.01.03	Meetings - Management, Staff, Team
6.01.04	Consultation and Communication - Advice, Investigation, Education, Liaison, Publicity, Website
6.01.05	Administration - Secretarial, Clerical, General Correspondence, Filing
6.01.06	Customer Focus
6.01.07	Contract Management
6.01.08	Grants, External Funding, Income Opportunities
6.01.09	Mosman Identity
6.01.10	Sydney Harbour Federation Trust - Middle Head/Georges Heights
6.01.11	Recreation Community Group
6.01.12	Sports and Recreation Volunteers
6.01.13	Sporting Facilities User Group

**6.02 Parks, Gardens, Playgrounds and Civic Spaces**

Co-ordinator: Manager Assets and Services

Income	Expenditure	Net
234,400	720,564	486,164

6.02.01	Buildings - Public Amenity Blocks
6.02.02	Playgrounds and Equipment
6.02.03	Turf maintenance
6.02.04	Signs (Information and Regulatory)
6.02.05	Civic Spaces
6.02.06	Paths and Tracks
6.02.07	Minor Structures/Park Furniture
6.02.08	Gardens
6.02.09	Unformed Road Reserves
6.02.10	Irrigation
6.02.11	Footpath Planter Pots
6.02.12	Bookings
6.02.13	Memorials
6.02.14	Weed Control

**6.03 Recreational Facilities**

Co-ordinator: Manager Assets and Services

Income	Expenditure	Net
15,600	345,912	330,312

6.03.01	Buildings - Pavilions and Amenities
6.03.02	Equipment - Lighting, Floodlighting and General
6.03.03	Outfields
6.03.04	Signs (Information and Regulatory)
6.03.05	Car Parks
6.03.06	Paths and Tracks
6.03.07	Minor structures/fencing, scoreboards, site screens, basketball & netball hoops, tennis practice wall
6.03.08	Cricket pitches and baseball diamond
6.03.10	Irrigation
6.03.11	Tennis Courts
6.03.12	BMX Bike Track
6.03.13	Netball courts and Basketball Facilities
6.03.14	Skate Facility
6.03.15	Bookings

**PROGRAM 6: PARKS & RECREATION**

**6.04 Beaches, Sea Pools and Foreshores**  
Co-ordinator: Manager Environment and Services

Income	Expenditure	Net
22,000	132,113	110,113

6.04.01	Marine Structures
6.04.02	Equipment
6.04.03	Ground Covers and Weed Control
6.04.04	Signs (Information and Regulatory)
6.04.05	Foreshore Car Parks - Pavements and Line Marking
6.04.06	Paths and Tracks
6.04.07	Minor Structures/Park Furniture
6.04.08	Bookings
6.04.09	National Parks & Wildlife Service Liaison and Nude Bathing

**6.05 Mosman Swim Centre**  
Co-ordinator: Marketing & Communications Manager

Income	Expenditure	Net
199,524	265,138	65,614

6.05.01	Contract Management
6.05.02	Consultation, Customer Service, Programming and Marketing
6.05.03	Operations Management
6.05.04	Business and Financial Planning and Management
6.05.05	Performance Monitoring and Reporting

## PROGRAM 6: PARKS & RECREATION

# OVERVIEW

### Description

Council provides a network of public open space which serves as a venue for various forms of formal and informal recreation for all age groups in the community. Council consults with the community in order to plan and facilitate the ongoing protection and enhancement of open space, particularly parks, civic and commercial spaces, and in order to ensure that recreational opportunities and facilities are compatible with the varying needs of our community and able to be enjoyed by all. Council celebrates and encourages sport and physical activity for both fun and fitness.

### Major Issues

With the completion and adoption of the Sydney Harbour Federation Trust's Plan for Middle Head and Georges Height, the focus more recently has been on the consideration and adoption of more detailed individual plans of management. The preparation and adoption of a plan of management for the Cross Street site will be significant in terms of Council's open space and recreation facility planning for the future.

Council adopted a Recreation Strategy Action Plan in July 2001. With increasing incidence of obesity in Australia a focus on sport and active and healthy lifestyle will continue to grow in importance.

In catering to visitors' leisure needs, the focus remains on exploring more effective ways to maximise the benefits of such activity whilst reducing the adverse effects to the greatest extent possible. The issue of traffic and parking, marketing of the area, and protection and enhancement of the environment will continue to be major concerns in this regard.

### Focus

In relation to the Sydney Harbour Federation Trust sites and particularly at Cross Street, Council is determined to ensure a collaborative approach between the Trust, the Council and the community, to maximise opportunities for community participation in the preparation of further management plans, ensuring balanced utilisation and future management of the Mosman sites with a view to a range of compatible uses commensurate with community expectations, including active recreation facilities, together with minimisation of any effect on any local amenity, traffic and on Council's finances.

The matter of capital improvements to Council's open spaces remains relevant. Whilst Council is progressing with its playground improvements program, funding is not available for any meaningful capital improvements to other open space assets aside from the BMX track. The development of major planning documents such as the Clifton Gardens Management Framework and Landscape Masterplan and The Esplanade Public Domain Improvements Plan have enabled Council to obtain funding to progress capital works in these locations.

The manner in which Council allocates capital funding to the various areas of open space activity will, however, continue to be reviewed.

## **PROGRAM 7**

# **COMMUNITY SAFETY**

**Convenor: Director Corporate Services**

## **PROGRAM STATEMENT**

Proactive, well promoted and efficient services:

- aimed at enhancing community safety and combating criminal activities
- involving a collaborative approach between Harbourside Local Area Command, Mosman Council, the community and emergency services
- which recognise the roles and responsibilities of each Authority.

## **FUTURE MOSMAN OBJECTIVES**

- The Mosman community reflects a balance of population across the age groups
- The community's voice is solicited and heard
- Local transport needs addressed
- All community and cultural services and facilities are maintained and through sound planning and consultative processes, developed to meet the emerging needs of the community
- The community is well informed about all services and facilities and actively participating in civic affairs
- Mosman is a caring, safe and physically and intellectually healthy community

## PROGRAM 7: COMMUNITY SAFETY

### SUB-PROGRAMS

#### 7.01 Collaboration, Communication and Accountability

Co-ordinator: Director Corporate Services

Income	Expenditure	Net
65,560	18,859	(46,701)

#### 7.02 Community Involvement in Crime Prevention Strategies

Co-ordinator: Marketing &amp; Communications Manager

Income	Expenditure	Net
0	0	0

#### 7.03 Combating Offences and Crime

Co-ordinator: Manager Ranger Services

Income	Expenditure	Net
0	23,160	23,160

#### 7.04 Customer Service and Support

Co-ordinator: Manager Ranger Services

Income	Expenditure	Net
0	0	0

#### 7.05 Event Management - Safety and Traffic Aspects

Co-ordinator: Mgrs Marketing &amp; Communications &amp; Ranger Services

Income	Expenditure	Net
0	310	310

#### 7.06 Emergency Management

Co-ordinator: Manager Assets and Services

Income	Expenditure	Net
0	812,342	812,342

### ACTIVITIES

07.01.01	Collaborative Management Plan - Local Solutions to Local Crime and Safety Issues in Mosman
07.01.02	Share Police and Council data
07.01.04	Promote PAL (Police Assistance Line: 131444)
07.01.05	Priorities/Appropriate Response Times
07.01.06	Publish Crime Trends
07.01.07	Communication: media, internet, newsletter

07.02.0	Community/Civic Responsibilities
07.02.02	Volunteers
07.02.05	Business Community and Business Watch
07.02.06	Aged
07.02.07	Youth including Education and Schools
07.02.08	Children/Families

07.03.01	Proactive, visible Policing and Ranger services
07.03.02	Assault, including Domestic Violence
07.03.03	Malicious damage, including graffiti strategies and vandalism
07.03.04	Property offences, including break and enter, and stealing
07.03.05	Steal motor vehicle
07.03.06	Traffic offences, including traffic plan/accidents, parking
07.03.07	Use of public space including carparks, licensed premises, alcohol and drugs

07.04.01	Staff training
07.04.02	Ease of reporting crime and safety issues
07.04.03	Feedback on response times and actions
07.04.04	Victim support

07.05.01	Special Events
07.05.02	Harbour Events
07.05.03	Community Events
07.05.04	Street Parties

07.06.01	Local Emergency Management Committee
07.06.02	District Emergency Management Committee
07.06.03	Mosman-North Sydney DISPLAN
07.06.04	Manly-Mosman District Bushfire Management
07.06.05	Bushfire Hazard Reduction Activities
07.06.06	SES (State Emergency Services)
07.06.07	Fire
07.06.08	Ambulance

**PROGRAM 7: COMMUNITY SAFETY**

**7.07 Planning and Designing for Safe Communities**

Co-ordinator: Manager Urban Planning

Income	Expenditure	Net
0	0	0

07.07.01	Assessments consider safety in design
07.07.02	Staff training
07.07.03	Development Control Plans

**7.08 Safe Communities**

Co-ordinator: Manager Community Services

Income	Expenditure	Net
0	1,804	1,804

07.08.01	Safe Communities - Plan, Manage, Liaise
07.08.02	Safe Communities - Information, Referral
07.08.03	SHOROC Safe Communities Group
07.08.04	Safe Communities Programs

**7.09 Companion Animals**

Co-ordinator: Manager Ranger Services

Income	Expenditure	Net
20,800	46,000	25,200

07.09.01	Companion Animal Registration
07.09.02	Dog and Cat Control
07.09.03	Companion Animals Act
07.09.04	Complaints

## PROGRAM 7: COMMUNITY SAFETY

# OVERVIEW

### Description

This program sets out the means to create closer relationships between the Police and the Council so that we understand each other's roles and responsibilities in order to improve community safety and crime prevention strategies. Key to this is the Local Solutions to Local Crime and Safety Issues a Collaborative Management Plan between Council and the Harbourside Local Area Command which clearly identifies who is accountable for strategic management planning and key issues. This approach involves personnel from Harbourside Local Area Command and from Mosman Council with review reports by officers of both organisations to Council's Community Development Advisory Group.

### Major Issues

Recent Police statistics show an overall decrease in local crime but we need to be proactive to ensure that Mosman is a safe community and that where possible, crime continues to be reduced. In 2005 a major review of this program was undertaken and Council and the Police reaffirmed their commitment to the Collaborative Management Plan.

It is important for the community to understand the levels and types of crime and that community is provided simple security advice to improve their own safety. There is a strong preference in the community for visible Police and Ranger services and the interaction with the community leads to a better understanding of their specific roles and the appropriate response times to reports. Staff knowledge and customer service is also particularly important and this is reflected in the plan.

The continuing strong relationship between the Council and the Police will be maintained through the commitment to the 'Local Solutions to Local Crime and Safety Issues: A Collaborative Management Plan' by Council and the Police.

On going community safety issues include graffiti, young people's exposure to drugs and alcohol, safe driving, the safety of older people and crisis issues including domestic violence.

### Focus

In order to meet the needs identified it is proposed to continue to:

- Deliver collaborative, proactive, visible Policing and Ranger services aimed at reducing crime and violence
- Communicate effectively and in a timely manner
- Educate the community about the roles of Harbourside Local Area Command and Council Rangers
- Educate the community on road safety and parking issues
- Promote safety and security
- Improve public understanding/perception of crime and safety issues
- Educate parents about their responsibilities regarding safety of children and young people
- Use Council, the Mosman Daily and 2088 Magazine more to get information out to the community including the good news stories

## **PROGRAM 7: COMMUNITY SAFETY**

- 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
- Support victims
- Engage the community to develop a greater sense of civic responsibility
- Continue collaborative approach to special events to reduce impact on the community
- Continue to develop collaborative approaches to Disaster Management Planning including the SES, Ambulance and Fire Services
- Encourage safer place and space design practices
- Monitor performance
- Recognise those who make a contribution to improving community safety and reducing crime

Council accepts that the collaborative approach leads to better policing and ranger services but it is important to stress that there are clear differences between the responsibilities of our Local Government Authority, including the role of Council Rangers, and the responsibilities of the State Government Police Department and the role of officers from Harbourside Local Area Command.

The Coordinators for the Sub-Programs in this Program are Council staff who accept responsibility only for those aspects which are the business of Local Government. This is clarified within each Sub-Program and in the Collaborative Management Plan – Local Solutions to Local Crime and Safety Issues.

Strategies have been included within this program and Program 5 to deal with community concern about the management of bushland areas in relation to fire hazard reduction and Council's obligations to address these issues for bushland areas under its own control or management.

Council continues to maintain a strong relationship with Harbourside Police in relation to emergency management. In particular all emergency services have taken steps to heighten their awareness and preparedness to respond to such incidents should the need arise.

## **PROGRAM 8**

# **COMMUNITY SERVICES**

**Convenor: Director Community Development**

## **PROGRAM STATEMENT**

Redeveloping and maintaining community services and facilities to meet the emerging needs of all members of the community through:

- Involving volunteers in planning and service delivery
- Asking users to evaluate the services
- Providing appropriate facilities and friendly, professional support
- Anticipating future needs and planning ahead in consultation with our community

## **FUTURE MOSMAN OBJECTIVES**

- The Mosman community reflects a balance of population across the age groups
- Regional transport needs addressed
- The community's voice is solicited and heard
- Local transport needs addressed
- All community and cultural services and facilities are maintained and through sound planning and consultative processes, developed to meet the emerging needs of the community
- The community is well informed about all services and facilities and actively participating in civic affairs
- Mosman is a caring, safe and physically and intellectually healthy community
- Revenue is increased and revenue sources are expanded
- Expenditure is controlled

## PROGRAM 8: COMMUNITY SERVICES

### SUB-PROGRAMS

### ACTIVITIES

#### 8.01 Policy and Administration and Customer Focus

Co-ordinator: Manager Community Services

Income	Expenditure	Net
0	265,105	265,105

08.01.01	Lead, Manage, Review, Report
08.01.02	Social/Community Plan
08.01.03	Meetings - Management, Staff, Team
08.01.04	Consultation and Communication - Public Relations, Advice, Referrals, Liaison, Publicity, Website
08.01.05	Administration - Secretarial, Clerical, General Correspondence, Filing
08.01.06	Customer Focus
08.01.07	Contract Management
08.01.08	Grants, External Funding, Income Opportunities
08.01.09	Women's Issues
08.01.10	New Residents
08.01.11	Ecologically Sustainable Development
08.01.12	Gay and Lesbian Issues
08.01.13	Anti Graffiti Strategies (move to Program 7)
08.01.14	Health and Medical Issues
08.01.15	Mental Health Issues

#### 8.02 Volunteers

Co-ordinator: Aged & Disability Services Development Officer

Income	Expenditure	Net
0	64,137	64,137

08.02.01	Community Development Advisory Group
08.02.02	Volunteers
08.02.03	Community Groups
08.02.04	Community Conversations

#### 8.03 Children/Family

Co-ordinator: Children's Services Development Officer

Income	Expenditure	Net
754,000	791,753	37,753

08.03.01	Children – Plan, Manage, Liaise
08.03.01	Children - Health
08.03.02	Children – Information, Referral
08.03.03	Children's Programs
08.03.04	Out of School Hours Care
08.03.05	Family Day Care
08.03.06	Long Day Care
08.03.07	Occasional Child Care
08.03.08	Building
08.03.09	Vacation Care Juniors
08.03.10	Kidzone Vacation Care
08.03.11	Alexander Avenue Child Care Centre
08.03.12	Balmoral Child Care Centre

#### 8.04 Youth

Co-ordinator: Youth Development Officer

Income	Expenditure	Net
8,600	262,057	253,457

08.04.01	Youth – Plan, Manage, Liaise
08.04.02	Youth – Information, Referral
08.04.03	Youth Programs
08.04.04	Youth Forum
08.04.05	Youth Development Centre
08.04.06	Youth Drug and Alcohol Programs
08.04.07	Youth Cultural Programs
08.04.08	Youth Health Issues
08.04.09	Youth Emergency Accommodation

## PROGRAM 8: COMMUNITY SERVICES

### 8.05 Older People

Co-ordinator: Aged & Disability Services  
Development Officer

Income	Expenditure	Net
452,535	586,881	134,346

08.05.01	Older People – Plan, Manage, Liaise
08.05.02	Older People – Information, Referral
08.05.03	Older People's Programs
08.05.04	Senior Citizens' Centre and Bookings
08.05.05	Food Services
08.05.06	Neighbour Aid
08.05.07	Community Transport
08.05.08	Community Visitors' Scheme
08.05.09	Building
08.05.10	Caring for Carers
08.05.11	Older People - Health and Wellness

### 8.06 People with Disabilities

Co-ordinator: Aged & Disability Services  
Development Officer

Income	Expenditure	Net
0	24,900	24,900

08.06.01	Disabilities – Plan, Manage, Liaise
08.06.02	Disabilities – Information, Referral
08.06.03	Disabilities – Programs
08.06.04	Community Access
08.06.05	Mobility Map (audit & brochure design/production)
08.06.06	Saturday Youth Group

### 8.07 Early Childhood Health

Co-ordinator: Children's Services Development Officer

Income	Expenditure	Net
8,200	16,914	8,714

08.07.01	Early Childhood Health – Plan, Manage, Liaise
08.07.02	Early Childhood Health – Information, Referral
08.07.03	Early Childhood Health Centres
08.07.04	Immunisation Clinic

### 8.09 Aboriginal Culture, Heritage and Reconciliation

Co-ordinator: Manager Community Services

Income	Expenditure	Net
0	12,143	12,143

08.09.01	Aboriginal Culture, Heritage and Reconciliation – Plan, Manage, Liaise
08.09.02	Aboriginal Culture, Heritage and Reconciliation - Information, Referral
08.09.03	Mosman Reconciliation Group
08.09.04	Aboriginal Culture, Heritage and Reconciliation – Programs

### 8.10 Culturally and Linguistically Diverse People (CALD)

Co-ordinator: Manager Community Services

Income	Expenditure	Net
0	0	0

08.10.01	CALD - Plan, Manage, Liaise
08.10.02	CALD - Information, Referral
08.10.03	CALD - Programs

## PROGRAM 8: COMMUNITY SERVICES

### OVERVIEW

#### Description

Council's role in Community Services is significant. It is strongly involved in direct service delivery. Its community development role includes social planning, service facilitation and social advocacy. This Program is guided by the current edition of the Community Profile, Future Mosman and the 2005-2009 Social/Community Plan that is underpinned by the following social justice principles:

- Equity - there should be fairness in the distribution of resources.
- Access - people should have fair access to economic resources and services essential to meet their basic needs and improve their quality of life.
- Participation - people should have the maximum opportunity for genuine participation and consultation about decisions affecting their lives.
- Rights - rights are recognised and promoted.

Community involvement is critical in identifying social issues and the strategies required to address them. Over 500 volunteers assist in the delivery of community services. Services provided directly by Council include Children's, Youth, Aged and Disability services.

Council is a key resource for community groups, collecting and disseminating information, providing advice and ancillary assistance. The community based services that are partly funded by Council include the Kids Cottage, Middle Harbour Inc. and Good Beginnings Australia. Services provided by Holyoake are also funded by Council to assist children and young people affected by a parent's drinking or other drug problems.

#### ACCESS AND EQUITY ACTIVITY STATEMENT

Council has produced a Social/Community Plan for 2005-2009. The Plan identifies a range of strategies that address the needs of a number of target groups. These strategies represent access and equity activities as required under the Local Government (General) Regulation 1999 and are included in MOSPLAN in summary form, and link to the Social Plan.

The 2005-2009 Social/Community Plan is available at Mosman Library and also on Council's website at [www.mosman.nsw.gov.au/council/social-community-plan-2005-2009.pdf](http://www.mosman.nsw.gov.au/council/social-community-plan-2005-2009.pdf)

#### Major Issues

Issues related to children and families include the need to achieve more child care places of all sorts in Mosman especially for 0-2s. There is an ongoing need to secure affordable long day care services to assist those with special needs on a priority basis; more long day care places for working parents and more occasional childcare, playgroups and pre-school places. The housing of children's services in the Art Gallery and Community Centre is problematic and planning must commence to re-locate these services.

Issues related to youth include socialisation, self esteem, drugs and alcohol. A focus on connecting generations is a priority.

Issues related to older residents include isolation, health, fitness, well being and independence, accessible transport, domiciliary services, services for frail aged and their carers.

## **PROGRAM 8: COMMUNITY SERVICES**

Issues related to people with a broad range of disabilities include the need for accessible transport; recreational and social activities; and an accessible environment.

There are a range of issues relating to engaging new residents in community life and making welcome people from culturally and linguistically diverse backgrounds.

### **Focus**

Child care places for 0-2 year olds will continue to be a priority. The opening of Alexander Avenue provides opportunities for Council to work closely with our two community partners in child care to create a seamless system of child care where referrals between services can be shared, and resources such as training and casual pool of staff can be rationalized.

A high priority will be the sharing of resources and the integration of services across all sections of Council's community services.

## **PROGRAM 9**

# **LIBRARY AND INFORMATION**

**Convenor: Director Community Development**

## **PROGRAM STATEMENT**

Satisfying the information, leisure and lifelong learning needs of the community in a welcoming and inclusive place through:

- Providing high quality Library services and resources
- Acting as a gateway to the world wide information network
- Conserving and developing our local history collection
- Collecting and disseminating information on community services, activities and events
- Maintaining close liaison with local educational institutions

## **FUTURE MOSMAN OBJECTIVES**

- The Mosman community reflects a balance of population across the age groups
- The community's voice is solicited and heard
- All community and cultural services and facilities are maintained and through sound planning and consultative processes, developed to meet the emerging needs of the community
- The community is well informed about all services and facilities and actively participating in civic affairs
- Mosman is a caring, safe and physically and intellectually healthy community
- Revenue is increased and revenue sources are expanded
- Expenditure is controlled

<b>PROGRAM 9: LIBRARY AND INFORMATION</b>
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**SUB-PROGRAMS****ACTIVITIES****9.01 Policy and Administration and Customer Focus**

Co-ordinator: Director Community Development

Income	Expenditure	Net
52,000	148,474	96,474

09.01.01	Lead, Manage, Review, Report
09.01.02	Ecologically Sustainable Development
09.01.03	Meetings - Management, Staff, Team
09.01.04	Community Consultation - Advice, Investigation, Education, Liaison, Publicity, Public Relations, Website
09.01.05	Administration - Secretarial, Clerical, General Correspondence, Filing
09.01.06	Customer Focus
09.01.07	Contract Management
09.01.08	Grants, External Funding, Income Opportunities
09.01.09	Mosman Identity

**9.02 Library Resources**

Co-ordinator: Manager Library Resources

Income	Expenditure	Net
8,000	395,126	387,126

09.02.01	Collection Development
09.02.02	Acquisitions
09.02.03	Cataloguing/Indexing
09.02.04	Processing
09.02.05	Binding, Repair
09.02.06	Conserving

**9.03 Library Services**

Co-ordinator: Manager Library Services

Income	Expenditure	Net
96,200	632,904	536,704

09.03.01	Lending Services
09.03.02	Information Services
09.03.03	Home Library Services
09.03.04	
09.03.05	Reader Education
09.03.06	
09.03.07	Outreach Programs
09.03.08	Promotions/Activities
09.03.09	Children's/Youth Services

**9.04 Library Information Technology**

Co-ordinator: Manager Library Resources

Income	Expenditure	Net
8,200	157,352	149,152

09.04.01	Shorelink
09.04.02	Internet/Information Technology

**9.05 Library Building**

Co-ordinator: Manager Library Services

Income	Expenditure	Net
0	196,429	196,429

	Occupational Health & Safety
09.05.01	
09.05.02	Library M & R
09.05.03	Disaster Management

**9.06 Education**

Co-ordinator: Manager Library Services

Income	Expenditure	Net
0	8,734	8,734

09.06.01	Schools and Colleges Liaison Consultation
09.06.02	School Visits and Classes
09.06.03	School Principals

**PROGRAM 9: LIBRARY AND INFORMATION**

**9.07 Local Studies**

Co-ordinator: Local Studies Librarian

Income	Expenditure	Net
1,400	109,337	107,937

09.07.01	Indexing/Cataloguing
09.07.02	Conservation
09.07.03	Collection Development
09.07.04	Reference and Research
09.07.05	Genealogy
09.07.06	Promotions and Activities
09.07.07	Archibald Mosman's Grave
09.07.08	Volunteers
09.07.09	Exhibitions

**9.08 Community Information**

Co-ordinator: Community Information Librarian

Income	Expenditure	Net
0	57,315	57,315

09.08.01	Collection and Maintenance
09.08.02	Information Services
09.08.03	Directories and Dissemination

**9.09 Mosman Website**

Co-ordinator: Internet Coordinator

Income	Expenditure	Net
0	56,601	56,601

09.09.01	Website Content
09.09.02	Website Communication
09.09.03	Website Design

## PROGRAM 9: LIBRARY AND INFORMATION

### OVERVIEW

#### Description

Mosman Library provides a range of services for the residents of Mosman. These include lending services, reference and information services, home library service, local studies service, community information, Internet access and training, children's services, young adult services, and outreach and promotional activities. This Program also focuses on the educational needs of the community both formal and informal.

Mosman has been a member of the Shorelink Library Network since its inception in 1983 and has a range of obligations under the Shorelink Deed of Agreement relating to this membership.

The Program also includes Council's website which is a key component of Council's communications strategy.

#### Major Issues

The Community Conversations and consultations conducted in conjunction with the MOSPLAN Review, the Cultural and Social Plans and the Future Mosman workshops all identified a need for the Library to be expanded. There is need for a multifunctional space which will accommodate lifelong learning pursuits, events, exhibitions and seminars together with an information technology centre and designated 'zones' for various age groups and interests.

There is a need to further develop and improve Council's website to ensure that it meets community expectations.

#### Focus

Promotion and marketing of the Library and its services is ongoing and will be a major focus for the next year.

Long-term planning for future Library services and the impact of these services on the Library building will continue. The current range of services, programs and promotional events will be maintained except for the Readers Advisory Service. This service will be expanded and developed with all staff participating in a special training program to enhance their skills in assisting readers with their choice of reading matter.

All areas of the collection will continue to be improved, with particular focus on developing resources to support the Readers Advisory Service.

A Council-wide Digital Image Management System will be implemented to ensure effective collection, management, preservation and retrieval of images. Provision of public access wireless Internet services will be investigated.

Now that web services are managed in-house, a number of website projects are underway, with the major focus being redesign of the site. Mini sites for the LEP Review and Council's media releases have been deployed and will be used to evaluate the effectiveness of information provision via news feeds, email lists and more traditional webpages. Mosman Art Gallery will have a new website under its own domain.

## **PROGRAM 9: LIBRARY AND INFORMATION**

Mosman Council will continue to coordinate and manage the SHOROC website, in response to the needs of SHOROC member Councils. A move to a more dynamic site powered by a Content Management System is in progress to allow information to be maintained by SHOROC officers.

The Mosman Memories of Your Street Project (collecting residents' memories about the streets where they lived, grew up and now live) and the Mosman Oral History on the Web Project funded by a \$19,000 Library Development Grant from the Library Council of New South Wales will be the major focus areas for the Local Studies Librarian in 2006/07. Both projects will provide online access to this valuable primary source material.

## **PROGRAM 10**

# **CULTURAL DEVELOPMENT AND SERVICES**

**Convenor: Director Community Development**

## **PROGRAM STATEMENT**

Encourage strong community spirit and pride in our cultural heritage by:

- Providing, organising and facilitating cultural activities, programs and venues.
- Planning and coordinating civic and community events

all with the involvement of residents, for the enjoyment of our community.

## **FUTURE MOSMAN OBJECTIVES**

- The Mosman community reflects a balance of population across the age groups
- Public infrastructure is improved
- Regional transport needs addressed
- The community's voice is solicited and heard
- Local transport needs addressed
- All community and cultural services and facilities are maintained and through sound planning and consultative processes, developed to meet the emerging needs of the community
- The community is well informed about all services and facilities and actively participating in civic affairs
- Mosman is a caring, safe and physically and intellectually healthy community
- Revenue is increased and revenue sources are expanded
- Expenditure is controlled

**PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES**

**SUB-PROGRAMS**

**ACTIVITIES**

**10.01 Policy and Administration and Customer Focus**

Co-ordinator: Director Community Development

Income	Expenditure	Net
0	74,284	74,284

10.01.01	Lead, Manage, Review, Report
10.01.02	Ecologically Sustainable Development
10.01.03	Meetings - Management, Staff, Team
10.01.04	Consultation and Communication - Advice, Investigation, Education, Liaison, Publicity, Website
10.01.05	Administration - Secretarial, Clerical, General Correspondence, Filing
10.01.06	Customer Focus
10.01.07	Contract Management
10.01.08	Grants, External Funding, Income Opportunities
10.01.09	Mosman Identity

**10.05 Cultural Development**

Co-ordinator: Manager Cultural Services

Income	Expenditure	Net
97,000	419,668	322,668

10.05.01	Cultural Plan 2005-2009
10.05.02	Performing Arts
10.05.03	Publications and Youth Literature Awards
10.05.04	Youth Culture
10.05.05	Mosman Art Gallery & Community Centre (MAG&CC) Building Works
10.05.06	MAG&CC Maintenance and Repair
10.05.07	MAG&CC Venue Hire
10.05.08	Volunteers – Recruit, Support, Acknowledge
10.05.09	Public Relations/Marketing
10.05.10	Public Art

**10.06 Gallery Exhibitions and Activities**

Co-ordinator: Manager Cultural Services

Income	Expenditure	Net
105,400	398,516	293,116

10.06.01	Mosman Art Prize
10.06.02	Mosman Youth Art Prize
10.06.03	Combined Schools' Art Exhibition
10.06.04	Exhibition Programs
10.06.05	Public and Education Programs
10.06.06	Visual Arts Special Events
10.06.07	Sponsorship and fundraising
10.06.08	Volunteers and Friends, Membership
10.06.09	Public Relations/Marketing/Bookings
10.06.10	Mosman Art Collection

**10.07 Community Arts, Crafts and Village Markets**

Co-ordinator: Manager Cultural Services

Income	Expenditure	Net
113,000	28,494	(84,506)

10.07.01	Arts, Crafts, Activities and Village Markets
10.07.02	Mosman Village Markets
10.07.03	Sponsorship/Patrons
10.07.08	Volunteers – Recruit, Support, Acknowledge
10.07.09	Public Relations/Marketing/Bookings

**10.08 Civic Events organised by Council**

Co-ordinator: Manager Marketing & Communications

Income	Expenditure	Net
50,500	96,607	46,107

10.08.01	Plan and Promote
10.08.02	Mosman Address
10.08.03	Mosman Day
10.08.04	Hunter Day
10.08.06	Mosman Festival
10.08.07	Garden Competition
10.08.08	Freedom of Entry
10.08.10	Remembrance Events – Anzac Day, Remembrance Day
10.08.11	National and State Events - Australia Day, New Year's Eve, Boxing Day
10.08.19	Scotland/Australia Cairn
10.08.21	Volunteers – Recruit, Support, Acknowledge

**PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES**

**10.09 Commercial Community Events approved/facilitated by Council**

Co-ordinator: Manager Marketing & Communications

Income	Expenditure	Net
8,230	27,223	18,993

10.09.01	Issues Management – Local
10.09.02	Issues Management – Regional
10.09.03	Carols by Candlelight
10.09.04	Easter Dawn Service
10.09.05	Mini Mosmarathon
10.09.06	Sirius Cup Regatta
10.09.07	Mudgee Food and Wine Fair
10.09.08	Balmoral Burn
10.09.09	Shakespeare By The Sea
10.09.10	School Events
10.09.11	Lovedale Long Lunch
10.09.12	Garden Show

**10.10 Friendship Agreements**

Co-ordinator: Manager Marketing & Communications

Income	Expenditure	Net
0	13,263	13,263

10.10.01	Plan and Promote
10.10.02	Glen Innes
10.10.03	Norfolk Island
10.10.04	Isle of Wight
10.10.05	Paciano, Italy
10.10.06	Mudanjiang, China
10.10.07	Douglas Shire, Mossman, Queensland

## PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

### OVERVIEW

#### Description

This Program incorporates many of the findings of the Mosman Cultural Plan 2005-2009.

Council also provides or facilitates the provision of a range of cultural activities or venues. These include a series of cultural events including art exhibitions, musical and literary events many of which occur in the Mosman Art Gallery & Community Centre. Council owns a significant collection of Australian paintings as a result of the Mosman Art Prize (dating from 1947) and other acquisitions.

The creation of the Mosman Public Art Trust has acted as a catalyst for Council to develop a long-term strategy for the incorporation of a range of public art in Mosman.

To engender community spirit and identity Council also provides, supports or participates in other community events which are managed in accordance with Council's Special Event Management Policy. Council has Friendship Community relationships with six communities, within Australia and overseas.

#### Major Issues

There is expressed community desire for an appropriately equipped performance space with air conditioning for concerts and other live performances and need for a dedicated "art centre" providing spaces for art workshops and classes on a regular basis. Some such spaces are available in the Mosman Art Gallery and Community Centre but there are competing demands on these spaces between Children's Services and Cultural Services.

#### Focus

A major focus will be the Mosman Festival which should be inclusive of residents of all ages and backgrounds.

## **PROGRAM 11**

# **TRANSPORT AND TRAFFIC**

**Convenor: Director Environment & Planning**

## **PROGRAM STATEMENT**

Driving a sustainable transport solution for Mosman by:

Reviewing safe speed limits throughout Mosman

Advocating strongly for better State Government transport planning and more reliable services

Lobbying and planning for a well thought out and soundly funded solution to our through traffic problems and congested streets, in co-operation with other authorities

Exploring opportunities for an integrated transport approach

## **FUTURE MOSMAN OBJECTIVES**

- Public infrastructure is improved
- Consideration to environmental matters
- Regional transport needs addressed
- The community's voice is solicited and heard
- Local transport needs addressed
- The community is well informed about all services and facilities and actively participating in civic affairs
- Mosman is a caring, safe and physically and intellectually healthy community
- Revenue is increased and revenue sources are expanded

## PROGRAM 11: TRANSPORT AND TRAFFIC

### SUB-PROGRAMS

### ACTIVITIES

#### 11.01 Policy and Administration and Customer Focus

Co-ordinator: Director Environment & Planning

Income	Expenditure	Net
412,000	120,109	(291,891)

11.01.01	Lead, Manage, Review Report
11.01.02	Ecologically Sustainable Development
11.01.03	Meetings - Management, Staff, Team
11.01.04	Consultation & Communication - Public Relations - Advice, Investigation, Education, Liaison, Publicity, Website
11.01.05	Administration - Secretarial, Clerical, General Correspondence, Filing
11.01.06	Customer Focus
11.01.07	Contract Management
11.01.08	Grants, External Funding, Income Opportunities
11.01.09	Mosman Identity
11.01.10	Transport policy development and review
11.01.11	Travel demand management

#### 11.02 Roads

Co-ordinator: Manager Assets and Services

Income	Expenditure	Net
481,000	1,154,799	673,799

11.02.01	Concrete
11.02.02	Asphalt
11.02.03	Main Roads
11.02.04	Kerb and Gutter
11.02.05	Vehicle Crossings
11.02.06	Road Opening Reinstatements
11.02.08	Public Utilities Activities
11.02.09	Verges/Nature Strips
11.02.10	Carpark Maintenance
11.02.07	Retaining Structures

#### 11.03 Facilities

Co-ordinator: Manager Assets and Services

Income	Expenditure	Net
113,200	536,277	423,077

11.03.01	Street and Directional Signs
11.03.02	Devices and Controls
11.03.03	Crash Barriers
11.03.04	Street Lighting
11.03.05	Fencing
11.03.06	Underground Overhead Wires
11.03.07	Line marking
11.03.08	Traffic signs

#### 11.04 Traffic Management

Co-ordinator: Manager Assets and Services

Income	Expenditure	Net
1,757,000	517,599	(1,239,401)

11.04.01	General
11.04.02	Street Carparking - parking management
11.04.03	Council Carparks - parking management
11.04.04	Register of Traffic Devices
11.04.05	Military Road/Spit Road
11.04.06	Traffic Model
11.04.07	Resident Parking Schemes
11.04.08	Parking Patrols
11.04.09	Traffic Management Plans
11.04.10	Special events
11.04.11	Traffic surveys
11.04.12	Traffic facilities

**PROGRAM 11: TRANSPORT AND TRAFFIC**

**11.05 Road Safety and Pedestrians**

Co-ordinator: Manager Assets and Services

Income	Expenditure	Net
114,100	680,923	566,823

11.05.01	Footpaths
11.05.02	Pedestrian Crossings
11.05.03	Kerb Ramps
11.05.04	Paved Areas
11.05.05	Street Furniture
11.05.06	Steps and Stairways
11.05.07	Access and mobility plans
11.05.08	Street/Footpath Obstruction Patrols
11.05.09	Road Safety Strategy and Action Plan
11.05.10	Walking routes
11.05.11	40km/hr zones

**11.06 Bicycles**

Co-ordinator: Manager Assets and Services

Income	Expenditure	Net
43,000	119,615	76,615

11.06.01	Bicycle Strategy
11.06.02	Bicycle Signage
11.06.03	Bicycle Network
11.06.04	Bicycle Parking
11.06.05	SHOROC Cycleway mapping

**11.07 Public Transport**

Co-ordinator: Manager Assets and Services

Income	Expenditure	Net
0	21,902	21,902

11.07.01	Bus Shelters
11.07.02	Ferry Services
11.07.03	Promotion and innovation
11.07.04	Bus Services
11.07.05	Summer Bus
11.07.06	Taxi services
11.07.07	Community Transport

**11.08 Integrated Transport**

Co-ordinator: Manager Assets and Services

Income	Expenditure	Net
0	0	0

11.08.01	SHOROC Integrated Regional Transport Plan
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## PROGRAM 11: TRANSPORT AND TRAFFIC

### OVERVIEW

#### Description

This Program is provided to meet the increasing need for community mobility. Emphasis is placed on:-

- special requirements of users, e.g. the elderly and making it a physically accessible environment.
- integrating various modes of transport, e.g. pedestrians and automobiles.
- facilities required for movement, e.g. roads, carparks.
- materials used in construction and maintenance, e.g. asphalt, concrete.
- representing the community at State and Federal Government levels.
- minimising the number of traffic related accidents to improve the safety of all modes of transport.

#### Major Issues

Traffic is a major issue affecting the safety and amenity of Mosman. Residents particularly dislike traffic congestion and parking problems. They support the lobbying against the two additional lanes on the Spit Bridge and Council's in principle support for the toll tunnel option. The Mosman community is affected by traffic and transport issues on a regional and a local level.

Regional transport issues include:

1. Spit Bridge
2. Spit/Military Road corridor - inadequate design, capacity and containment of regional traffic
3. The need for alternative cross regional routes not only to the city, but the broader Sydney area and ultimately to the Sydney Orbital (M7)
4. Public transport provision and improvement
5. Reliance on Spit/Military corridor as the main all weather public transport route and for movement of urban freight to and from Warringah.

Council needs to continue its involvement through SHOROC to negotiate and lobby with State and Federal governments to work towards a better outcome for residents and the business community. Council is seeking through SHOROC to obtain commitment and funding to address regional transport issues. The four councils continue to lobby for outcomes identified in SHOROC Transport Policy and supporting Action Plan.

The SHOROC Transport Policy adopted by Council in May 2002 seeks to address these and other traffic and transport issues in the region. In particular, the SHOROC policy seeks the provision of a high standard, demand managed, convenient public transport system, in conjunction with a well connected road network which incorporates an additional crossing of Middle Harbour, and offers alternative routes for urban freight.

Future Mosman has also confirmed a third Middle Harbour crossing as essential and identifies local traffic issues such as improvements of pedestrian access and infrastructure along Military

## **PROGRAM 11: TRANSPORT AND TRAFFIC**

Road in the town centres, improvements to traffic management at Mosman Junction and lower traffic speeds. Alternative public transport options are to be investigated to assist members of the community who need it.

Road Safety continues to be a priority with behavioural change and education being integral to the Road Safety Action Plan.

The maintenance of existing road infrastructure continues to be a major priority. In the last two financial years Council has not been able to provide the levels of funding previously proposed for concrete and asphalt road maintenance when they were last reviewed in 2000. A survey of the condition of all road and footpath pavements is currently being undertaken which will allow an evaluation of the success of Council's strategy for road and footpath maintenance over the last 5 years. The data will also allow a forwards work program to be established for the coming five years to 2010. This program will confirm funding levels required to maintain the roads over this period.

In the coming year, Council's level of intervention of trip hazards will be reviewed in conjunction with the implementation of the Footpath Manual. This data will provide an assessment of the state of Council's footpath asset and provide input into the proposed asset management system, allowing a forward works program to be produced.

### **Focus**

Regional transport issues will continue to be addressed through SHOROC and by negotiating with, and lobbying the state government. The integration of transport policy and planning as part of the Metropolitan Strategy will be monitored for its potential impact on development in Mosman and in the region. Our role in advocating for better public transport will be focussed on ferry services as identified in Future Mosman.

Traffic management is a significant activity in which safer and better outcomes are sought for local traffic, residents and businesses. This includes the continuing review of resident parking schemes. Replacement of all "No Standing" signs throughout Mosman will be completed next year and a maintenance program for line marking and signs on local roads will be introduced.

The implementation of the Bicycle Strategy over the next 5 years will be a major activity, subject to funding availability.

## **PROGRAM 12**

# **LOCAL AND REGIONAL ECONOMY**

**Convenor: Director Community Development**

## **PROGRAM STATEMENT**

Promoting our local and regional economy by:

- Supporting business people in the area across a range of initiatives and services and consulting with them about such matters as planning controls relating to business and commercial areas
- Liaising closely with the business community and tourist attractors to improve the economic opportunities for businesses and the enjoyment of residents and visitors
- Having strong relations with neighbouring Councils in order to plan for future infrastructure in a cohesive manner, to share knowledge and resources where appropriate, and to attract State and Commonwealth funding into our area

## **FUTURE MOSMAN OBJECTIVES**

- The Mosman community reflects a balance of population across the age groups
- Public infrastructure is improved
- Consideration to environmental matters
- Regional transport needs addressed
- The community's voice is solicited and heard
- Local transport needs addressed
- All community and cultural services and facilities are maintained and through sound planning and consultative processes, developed to meet the emerging needs of the community
- The community is well informed about all services and facilities and actively participating in civic affairs
- Mosman is a caring, safe and physically and intellectually healthy community
- Revenue is increased and revenue sources are expanded

<b>PROGRAM 12: LOCAL AND REGIONAL ECONOMY</b>
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**SUB-PROGRAMS****ACTIVITIES****12.01 Policy and Administration and Customer Focus**

Co-ordinator: Director Community Development

Income	Expenditure	Net
0	52,725	52,725

12.01.01	Lead, Manage, Review, Report
12.01.02	Ecologically Sustainable Development
12.01.03	Meetings - Management, Team, Staff
12.01.04	Consultation & Communication - Public Relations - Advice, Investigation, Education, Liaison, Publicity, Website
12.01.05	Administration - Secretarial, Clerical, General Correspondence, Filing
12.01.06	Customer Focus
12.01.07	Contract Management
12.01.08	Grants, External Funding, Income Opportunities
12.01.09	Mosman Identity

**12.02 Business Development**

Co-ordinator: Manager Marketing &amp; Communications

Income	Expenditure	Net
1,000	56,008	55,008

12.02.01	Business and Retail Liaison
12.02.02	Street Decoration
12.02.03	Business Enterprise Centre
12.02.04	Media Liaison
12.02.05	Business Forum
12.02.06	Mosman Business Community Development
12.02.07	Mosman-North Sydney Awards of Distinction
12.02.08	Marketing Initiatives

**12.03 Marketing Mosman**

Co-ordinator: Manager Marketing &amp; Communications

Income	Expenditure	Net
1,000	26,181	25,181

12.03.01	Marketing Mosman/Mosman Is
12.03.02	Liaison with relevant agencies, community groups, and tourism business
12.03.03	Production of printed and electronic information for visitors
12.03.04	Outdoor Signs
12.03.05	Media Liaison
12.03.06	Special event issue management
12.03.07	Taronga Zoo Liaison

**12.04 Regional Development**

Co-ordinator: General Manager

Income	Expenditure	Net
0	61,531	61,531

12.04.01	SHOROC
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## PROGRAM 12: LOCAL AND REGIONAL ECONOMY

### OVERVIEW

#### Description

This Program considers the needs of the local and regional community in regard to employment, business, tourism/visitors and regional development. The theme is one of fostering the viability of local businesses in order to support new and fledgling businesses to provide greater opportunities for local employment and greater shopping and business choice for residents and visitors, but in a manner which preserves those things which local people value about their community.

Council's role in economic development is as catalyst, strategic planner, advocate, and evaluator, in partnership with the private sector and other community and regional leaders, particularly through SHOROC (Shore Regional Organisation of Councils) comprising Mosman, Manly, Pittwater and Warringah Councils.

SHOROC priorities for the coming year are: Employment, Workforce Planning, Economic Development, Resource Management, Transport and Environmental Sustainability.

Council also provides support to the business community through, for example, the co-ordination of the Mosman Is Logo initiative which is also used to promote Council's own services, production of the Business Newsletter, management of Business Watch, the Business Forum and the Women in Business Network. Council directly provides the Business Enterprise Centre which provides free advice to those considering establishing a business or seeking advice on an existing business.

Council's role is also to balance the sometimes competing needs of businesses and local residents together with the requirements imposed on Council through State legislation.

#### Major Issues

The management of economic development, and of appropriate tourism are issues for Mosman. These issues are shared responsibilities between Council and business and co-operation on and co-ordination of regional initiatives can be vital.

An emerging issue is the needs of local women running their own businesses. The growth of home-based offices and usage of commercial offices by local residents can have benefits in increasing community and business involvement in Mosman. More research needs to be undertaken in conjunction with SHOROC to better understand this sector.

The opening of Georges Heights and Middle Head will potentially impact on the area. Ensuring sustainable low impact visitor management will become increasingly important.

#### Focus

Support will continue to be provided to local businesses to improve the economic wellbeing of the community. Visitor management initiatives are aimed at reducing any negative effects whilst ensuring the realisation of any potential benefits for the community as a whole.

**PROGRAM CEC: COMMUNITY ENVIRONMENTAL CONTRACT**

**COMMUNITY ENVIRONMENTAL  
CONTRACT**

**Convenor: Director Environment & Planning**

**PROGRAM STATEMENT**

To protect, conserve and enhance the environment of Mosman and its value to the Community.

## PROGRAM CEC: COMMUNITY ENVIRONMENTAL CONTRACT

# OVERVIEW

## Description

The Community Environmental Contract (CEC) is a comprehensive program which identifies, schedules and costs major environmental infrastructure and asset management works which cannot be funded by Council's core budget. Implementation of the CEC will complement environmental projects and activities identified in MOSPLAN and will put Mosman on the path towards ecological sustainability. The CEC is Council's commitment that these works will be undertaken and carried out as planned.

Works will be undertaken over a six to seven year period and funded by a 5% special rate increase levied over a 12 year period commencing 1 July 2000. All monies collected will be dedicated to the works outlined in this document. Council will also continue to apply for grant funding to supplement the income from the special rate increase. Any additional funds made available due to successful grant applications will be used to provide increased environmental outcomes and in particular diverted towards specific bushland rehabilitation work wherever possible.

As we enter the sixth year of the CEC, work is running a little behind schedule but is not expected to significantly delay the overall completion of the program. Installation of all stormwater quality improvement devices is scheduled for completion in 2007 with creek works and sea walls to be the remaining focus through to June 2007. Priorities will continue to be varied as grant funding becomes available e.g. Balmoral Water Reuse Scheme.

## Major Issues

The major issues to be addressed by the CEC are:

- Stormwater quality
- Degraded creek systems
- Seawalls
- Bushland management

## Focus

Where possible elements from different CEC sub-programs have been combined to form integrated projects that add value and increase environmental outcomes and opportunities for community involvement and education. This approach has been recognised as valuable by the State and Federal Governments and is reflected in the level of success Council has achieved in securing grant funding for such projects.

## STATEMENT OF MEANS

### PROGRAM 1: COUNCIL, COMMUNITY AND COMMUNICATION

Convenor: Executive Officer - Corporate & Human Development

#### SUBPROGRAM 1.01: COUNCIL, SECRETARIAT AND CIVIC INVOLVEMENT

Co-ordinator: Manager Governance

ACTIONS	DATE	PROGRESS
Assign the necessary resources to ensure agendas, minutes and actions arising from meetings are completed and distributed on time.	Annual Review January	Achieved and ongoing. 27 Council meetings and 6 Traffic Committee meetings conducted over 2006/2007.
Review and enhance systems relating to online minute taking, business papers and agenda preparation.	Ongoing January	Ongoing. Minutes Manager and processes reviewed to ensure functionality and efficiency.
Answer all correspondence relating to items referred to Council, and update the Delegations Register and Question Without Notice Register within 7 days or relevant meeting or decision.	Ongoing January	Correspondence and action initiated generally within 7 days. Managers review staff Dataworks task list.
Review protocols and procedures.	Annual Review January	Protocols and procedures are being reviewed as required.
Provide ongoing education and support for new Councillors by Councillors and the General Manager.	Ongoing	Achieved and ongoing. Ongoing provision of information to Councillors.
Review and update indexes for Policies and Delegations Manuals.	Annual Review January	Achieved and ongoing.
Implement Council decisions expeditiously.	Ongoing July	Achieved and ongoing. Council decisions acted on in a timely manner.
Resource Ward meetings and issue Ward Councillor newsletters at discretion of respective Ward Councillors.	Ongoing	Will action when requested by Councillors.
Prepare submissions to lobby State and Federal Government on issues pertaining to Mosman.	Ongoing	Achieved and ongoing. Submissions made in respect of various issues, notably, traffic and transport, sub-regional planning and environmental issues.
Prepare a Councillor Information Kit for residents and community members interested in the 2008 local government elections, and an Induction and Formal Briefing Program for elected Councillors after the elections.	To be Completed by December 2007	Councillor Information Kits will be prepared for residents and community members for the 2008 local government elections and an Induction and Formal Briefing Program will be run for elected Councillors after the election.
Facilitate efforts by the community to voice concerns on amalgamation issues.	Annual Review July	Will support as required. Local Government Structural Reform issues progressed during 2006/2007.

## Statement of Means

ACTIONS	DATE	PROGRESS
Make Citizen of the Year, Young Citizen of the Year and School Citizenship Awards.	Annual Review November	Awards announced Australia Day. 2007 Mosman Citizen of the Year awarded to Diane and Stanley Wachman and the 2007 Young Citizen of the Year awarded to Sebastian Khavari. Receptions held. School Citizenship award facilitated during November/December 2006.
Host memorable Citizenship ceremonies, and Mayoral and Civic Receptions.	Half Year Review January, July	Achieved and ongoing. 6 citizenship ceremonies held with 312 candidates.

## Statement of Means

### PROGRAM 1: COUNCIL, COMMUNITY AND COMMUNICATION

Convenor: Executive Officer - Corporate & Human Development

#### SUBPROGRAM 1.03: GOVERNANCE

Co-ordinator: Manager Governance

ACTIONS	DATE	PROGRESS
Enhance the use of the accolades/complaints reporting system, ensuring unambiguous procedures are in place.	Quarterly Review September	Pamphlets produced and Policy available on the Web. Comments can be made through the Web portal. Reports of complaints received referred to monthly Senior Staff meeting for information.
Regularly update elected members on feedback and results from customer surveys.	Quarterly Review September	Community Customer Survey conducted late 2006 and reported to Councillors first quarter 2007. 300 telephone interviews completed asking residents to rate 12 Council services.
Ensure the results of all disclosures of interest, voting and decision making at Council meetings are available to the public.	Ongoing July	Achieved. Posted to web site by end for the week in which a meeting occurs.
Consider the introduction of a Mosman Independent Hearing Assessment Panel.	To be Completed by July 2006	Awaiting release of Ministerial discussion paper on regulatory development matters.
Review and regularly update awareness of all policies and plans comprising Council's Governance Plan.	Annual Review January	Regular updates circulated to Councillors and updated in Dataworks and on the Web shortly after changes adopted by Council.
Review Council's policies in regard to access to information and ensure that confidential matters are dealt with appropriately.	Annual Review March	Achieved and ongoing.
Contribute to induction and ongoing training in staff awareness of Council's confidentiality, open file policies and the FOI Act.	Monthly Review	Ongoing. Regular sessions are undertaken with new staff as part of the induction and orientation sessions.
Conduct a further ethical health survey of the organisation based on the ICAC model.	To be Completed by September 2006	Confidential survey conducted December 2006.
Integrate Future Mosman with Council's Management Plan, MOSPLAN.	Quarterly Review May	Future Mosman is now fully integrated with Council's Management Plan, MOSPLAN. Review conducted early 2007.
Ensure access to information is timely and appropriate.	Ongoing July	Achieved and ongoing.
Develop and implement internal audit Charter and program focusing on best practice.	To be Completed by June 2007	Awaiting release of DLG internal audit guidelines. Proceeding with participation in SHOROC Internal Audit Unit.
Review Council's Procurement Policy commensurate with Environmental Management Plan principles and WRAPP requirements.	Annual Review June	Procurement Policy amended accordingly.

## Statement of Means

### PROGRAM 1: COUNCIL, COMMUNITY AND COMMUNICATION

Convenor: Executive Officer - Corporate & Human Development

#### SUBPROGRAM 1.04: COMMUNICATION

Co-ordinator: Marketing & Communications Manager

ACTIONS	DATE	PROGRESS
Continue to liaise with all media.	Ongoing	Achieved and ongoing. Greater emphasis on press releases.
Monitor residents' use of electronic information systems and increase dissemination of electronic information.	Quarterly Review September	Achieved and ongoing. Continuing high usage of Das on-line and expansion of LEP/DCP e-Newsletter facilities.
Conduct public meetings and make information available prior to the meetings.	Ongoing	Achieved and ongoing. A range of meetings has been held involving particularly staff of the Environment and Services and Urban Planning team together with consultations by appropriate staff in relation to the infrastructure levy.
Keep the community informed of contentious issues and major proposals.	Ongoing	Achieved and ongoing. Extensive publicity about issues related to LEP/DCP Review, new section 94 and 94A plans, waste and recycling service changes and specific projects such as road improvements, Drill Hall Common proposals, playground improvements and infrastructure levy.
Update and distribute a Residents Information Kit to new residents.	Ongoing April	Achieved and ongoing.
Keep the State and Federal Governments informed and up to date on issues pertaining to Mosman.	Ongoing	Achieved and ongoing.
Resource the Corporate Support Team to deliver high level frontline customer service and communication.	Ongoing July	Achieved and ongoing. Training and procedures reviewed.
Investigate the preparation of communications and publicity strategies.	To be Completed by June 2007	Council adopted new communication strategy including regular publication and household distribution of Mosman News.
Survey community expectation, opinion and satisfaction.	To be Completed by March 2007	Survey conducted late 2006.
Develop Council's web site to facilitate the conduct of business on-line.	Ongoing	New website launched June 2007 with all content subject of review for relevance and currency. Business on-line still to be fully achieved as funding not available in the IT Manager's Capital budget.

## Statement of Means

ACTIONS	DATE	PROGRESS
Monitor customer use of office hours.	Quarterly Review September	Statistics of customer use of office hours for both phone contacts and reception area contacts have been collected and analysed with a view to providing better customer service. Customer use of Community Development facilities monitored. Empirical data obtained by survey of phone contacts. Similar surveys of face to face customers to take place in 2007.

## Statement of Means

### PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

#### SUBPROGRAM 2.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Director Corporate Services

ACTIONS	DATE	PROGRESS
Review the organisation structure and procedural arrangements, and where appropriate, introduce workplace reform.	Ongoing June	Achieved and ongoing. Restructure of Assets and Services and Planning and Transport Teams to allow for better alignment of activities and to allow all major asset classes to be managed within the one team. Restructure undertaken to account for transfer of Property and Assets team to the Environment and Planning Department. Other small restructures in the Childrens Services area.
Market test for the most cost-effective provision of existing and new services.	Ongoing June	Achieved and ongoing with continuing evolution of contracts and expansion of contracts with increased levels of services.
Identify contract management staff skills and run training programs to develop those skills.	Ongoing June	Under OH&S there are some contract management update-style training programs available for appropriate staff.
Assess demand, utilisation and appropriateness of Council's facilities.	Ongoing June	Achieved and ongoing. Review conducted as part of preparation of 2007/08 budget. Asset management system implemented in 2006 with condition information obtained and being used to inform decisions about priorities for repair and maintenance of Council facilities.
Develop, implement and keep up-to-date a contract management system.	Ongoing June	Contract diaries used by Contract Supervisors. These diaries kept in Dataworks and are used to continually monitor performance and non-conformance through inspection and liaison.
Undertake internal audits of Council services and contracts.	Ongoing June	A co-operative approach among SHOROC Councils is being pursued at the General Manager level. This has been held up whilst awaiting release of Department of Local Government Guidelines.
Complete investigations of complaints within three working days of receipt.	Ongoing June	Achieved and ongoing. Council's complaint handling policy requires investigations to be completed within 14 days. This is achieved except when the investigation involves liaison with persons who are temporarily uncontactable.
Review procedures and ensure contractors perform work in accordance with the specification and conditions of contract.	Ongoing June	Achieved and ongoing.

## Statement of Means

ACTIONS	DATE	PROGRESS
Review Council's longer term resource needs and plan accordingly	To be Completed by March 2007	Achieved and ongoing.
Ensure contractors know and comply with their statutory obligations, and understand the community's and Council's expectations.	Ongoing June	Achieved and ongoing.

## Statement of Means

### PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

#### SUBPROGRAM 2.02: FINANCE AND CORPORATE ASSETS

Co-ordinator: Manager Finance

ACTIONS	DATE	PROGRESS
Review rating structure annually to ensure fair and reasonable imposition.	Annual Review April	Completed in conjunction with Budget preparation.
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 Review September	Completed in conjunction with Budget preparation.
Prepare annual financial reports and refer to auditors - Section 413 of Local Government Act, 1993.	Ongoing August	Completed in October 2007.
Program funding strategies in relation to Council's Community Environmental Contract.	Annual Review May	Achieved and ongoing.
Review costing structure for all revenue streams of Council.	Ongoing September	Achieved and ongoing. Reviewed with Budget preparation.
Ensure that Council's resources and leasable properties are maintained to a standard that will optimise returns.	Ongoing September	Achieved and ongoing. Reviewed with Budget preparation.
Raise by external means \$0.5M towards the provision of three outdoor weather courts on SHFT leased land at Cross Street, and removal of existing courts for remediation of the area.	To be Completed by March 2007	A \$500,000 loan allocation was taken up in accordance with Council resolution of 1 May 2007. The funds have been restricted within the Council's 2006/2007 Annual Financial Statements and have been restricted for use in 2007/2008.
Effectively manage Council's external loan borrowing program.	Ongoing July	Ongoing and reviewed with Strategic Financial Plan.
Ensure accurate and timely recording of accounts and quarterly reporting.	Quarterly Review September	Achieved and ongoing.
Maintain and review Council's Strategic Financial Plan.	Quarterly Review September	Achieved and ongoing. Reviewed with Budget preparation.
Raise funds for local purposes by the fair imposition of rates, charges for services including meter parking, Section 94 contributions, income earned from investments, borrowing and grants, and where possible look to develop public-private partnerships.	Annual Review April	Achieved and ongoing.
Ensure Estimates process provides recurrent funding for new and extended services.	Annual Review April	Achieved and ongoing.
Investigate, consult and plan for the possible implementation of an Infrastructure Levy following completion of real life asset management modelling.	To be Completed by December 2006	Achieved. 5.99% whole of life Infrastructure levy approved by Minister and incorporated from 2007/2008 Budget.
Develop and maintain a complete register and an effective management system for all Council assets.	Ongoing March	Asset management system implemented and data capture and priority identification in progress.

## Statement of Means

ACTIONS	DATE	PROGRESS
Encourage, train and assist staff responsible for a budget.	Annual Review September	Assistance given to all staff with financial responsibility. Manager Finance and Financial Accountant conduct training sessions when required. Issues discussed on a regular basis with individual staff with budget responsibilities and with Managers at Departmental Meeting.

## Statement of Means

### PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

#### SUBPROGRAM 2.03: INFORMATION TECHNOLOGY AND INFRASTRUCTURE

Co-ordinator: Manager Information Technology Services

ACTIONS	DATE	PROGRESS
Determine training needs of departments and develop appropriate training system.	Half Year Review March, September	Achieved and ongoing. Discussed with Managers at staff meetings and with individuals at time of performance reviews. Human Resources in conjunction with Information Technology address the different computer training requirements that arise. In addition there is one full time staff member who devotes some time to training all new staff and others as required in the use of DataWorks to ensure corporate commitment and consistent approach to this electronic document management system. Regular training sessions are conducted and staff canvasses as to their needs.
Coordinate internal user groups for all systems to meet on a needs basis but at least quarterly to discuss problems with systems.	Quarterly Review April	Achieved and ongoing.
Review and enhance usage of all equipment, features, systems and technologies.	Quarterly Review March	Achieved and ongoing.
Review IT related Policies and Protocols.	Half Year Review June, December	Achieved and ongoing. Policies and Protocols relating to IT are reviewed each year. At present they remained for the most part unchanged as the email protocols and behavioural requirements are much the same as last year.
Maintain an awareness of technical research & development of Internet facilities for the purpose of improving service provision to Council and community.	Monthly Review	Achieved and ongoing. All main website hosting is conducted from in-house servers from June 2006. New website implemented June 2006. Improved navigation & functionality, built on web standards, non-proprietary architecture, changed from static pages to database driven site.
Expand external secure access to the Council's PC network to facilitate out of office hours staff access.	Half Year Review April, October	As there was no capital budget, this has not been able to be implemented during 2006/07 and is unlikely to be delivered in 2007/2008 as funding is unavailable.
Review all Council business processes and ensure usage of appropriate corporate software systems.	Monthly Review December	Achieved and ongoing. This has included implementation of a specialised Children's Services program for management of MOCC and OOSH, due to end-of-life of preexisting product.

## Statement of Means

ACTIONS	DATE	PROGRESS
Review and enhance, as appropriate, provision of IT equipment and services (including training) to Councillors.	Annual Review April	Achieved and ongoing. Training and equipment provided as and when requested by Councillors. Training is provided to Councillors on a one to one basis as requested by Councillors.
Review and enhance the IT strategy to meet Council's needs to 2008 and beyond.	Annual Review May	Achieved and ongoing.
Implement a computerised Assets Management System.	To be Completed by July 2006	Achieved. Asset system commenced and implementation in progress.
Ensure ongoing planning and budget provision for growth and enhancement in Information Technology facilities and services.	Annual Review March	Achieved and ongoing.
Review and implement revised data management procedures.	Monthly Review	Achieved and ongoing.
Update and further develop the Internet Plan.	Quarterly Review October	Achieved and ongoing.
Provide full electronic services to customers both internal and external, including 24 hour digital access.	Half Year Review June, December	Achieved and ongoing.
Review and enhance internal Web hosting services, providing for dynamic delivery of customised electronic information from Council IT systems.	Quarterly Review April	Achieved and ongoing. All web hosting of main websites is conducted from within Council premises.
Implement image compression to assist the delivery of corporate information on the Internet.	Quarterly Review September	Ongoing. Budget was not provided in 2006/2007 for this project to proceed. It is hoped that work will progress in 2007/2008 subject to budget limitations.
Regularly review Plans of Management for network infrastructure, maintenance, improvement and upgrade.	Quarterly Review September	Achieved and ongoing. Internal upgrades of services between the Chambers, Library and Gallery were completed in the second quarter of 2007.
Review and replace, as appropriate, all IT related systems.	Quarterly Review March	Achieved and ongoing.
Implement or enhance specialised asset, works, waste and traffic software solutions within corporate systems.	Ongoing December	Achieved and ongoing.
Review, replace or augment (as appropriate) scanning and photographic technologies.	Half Year Review April, October	Achieved and ongoing.
Review and enhance internal IT standards and procedures for the acquisition and environmental disposal of hardware equipment and E-consumables.	Annual Review April	Achieved and ongoing. All printer consumable waste are recycled using environmental disposal companies.
Review and enhance new and existing field capture techniques to enable further accuracy and availability of Spatial information via the GIS to all departments.	Quarterly Review April	Achieved and ongoing.
Review and enhance IT systems and services to include commercial opportunities for revenue generation and expenditure savings.	Quarterly Review	Achieved and ongoing.

## Statement of Means

ACTIONS	DATE	PROGRESS
Review and enhance usage of the Geographic Information System.	Annual Review September	Achieved and ongoing.

## Statement of Means

### PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

#### SUBPROGRAM 2.04: INSURANCE AND RISK MANAGEMENT

Co-ordinator: Manager Governance

ACTIONS	DATE	PROGRESS
Survey and review condition and hazards for buildings and structures.	Quarterly Review	Asset assessments in progress across various categories to identify priorities for action.
Develop awareness of and promote information gathering by staff to identify, report and record potential hazards and witness accounts of accidents.	Ongoing January	Gathering Information Policy adopted by Council and circulated to all Mangers for discussion with their staff. Regular reminders sent to staff to reinforce their responsibility to report unsafe / potential hazards for staff and the public.
Install new regulatory and information signs in public places to comply with Australian Standards.	To be Completed by June 2006	All Reserves and parks signposted and auditing commenced. Bushland areas and small areas of open space only remain.
Review and document all risk management procedures and processes.	To be Completed by June 2006	Risk assessments not commenced due to a delay in the availability of the insurer's risk management software Risk-E-Map. Initial training undertaken November 2006 however due to critical problems with the software further delays encountered. Training scheduled for October 2007.
Manage worker's compensation claims effectively.	Half Year Review June, December	Mosman Council does not need to manage many workers compensation claims in fact less than 10 in the 2006/2007 financial year period, all of which were minor claims. Outstanding results in OH&S management as very few claims received and all those minor in natue.
Continually review insurance portfolio and obtain most cost-efficient renewal terms.	Ongoing April	Annual review of policies conducted with broker and where appropriate policies changed to meet requirements.
Undertake an audit of Council's street trees and footpaths.	Ongoing December	Achived and ongoing. Trees inspected under Contract for Tree Management.
Review and maintain an effective Business Recovery Plan for the Civic Centre, Community and Cultural Centre, Depot and Library complex.	Half Year Review June, December	Business Recovery Plan reviewed and updated. Desk top exercise to be conducted late 2007.

## Statement of Means

### PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

#### SUBPROGRAM 2.05: HUMAN RESOURCES

Co-ordinator: Executive Officer - Corporate & Human Development

ACTIONS	DATE	PROGRESS
Negotiate Employment Agreements.	To be Completed by April 2007	To date no workplace agreement has been lodged, none the less, some early negotiations have taken place and an Industrial Agreement Committee formed.
Develop electronic systems to improve access to HR information.	To be Completed by July 2007	The tender process has been followed to identify an appropriate provider. The final decision will be made in September 2007.
Prepare a Workforce Plan.	To be Completed by June 2007	A Workforce Plan is being developed bringing together all the Human Resource Programs that are already in place.
If High Court Challenge of WorkChoices succeeds, conduct an internal review to determine whether the Salary System complies with Notional Agreement Preserving State Award requirements.	To be Completed by June 2007	The Salary System currently in place at Mosman meets the requirements of the NAPSA.
Evaluate cross-section of positions at Council to determine parity.	To be Completed by June 2007	Positions at Mosman Council are measured using a system called Wyatt. The assessment of each position against this software ensures parity across the organisation.
Review recruitment processes, particularly in relation to advertising.	To be Completed by August 2006	The recruitment processes have been reviewed and will be changed slightly to reduce the advertising costs that recruitment traditionally generates.
Investigate issues arising from EEO survey and prepare an EEO Management Plan.	To be Completed by December 2006	The EEO Management Plan has been transformed into an action plan.
Monitor Council's work injury rehabilitation and return to work program.	Monthly Review August	The return to work program is constantly monitored and reviewed to suit the few various circumstances that arise and need tailored programs.
Review performance of Workers' Compensation insurer	Annual Review June	The Workers Compensation insurer provides regular reports and works closely with Council when there are cases to address; their performance has been excellent.
Promote awareness among staff of the issues surrounding cultural diversity.	Ongoing September	Ongoing. Active promotion of cultural awareness through staff learning and development and Harmony Week.
Encourage employment opportunities that reflect the make-up of the community, bear in mind the principle of merit, and meet Council's legislative obligations and desire to be an employer of choice.	Bi-Annual Review October	The principle of merit is applied throughout the recruitment process. The new Workforce Plan will reflect the community and offer opportunities appropriately aligned with a view to attracting and retaining top talent.

## Statement of Means

ACTIONS	DATE	PROGRESS
Streamline the approval system for training.	To be Completed by July 2006	When the new Human Resource Information System is selected, following the tender process, the opportunity to streamline the approval system for training will present itself. In the meantime an increased focus on capturing training requirements through the Performance Review Process is driving a more pro-active approach to training.
Encourage staff career development opportunities.	Ongoing	Achieved and ongoing. Identified as part of performance reviews and supported where feasible through work arrangements and study leave. Staff are all encouraged to take on additional responsibilities and training to further develop their career paths. This is especially undertaken as part of the annual performance reviews undertaken. The greater focus on the performance review process to capture training needs will bolster the staff career opportunities as Managers discuss this with staff as part of the process.
Investigate opportunities to encourage work-life balance, and to ensure Council is a family friendly workplace.	To be Completed by March 2007	Many of the work-life balance opportunities have been negotiated with the industrial agreement committee and will be included in the Workforce Plan
Conduct rolling program of OHS audits.	Quarterly Review August	Achieved and ongoing. OH&S audits in each group have been taking place with more regularity on a monthly basis. Since the OH&S focus is now clearly embedded into the culture of the organisation, we will be moving to quarterly OH&S inspections. An audit of the entire organisation for every area of OH&S produced an improved result on last year increasing from 87.39 in 2006 to 91.1 in 2007. This is evidenced through the lack of work place injuries and resultant lack of workers compensation claims.
Continue immunisation and counselling programs for Council staff.	Annual Review March	Flu, Tetanus and Hepatitis injections were offered in 2007 to all staff. Many staff took advantage of the offer, 70 staff received the flu injections, 42 received tetanus and a further 42 received Hepatitis A AB or B.

## Statement of Means

### PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

#### SUBPROGRAM 2.06: CORPORATE INFORMATION MANAGEMENT

Co-ordinator: Manager Governance

ACTIONS	DATE	PROGRESS
Regular liaison with Departmental Managers to determine specific information management needs and to facilitate changed processes.	Quarterly Review January	Achieved and ongoing.
Register and distribute incoming information in an accurate and timely manner.	Monthly Review January	Achieved and ongoing.
Ensure efficient and accurate system administration and maintenance of the CIMS, and compliance with the State Records Act.	Quarterly Review January	Achieved and ongoing.
Attend to internal and external customer enquiries and requests for information in a timely and efficient manner.	Monthly Review January	Achieved and ongoing. Review and documentation of customer service procedures. Staff trained in organisational matters and rotated through different roles to ensure sharing of experience and knowledge.
Review and enhance existing physical file retrieval and storage processes.	Monthly Review January	Initial audits conducted and other options investigated. Further work to be done.
Integrate file information from the old card system stored as images on CD-ROM into the CIMS.	To be Completed by June 2006	Cards scanned and CDs produced. Awaiting resolution of IT issues to allow viewing on network.
Upgrade the Corporate Information Management System as new releases become available.	Quarterly Review March	Achieved and ongoing. System updated to DataWorks Version 3.4 in first quarter of 2007.
Review Council's Internet and e-mail Policy and Protocols as required by the Records Management Program.	To be Completed by January 2006	Achieved and ongoing.
Ensure comprehensive training for Key Users and End Users of the CIMS is maintained with release upgrades.	Quarterly Review January	Achieved and ongoing.
Continue to develop up-to-date User Guides that can be easily referenced by all staff.	Quarterly Review January	Achieved and ongoing.
Review and enhance existing workflows and create additional automatic workflows.	Monthly Review January	Achieved and ongoing.

## Statement of Means

### PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

#### SUBPROGRAM 2.07: STRATEGIC ASSET & PROPERTY MANAGEMENT

Co-ordinator: Manager Assets and Services

ACTIONS	DATE	PROGRESS
Provide a 24 hour incident and make safe callout system for Council's Assets.	Ongoing	Achieved and ongoing.
Implement public transport asset improvements in conjunction with Public Domain improvements.	Annual Review March	Ongoing as developments occur.
Review the standard of public signage and establish benchmarks and design standards that ensure signs are accessible and easy to read.	Annual Review March	New design of information and regulatory signage adopted to accord with Australian Standards. Signs erected in all parks and reserves.
Investigate more covered seating in bus shelters.	Annual Review March	Reported to Council advising all locations where covered seating can be achieved through extension of existing contract.
Review standard of all public amenity facilities and in accordance with the asset management plan, develop, cost and implement a program of maintenance and improvements.	To be Completed by September 2006	Achieved and ongoing.
Implement a Computerised Asset Management System and maintain an accurate asset register (subject to funding)	To be Completed by December 2006	Achieved and ongoing.
Implement a system of regular condition audits for all assets	To be Completed by December 2006	Achieved and ongoing.
Develop and implement asset management plans for individual assets, including minimum 5 year rolling maintenance and capital works programs.	Ongoing	Achieved and ongoing.
Utilise lifecycle cost analysis to assess acquisition of assets, and capital expenditure for existing assets	Ongoing	Achieved and ongoing.
Ensure entrepreneurial assets are adequately maintained to provide acceptable rates of returns	Ongoing	Ongoing as part of Asset Management System.

## Statement of Means

### PROGRAM 3: URBAN PLANNING

Convenor: Director Environment & Planning

#### SUBPROGRAM 3.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Director Environment & Planning

ACTIONS	DATE	PROGRESS
Inform the community (including the business community) about urban planning issues and major projects.	Half Year Review June, December	Achieved through regular articles in Mosman Daily and Mosman News. Distribution of flyers and letters and section on Council website. Various avenues for communication utilised.
Investigate and implement effective methods of community consultation for strategic planning projects and their evaluation.	Annual Review June	The major planning project this year has been the LEP Review. A documented communication strategy and evaluation is prepared for each stage. Communication methods implemented were email subscription list; LEP website; monthly newsletter to subscribers, information expo, focus group meetings, workshops, information stalls.
Improve access to, and availability of, Council's planning documents.	Annual Review June	Improvements to website including additional links and copies of more reports and related documents.
Prepare all planning documents to a high standard, both in presentation and ease of understanding to convey a strong Mosman identity.	Annual Review June	Continuing to be a priority.
Provide accurate S.149 Certificates in an efficient and effective manner.	Half Year Review June, December	Process of regular evaluation and improvement <ul style="list-style-type: none"> <li>•Update as statutorily required</li> <li>•Additional information provided for s149(5) as, and when, considered appropriate</li> <li>•Ensuring page set up presents professionally (this is ongoing and subject to discussion with IT)</li> <li>•Roster system for signing certificates daily.</li> </ul>
Appropriately respond to government initiatives and legislative change.	Annual Review March	Various legislative & policy changes initiated by State Government requiring: <ul style="list-style-type: none"> <li>-report to Council;</li> <li>-submission on behalf of Council;</li> <li>-participation at meetings (eg SHOROC, sub-regional planning group)</li> </ul>
Prepare procedural manuals for regular and ongoing functions, such as Local Heritage Fund, Good Design Awards, s 149 certificate amendments.	Annual Review June	Mosman Good Design Awards and Heritage Fund completed.

## Statement of Means

### PROGRAM 3: URBAN PLANNING

Convenor: Director Environment & Planning

#### SUBPROGRAM 3.02: MOSMAN LOCAL ENVIRONMENTAL PLAN

Co-ordinator: Manager Urban Planning

ACTIONS	DATE	PROGRESS
Prepare local environmental studies which will identify the need to amend current planning instruments.	To be Completed by December 2006	Environmental Study for LEP Review completed.
Review the effectiveness of existing planning controls and introduce means by which adverse environmental impacts of development may be mitigated.	To be Completed by June 2007	Completed as part of LEP Review process.
Review provisions of State Government legislation and policy and provide appropriate LEP framework.	Annual Review December	Draft MLEP 2007 is consistent with State policy and legislation, or justifiably inconsistent.
Investigate funding opportunities for the review of Mosman LEP 1998.	Annual Review June	Funding application submission – Mosman & Spit Junction Civic Improvement Program sent 6.10.06. Application was unsuccessful.
Undertake a comprehensive review of Mosman LEP 1998 addressing priorities identified in Future Mosman, the Metro Strategy and Regional planning objectives.	To be Completed by December 2007	Draft MLEP 2007 drafted and report prepared for Council for adoption at meeting on 3 July 2007.

## Statement of Means

### PROGRAM 3: URBAN PLANNING

Convenor: Director Environment & Planning

### SUBPROGRAM 3.03: PLANNING POLICY

Co-ordinator: Manager Urban Planning

ACTIONS	DATE	PROGRESS
Review DCPs and prepare a consolidated DCP in conjunction with the review of Mosman LEP 1998.	To be Completed by December 2007	Review is underway.
Prepare DCPs that support the LEP and conform to regulatory requirements, are objective based, include a combination of numerical and performance standards, and reflect community needs and aspirations.	Half Year Review June, December	Part of DCP Review currently underway.
Investigate opportunities for public domain improvements at Mosman Junction, including improvements to open space, public areas and traffic management.	Annual Review June	Funding application submission – Mosman & Spit Junction Civic Improvement Program sent 6.10.06. Application unsuccessful.
Review section 94 contribution plans and the appropriateness of the approach for other initiatives (Future Mosman).	Quarterly Review July	Section 94 and Section 94A Contribution Plans completed and adopted by Council on 5 September 2007.
Respond to proposals by utility authorities for telecommunications infrastructure.	Annual Review June	Responses provided as required.
Prepare streetscape character assessments and guidelines in areas where redevelopment potential is likely as part of the review of Mosman LEP 1998 and DCPs.	To be Completed by December 2007	Part of DCP Review currently underway.

## Statement of Means

### PROGRAM 3: URBAN PLANNING

Convenor: Director Environment & Planning

#### SUBPROGRAM 3.04: HERITAGE PLANNING

Co-ordinator: Manager Urban Planning

ACTIONS	DATE	PROGRESS
Continue to identify and list heritage items and heritage conservation areas where appropriate.	Annual Review June	The heritage assessment of 35 potential individual items and 3 groups of potential items previously nominated from a number of sources are the subject of a consultant's Study completed January 2007. Additional heritage conservation areas and heritage items included in draft MLEP 2007.
Implement the remaining recommendations of the Mosman Heritage Review.	Annual Review December	All relevant recommendations have been implemented.
Review and prepare strategy for Post War Housing within Mosman.	To be Completed by December 2007	No funding in 2006/2007 budget for this project. Some of this housing was included in Heritage Study completed January 2007.
Investigate purchase of historical aerial photographs when funding permits.	Bi-Annual Review June	Funding was not provided for in 2006/2007 budget.
Continue to employ a heritage adviser for advice on heritage matters and for community education.	Annual Review June	Achieved and ongoing. Robert Staas visited Council for a day every three weeks (approximately). No of visits: 15 No of appointments: 39 No of referrals: 200 As well as providing heritage advice in meetings and written advice to DAs, he gave a presentation to planning staff on various aspects of heritage conservation and development assessment, and was a judge on the panel assessing the Mosman Good Design Awards.
Prepare a series Heritage Walking Trails.	To be Completed by December 2006	Yet to be commenced.
Implement appropriate recommendations of the Aboriginal Heritage Study of Mosman.	Annual Review June	Implementation Plan prepared and adopted by Council. Two working groups are overseeing its implementation;
Investigate and utilise opportunities to promote heritage conservation, including organising the Mosman Good Design Awards 2007.	Annual Review December	Mosman Good Design Awards 2007. Nominations called in Jan/Feb 2007, record number of nominations (19), judging took place 1 March and Presentation evening 15 March 2007 when winners were announced.
Develop and prepare a co-ordinated program of on-site interpretation of historic sites in Mosman.	Annual Review March	Project is part of Aboriginal Heritage Study Implementation Group. Audit of interpretation signs carried out.

## Statement of Means

ACTIONS	DATE	PROGRESS
Continue with Local Heritage Fund on an annual basis.	Annual Review September	Funding for 5 projects allocated by Council in Nov 2006 (\$10,700). Second round of applications invited in April/May 2007 and 6 projects were offered \$ for \$ funding (\$9,900)
Investigate and utilise funding opportunities for heritage projects.	Annual Review June	Funding application submitted for preparation of a Conservation Management Plan for Boronia through NHII in Nov 2006. Application was unsuccessful.

## Statement of Means

### PROGRAM 3: URBAN PLANNING Convenor: Director Environment & Planning

#### SUBPROGRAM 3.05: LAND USE MANAGEMENT PLANNING Co-ordinator: Manager Urban Planning

ACTIONS	DATE	PROGRESS
Undertake planning studies/plans of management for open space sites without current plans.	Quarterly Review December	Applications for funding made with Department of Lands for plans of management for open space at The Spit and Rosherville Reserve.
Implement appropriate recommendations in current Plans of Management, Recreation Strategy Action Plans and Management Frameworks.	Annual Review June	Achieved and ongoing with progress determined by availability of funds and grant monies.
Investigate and utilise opportunities for funding for open space improvements to, and additional access around, the foreshore.	Annual Review June	Achieved and ongoing. Improved access achieved at locations in Julian Street and at Clifton Gardens during period.
Establish a reporting system for monitoring and evaluating the implementation of plans of management.	To be Completed by June 2007	Yet to be prepared.
Undertake a walking strategy for Mosman to integrate with regional walking tracks and co-ordinate with surrounding Councils, NPWS and SHFT.	To be Completed by September 2007	Yet to be commenced.
Prioritise and coordinate the public domain improvements program, and identify opportunities for funding.	Annual Review June	Projects being undertaken as part of as part of Infrastructure Works and on a case by case basis in relation to development sites as they arise. Future works to be determined following consultants' report in the coming year. To be incorporated into new Civic Improvement Plan to commence 2007/2008.
Continue involvement in planning process with Sydney Harbour Federation Trust regarding public land at Middle Head and Georges Heights.	Annual Review December	Achieved and ongoing.
Review community land plans of management after exhibition of new LEP.	Annual Review June	To be commenced upon completed of new LEP.

## Statement of Means

**PROGRAM 3: URBAN PLANNING**  
Convenor: Director Environment & Planning

**SUBPROGRAM 3.06: HOUSING AND STRATEGIC PLANNING**  
Co-ordinator: Manager Urban Planning

ACTIONS	DATE	PROGRESS
Monitor the demographics of the Mosman community.	Annual Review December	Census August 2006. .id forecasting implemented
Participate in the preparation of sub-regional plans as part of the Metropolitan Strategy as the basis for a local environmental study for the review of Mosman LEP 1998.	To be Completed by December 2006	Participation by Council in sub-regional planning process. Inner North Subregion draft Subregional Strategy to be released for public exhibition in July 2007.

## Statement of Means

### PROGRAM 4: DEVELOPMENT ASSESSMENT AND SERVICES

Convenor: Director Environment & Planning

#### SUBPROGRAM 4.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Director Environment & Planning

ACTIONS	DATE	PROGRESS
Fast track Development Applications (DAs) and Construction Certificates (CCs) and organise key personnel to negotiate projects from conception to completion.	Quarterly Review August	Achieved and ongoing.
Liaise with other departments to ensure consistency of standards and policies and stream-lining of CC/DA processes.	Ongoing August	Achieved and ongoing.
Train all technical staff in the use of computer-based assessment programs and other available information technology, including energy efficiency and thermal design.	Ongoing December	Achieved and ongoing.
Assist applicants and other interested parties to understand the processes by means of a Duty Planner, website and other appropriate communication strategies.	Quarterly Review July	Achieved and ongoing.
Encourage discussion with applicants and Council staff prior to lodgement of applications.	Ongoing August	Achieved and ongoing.
Promote the use of mediation to resolve conflict between applicants and objectors.	Ongoing December	Achieved and ongoing.

## Statement of Means

### PROGRAM 4: DEVELOPMENT ASSESSMENT AND SERVICES

Convenor: Director Environment & Planning

#### SUBPROGRAM 4.02: DEVELOPMENT

Co-ordinator: Manager Development Services

ACTIONS	DATE	PROGRESS
Assess all developments against the statutory planning framework.	Ongoing	Achieved and ongoing.
Review processes and procedures within the statutory framework, and wherever possible implement improvements.	Ongoing September	Achieved and ongoing.
Monitor and review compliance with approved development against applicable legislation, codes, policies and conditions.	Ongoing	Achieved and ongoing.
Process Construction Certificates (CCs) , Development Applications (DAs) and Complying Development Certificates (CDCs).	Ongoing August	Ongoing
Inspect all swimming pools and fencing in accordance with the Swimming Pools Act.	Ongoing August	Ongoing
Periodically inspect the Municipality from the Harbour	Ongoing August	Achieved and ongoing.
Develop and implement a policy on lead contamination and asbestos related to demolition and building.	Ongoing August	Strategic Planning reviewing policy. Urban Planning reviewing policy.
Ensure conditions that are applied to development applications are appropriate, attainable and enforceable.	Ongoing August	Conditions are the subject of continuous review to ensure they are contemporary and address changed circumstances, legislation, etc.
Assess DAs against section 79C heads of consideration and utilise other professional staff within Council to ensure a thorough assessment of all relevant issues	Ongoing August	Ongoing
Liaise with the Manager Ranger Services to ensure appropriate management of building sites, environmental controls and to minimise obstructions on Council property.	Ongoing August	Rangers completing building sites audits to monitor environmental controls, obstructions and consent condition. All inspections reported in Dataworks using building site audit forms
Seek to achieve improvements to public infrastructure where such assets are affected by acceptable development.	Ongoing September	Conditions applied on a case by case basis to meet this objective.
Continue to monitor fire safety issues and implement outcomes of Fire Safety Upgrade Program	Ongoing August	Ongoing
Review and assess waste plans in conjunction with approvals.	Half Year Review January, July	Ongoing

## Statement of Means

### PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

Convenor: Director Environment & Planning

#### SUBPROGRAM 5.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Director Environment & Planning

ACTIONS	DATE	PROGRESS
Implement the environmental impact assessment, operational review and reporting actions identified in the Environmental Management Plan - Action Plan.	Ongoing July	Not all Statements of Means were on track. Refer to the Environmental Management Plan for details.
Implement the Administration and Auditing Statement of Means as per the CEC program.	Ongoing July	Achieved and ongoing.

## Statement of Means

### PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

Convenor: Director Environment & Planning

#### SUBPROGRAM 5.02: ATMOSPHERIC ENVIRONMENT

Co-ordinator: Manager Environment and Services

ACTIONS	DATE	PROGRESS
Implement the greenhouse gas reduction, local air quality, and enforcement actions identified in the Environmental Management Plan - Action Plan.	Ongoing July	Achieved and ongoing. Not all Statements of Means were on track. Refer to the Environmental Management Plan for details.

## Statement of Means

### PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

Convenor: Director Environment & Planning

#### SUBPROGRAM 5.03: WATER CYCLE MANAGEMENT

Co-ordinator: Manager Assets and Services

ACTIONS	DATE	PROGRESS
Implement the water conservation, water quality and enforcement actions identified in the Environmental Management Plan - Action Plan.	To be Completed by May 2008	Not all Statements of Means were on track. Refer to the Environmental Management Plan for details.
Review clean out frequency of SQIDs to ensure ongoing effectiveness and efficiency of the devices.	Ongoing December	Contractors undertake cleanouts at various frequencies determined on the nature of the various devices and the materials collected. Issues related to odour and bio-degradation are being pursued collaboratively with Sydney Coastal Councils Group.
Collect relevant information (including volumes captured) on pollutants captured from SQIDs to assist with review of clean out frequency of the devices.	Ongoing December	Achieved and ongoing.
Install SQIDs and undertake creek rehabilitation works as per the CEC schedule.	Quarterly Review	Achieved and ongoing with program approaching completion. Some delays related to site contamination and efforts to include water reuse in certain projects.
Undertake video analysis of stormwater pipelines which are suspected to require rehabilitation and incorporate required works into Council's Stormwater Asset Management Plan.	Ongoing February	Achieved in respect of some sites; however, approach to drainage assessment amended following collaborative investigation of sample sites.
Complete condition survey of the infrastructure.	To be Completed by September 2006	Asset infrastructure assessments commenced and data input to computerised asset system preparatory to identifying priorities for work in 2007-2008.
Review Council's Stormwater Asset Management Plan and develop a five year forward works program following completion of the drainage condition survey.	To be Completed by December 2006	Identification of priorities and works program to follow assessment of assets as part of overall asset management program which is ongoing.

## Statement of Means

### PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

Convenor: Director Environment & Planning

#### SUBPROGRAM 5.04: BIODIVERSITY

Co-ordinator: Manager Environment and Services

ACTIONS	DATE	PROGRESS
Implement the biodiversity management and noxious weed enforcement actions identified in the Environmental Management Plan - Action Plan.	Monthly Review July	Achieved and ongoing.
Consideration of development of bush corridors linking to adjoining local government areas through Mosman.	Ongoing December	Achieved and ongoing particularly as part of unmade roads program of bush regeneration works and street tree planting programs.

## Statement of Means

### PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

Convenor: Director Environment & Planning

#### SUBPROGRAM 5.05: TREES

Co-ordinator: Team Leader Open Space

ACTIONS	DATE	PROGRESS
Continue to monitor the tree pruning work undertaken by Energy Australia's contractors.	Ongoing December	Energy Australia maintaining power line clearances in accordance with AS 4347 'Pruning Amenity Trees'. Street tree maintenance contract undertaken by Council's contractors to obviate need for intervention by other contractors.
Continue to review and update Council's Tree Preservation Order.	Annual Review August	Tree Preservation Order Application and Assessment documents reviewed and updated. Tree preservation order to be reviewed and updated as part of Review of Mosman LEP and DCP under terms of State Government's Standard LEP Template requirements.
Update and provide user-friendly information to communicate Council's tree policies especially when trees appear to be in decline.	To be Completed by July 2006	Achieved and ongoing. Tree Management Brochure completed. Information on website regularly updated.
Audit TPO approvals where replacement trees have been required to ensure they are planted.	Ongoing August	Sample audits undertaken periodically to assess outcomes.
Continue to implement the five year forward planting program for street trees in accordance with the Street Tree Master Plan.	To be Completed by January 2007	Achieved and ongoing.
Develop and implement a contract for the proactive management and maintenance of trees in parkland reserves.	To be Completed by December 2006	Rescheduled for completion by July 2008.
Participate in National Tree Day activities.	Ongoing May	Achieved and ongoing.
Consider and manage the effect of trees on private and public views.	Half Year Review January, July	Achieved and ongoing through Tree Preservation order Application and Assessment process.

## Statement of Means

### PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

Convenor: Director Environment & Planning

#### SUBPROGRAM 5.06: LAND MANAGEMENT

Co-ordinator: Manager Environment and Services

ACTIONS	DATE	PROGRESS
Undertake seawall works as per the CEC schedule.	Quarterly Review	Achieved and ongoing.
Implement the land management and enforcement actions as identified in the Environmental Management Plan.	To be Completed by June 2008	Not all Statements of Means were on track. Refer to the Environmental Management Plan for details.

## Statement of Means

### PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

Convenor: Director Environment & Planning

#### SUBPROGRAM 5.07: NOISE

Co-ordinator: Manager Environment and Services

ACTIONS	DATE	PROGRESS
Develop policy and guidelines to guide the manage and mitigation of offensive noise in residential areas.	To be Completed by December 2006	External guidelines provide sufficient guidance for staff to investigate reports of offensive noise. Performance criteria and design solutions for Council's new Development Control Plans are being revised.
Enforce the provisions of the Protection of the Environment Act 1997 and associated Regulations.	Monthly Review July	Achieved and ongoing. Rangers attend reports of noise pollution as reported by residents.

## Statement of Means

### PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

Convenor: Director Environment & Planning

#### SUBPROGRAM 5.08: ENVIRONMENTAL EDUCATION

Co-ordinator: Manager Environment and Services

ACTIONS	DATE	PROGRESS
Implement the environmental education actions identified in the Environmental Management Plan - Action Plan.	Ongoing July	Not all Statements of Means were on track. Refer to the Environmental Management Plan for details.

## Statement of Means

### PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

Convenor: Director Environment & Planning

#### SUBPROGRAM 5.09: ENVIRONMENTAL HEALTH

Co-ordinator: Manager Environment and Services

ACTIONS	DATE	PROGRESS
Undertake a review of the environmental health responsibilities and functions of Council and develop an Environmental Health Management Plan that embraces all legislative and statutory requirements.	Quarterly Review February	Not all Statements of Means were on track. Refer to the Environmental Management Plan for details.
Maintain registers for and undertake regular inspections of premises offering services relating to food for sale, skin penetration services, public swimming pools and regulated cooling and hot water systems, to ensure legislative compliance.	Monthly Review August	Achieved and ongoing.
Review and provide comments on development applications to ensure compliance with the environmental health aspects of the statutory planning framework.	Monthly Review August	Achieved and ongoing.
Enforce the provisions of the Food Act 2003, Public Health Act 1991, the Local Government Act 1993, and the Protection of the Environment Operations Act 1997 and associated regulations.	Monthly Review August	Achieved and ongoing.
Develop and deliver community education initiatives that support Council's environmental health regulatory and other activities.	Quarterly Review September	Achieved and ongoing.
Participate in environmental health campaigns with other councils, NSW Health, and other organisations as appropriate.	Quarterly Review September	Achieved and ongoing.

## Statement of Means

### PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

Convenor: Director Environment & Planning

#### SUBPROGRAM 5.10: WASTE MANAGEMENT

Co-ordinator: Manager Environment and Services

ACTIONS	DATE	PROGRESS
Utilise a contract management system to manage and control the waste and recycling collection contract.	Quarterly Review April	Achieved and ongoing.
Develop a template for a waste management procedures manual and commence documentation.	To be Completed by December 2006	Rescheduled to December 2008.
Implement the waste prevention, avoidance, recovery, litter reduction and illegal dumping actions identified in the Environmental Management Plan - Action Plan.	Monthly Review July	Not all Statements of Means were on track. Refer to the Environmental Management Plan for details.

## Statement of Means

### PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

Convenor: Director Environment & Planning

#### SUBPROGRAM 5.11: CLEANING AND ENVIRONMENTAL SERVICES

Co-ordinator: Manager Environment and Services

ACTIONS	DATE	PROGRESS
Review levels of service for the public amenities and Council facilities' cleaning contracts and enter into a new contact for consolidated service provision.	To be Completed by September 2006	New Contract commenced on 12 November 2006.
Review levels of service for the cleaning of graffiti and enter into a service provision contract.	To be Completed by November 2006	New Contract commenced on 10 July 2007.
Benchmark the existing Street and Gutter Sweeping and Beach and Reserves Cleaning Contracts against best practice, review the levels of service, and prepare a report with recommendations to ensure the ongoing provision of efficient and effective services.	To be Completed by December 2006	Rescheduled to December 2007.
Utilise a contract management system to manage and control all cleaning and environmental services contracts.	Ongoing July	Achieved and ongoing.

## Statement of Means

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

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

ACTIONS	DATE	PROGRESS
Ensure that information on parks and recreational facilities is widely available and easily accessed.	Ongoing	Achieved and ongoing.
Carry out user satisfaction surveys of all sporting groups using Council sporting fields on a seasonal basis.	Ongoing March	Achieved and ongoing.
Provide information on supply, demand and policies to facilitate prompt and effective decision-making concerning the management of open space and recreational services.	Quarterly Review July	Achieved and ongoing.
Develop further policy on the management of open space and recreational opportunities where such policy is necessary or desirable, and to periodically review and update existing policy.	Quarterly Review July	Achieved and ongoing and as required.
Train appropriate staff in the preparation of tender documentation and management of contracts to ensure service standards are in line with community expectation.	Quarterly Review July	Achieved and ongoing.
Maintain a program of inspections of parks, reserves and recreation areas and facilities to ensure their safety and condition.	Quarterly Review	Achieved and ongoing by Council staff and contractors.
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.	Quarterly Review	Bus options subject of continuing representations with Sydney Buses in conjunction with SHFT. Ferry issues delayed pending outcome of Special Commission of Inquiry into Sydney Ferries.
Ensure that any further Management Plans for Middle Head/Georges Heights that are placed on public exhibition are "Mosman friendly" plans in that there is minimal adverse impact to the existing Mosman community especially in relation to through traffic.	Ongoing	Achieved and ongoing.
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	Achieved and ongoing. Detailed considerations of future use of Middle Head Oval are the subject of current consideration by SHFT.
Strive to provide multi-purpose courts including an indoor facility at Cross Street subject to management planning process, or any other suitable site.	Ongoing	Drill Hall Common project progressed to point of issue of tenders for remediation and construction of multi-purpose courts following successful negotiation of long-term lease with SHFT.

## Statement of Means

ACTIONS	DATE	PROGRESS
Monitor outcomes of proposed listing of heritage items on the National Estate and their ongoing conservation.	Ongoing	Achieved and ongoing.

## Statement of Means

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

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

ACTIONS	DATE	PROGRESS
Implement where appropriate public domain improvements for Mosman's civic spaces in accordance with the Public Domain Improvement Program.	Ongoing November	Achieved and ongoing. Council has proposed a new program for commercial centres to be identified and developed by external consultancy in the coming year.
Undertake projects in accordance with relevant priority programs and Plans of Management for Clifton Gardens, Balmoral Reserves, Mosman Park and Rawson Park.	To be Completed by January 2007	Achieved and ongoing.
Incorporate public art and heritage features in key informal open spaces, as part of Plans of Management and playground planning.	Ongoing	Achieved and ongoing (Joel's Reserve and the Sirius Cove Artists' Walk). Consideration for future plans.
Ensure that environmental implications are considered when developing or reviewing works and maintenance programs in an effort to reduce environmental impacts. For example, the use of recycled materials where appropriate.	Ongoing September	Achieved and ongoing. Environmental management included as weighted criteria in review and tender assessment of Weed Control and Turf Management contracts.
Ensure that funding needs for maintenance and improvement of parks and gardens are considered in any forward financial plan.	Ongoing March	Achieved and ongoing.
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.	To be Completed by January 2007	Disability access provided as part of all capital works for public assets. Community Development Department progressing work on broader access planning options.
Undertake a review of walking paths and develop strategies to address issues and improve the provision of the paths, associated signage and disability access.	To be Completed by June 2007	Achieved and ongoing with signage and access incorporated consistently in all capital projects.
Implement the Playground Improvement Program works for one larger and one smaller playground each year as a minimum.	Ongoing September	Program progressing with completion of Reginald Street playground upgrades in December 2006 and of Clifton Gardens playground this year.
Consult with children, parents and Ward Councillors in preparing concept/detailed designs for each playground prior to upgrade.	Ongoing September	Achieved and ongoing.
Investigate, identify and seek grant opportunities to support the implementation of Open Space improvements including the Playground Upgrade Program.	Ongoing February	Achieved and ongoing.
Investigate and implement more challenging activities for older playground users.	Ongoing September	Achieved and ongoing.
Provide shading and tables in playgrounds and parks.	Ongoing September	Achieved subject to available funding and grants.

## Statement of Means

ACTIONS	DATE	PROGRESS
In any re-zoning proposals evaluate opportunities to increase open space.	Annual Review March	Included in process of Mosman LEP Review.
Implement the Public Gardens upgrade program, subject to funding.	Half Year Review June, December	Achieved and ongoing. Several roundabout gardens, Reservoir Park and Rawson Oval carpark upgraded.
Seek funding to undertake Plans of Management for Spit Reserve and Rosherville Reserve.	Ongoing December	Awaiting outcome of grant applications submitted.

## Statement of Means

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

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

ACTIONS	DATE	PROGRESS
Provide opportunities for community involvement in sports planning and ensure the needs of sporting field user groups are understood and supported through such means as the Recreation Advisory Group and Sporting Facilities User Group.	Half Year Review February, August	Achieved and ongoing. Meetings held and minutes distributed.
Implement a 5 year maintenance plan for structures and furniture in sporting fields and facilities.	Ongoing December	Implementation as part of assets system.
Review the irrigation requirements and irrigation maintenance programs for systems within sporting fields.	Ongoing June	Achieved and ongoing.
Ensure that environmental implications are considered when developing or reviewing works and maintenance programs in an effort to reduce environmental impacts. For example, the use of recycled materials where appropriate.	Ongoing August	Achieved and ongoing.
Develop a staged and prioritised program of improvements and an effective maintenance program, and review the Policy for Use and Maintenance of Sporting Fields.	Annual Review August	Capital Improvement Program in preparation.
Annually review and include in the Open Space Capital Improvement Program projects in the five-year Sporting Fields Improvement Program as appropriate.	Annual Review March	Achieved and ongoing. Program in course of preparation.
Continue to develop water reuse projects to reduce dependency on mains water supply for projects including irrigation of Allan Border and Balmoral Ovals and water use in Balmoral Oval Pavilion as outlined in the Water Reuse Feasibility Report endorsed by Council.	Ongoing March	Water reuse project at Balmoral delayed due to contamination issues but design available once resolved. Water Reuse component of Drill Hall Common (Cross Street) project progressing as a priority over Allan Border oval proposed project. Intergrated project (stormwater treatment / reuse) at Balmoral (Botanic Road) also progressing.
Develop guidelines and reporting processes to be used by Sporting Fields User Groups to ensure they meet their obligations and requirements regarding the use of public facilities.	Ongoing March	Achieved and ongoing. Regular communication with user groups and updating of user agreements.
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 November	Achieved and ongoing planning and consultation regarding the recreational needs of young people in Mosman. This is a priority for the next year.
Ensures that users of sporting fields and facilities meet their financial obligations to the Council promptly.	Quarterly Review	Achieved and ongoing.

## Statement of Means

ACTIONS	DATE	PROGRESS
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 June	Not being assessed at this stage.
Investigate options for indoor and outdoor hockey through liaising with SHOROC and potential user groups.	To be Completed by June 2006	Not being assessed at this stage.

## Statement of Means

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

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

ACTIONS	DATE	PROGRESS
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 September	Achieved and ongoing. Participating in a joint Climate Change Adaptation Project being coordinated by the Sydney Coastal Councils Group.
Implement works identified in condition audits of marine structures.	Ongoing June	Achieved and ongoing subject to funding.
Consider opportunities for the provision of public art around beaches, sea pools and foreshores.	Ongoing June	Achieved and ongoing.
Call Tenders for inspection and routine maintenance of marine structures.	Ongoing September	Achieved and ongoing.
Prepare plans for the staged construction of a continuous walking track from Spit Bridge to Taronga Wharf to join the walking tracks in North Sydney, 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 September	Achieved and ongoing.
Review Council's provision of boat/dinghy racks and the location of boat racks.	Ongoing August	Achieved and ongoing.

## Statement of Means

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

#### SUBPROGRAM 6.05: MOSMAN SWIM CENTRE Co-ordinator: Marketing & Communications Manager

ACTIONS	DATE	PROGRESS
Ensure that the Mosman Swim Centre consults to meet the needs of residents of all ages and fitness levels.	Quarterly Review	Regular monthly reporting from the Swim Centre followed by meetings with appropriate staff.
Ensure that opening hours, programming and lane allocations reflect the needs and expectations of the community.	Quarterly Review	Achieved and ongoing. Reviewed each year in conjunction with budget. Swim Centre report monthly on customer feedback questionnaires.
Ensure friendly, professional customer service that underpins a safe swim centre providing equitable access to all persons.	Quarterly Review	Achieved and ongoing.
Position the Mosman Swim Centre as a Council-provided, quality managed and safe facility and ensure residents are informed of its services and benefits.	Quarterly Review	Swim Centre brochures available through the Library's community information.
Ensure the provision of high quality services through qualified, experienced and empowered staff.	Quarterly Review	Achieved and ongoing.
Ensure the health and safety of the Swim Centre users, the Operator's staff, its contractors and suppliers.	Quarterly Review	Achieved and ongoing.
Ensure that the Centre and its assets are managed in accordance with the Facilities Management Plan and presented to a standard that will encourage patronage.	Quarterly Review	Achieved and ongoing.
Ensure the Swim Centre Operators practices are consistent with Ecologically Sustainable Development principles.	Quarterly Review	Achieved and ongoing.
Ensure prudent financial management and effective business systems.	Quarterly Review	Achieved and ongoing.
Monitor overall performance of the Swim Centre.	Quarterly Review	Achieved and ongoing.

## Statement of Means

### PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

#### SUBPROGRAM 7.01: COLLABORATION, COMMUNICATION AND ACCOUNTABILITY

Co-ordinator: Director Corporate Services

ACTIONS	DATE	PROGRESS
Keep the Collaborative Management Plan up to date.	Quarterly Review February	Achieved and ongoing.
Have the Local Area Commander recommit to 'Local Solutions to Local Crime and Safety Issues: A Collaborative Management Plan' as new appointments are made at Harbourside Local Area Command	Ongoing May	Achieved and ongoing.
Ensure that the Collaborative Management Plan is reflected in MOSPLAN.	Annual Review March	Achieved and ongoing.
Support Harbourside Local Area Command Police Accountability Community Team representing key stakeholders in the Mosman Local Government Area.	Ongoing February	Achieved and ongoing.
Ensure that Police and Council Rangers exchange information and assist each other where possible.	Quarterly Review	Achieved and ongoing information sharing between Rangers and Police occurs routinely and intelligence reports made to Crime Manager Harbourside Police.
Share information between Police and Rangers and use the information to develop proactive responses to crime and community safety.	Quarterly Review	Achieved and on going. Crime information provided to Crime Manager Harbourside Police to assist with proactive patrols.
Promote the appropriate use of Emergency and Rangers' contact numbers.	Quarterly Review	Contact numbers promoted on Council website. Council website updated with emergency management information and preparedness including contact numbers for Rangers and all emergency services. Ranger contact numbers provided to all clients.
Assist Police by ensuring that information regarding safer communities is made available but ensure that confidential or strategic Police information remains confidential.	Quarterly Review	In addition to communication with Police at Community Development Group meetings, special event meetings held regularly and General Manager and Mayor attend PACT meetings at Harbourside Local Area Command. Rangers in regular contact with police. Ongoing information and crime reports provided to quarterly Community Development Group meetings.
Use the Council website and media including, the Police website, the Mosman Daily, Mosman, 2088 Magazine and newsletters to inform the community about community safety, crime and good news.	Quarterly Review February	All media outlets used to inform the community about police related matters.

## Statement of Means

ACTIONS	DATE	PROGRESS
Survey the community from time to time to measure community satisfaction with Police and Ranger Services.	Ongoing September	A Community Survey was conducted in October 2006. Ranger Services were rated 64% which compared favourably to the Local Government index average of 55%.
Recognise those who make a major contribution to improving community safety and reducing crime in consultation with Harbourside Local Area Command.	Quarterly Review September	Achieved and ongoing.

## Statement of Means

### PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

#### SUBPROGRAM 7.02: COMMUNITY INVOLVEMENT IN CRIME PREVENTION STRATEGIES

Co-ordinator: Marketing & Communications Manager

ACTIONS	DATE	PROGRESS
Work with Harbourside Local Area Command to provide information about crime prevention and reporting.	Ongoing September	Harbourside Local Area Command crime and safety update is a standard item on Community Development Community Group Agenda and Police regularly produce media releases.
Promote Police Remembrance Day (29 September) and Police Open Day (usually first Sunday in November).	Ongoing September	Through local church service celebrating work of emergency services.
Promote personal and home safety with the Police using Council's website, the Mosman Daily and Mosman 2088 Magazine	Ongoing September	Achieved during Seniors' Week and occasional Community Restaurant days. Police visits to Seniors Centre to raise awareness with older residents.
Promote the Volunteering in Policing Program by referring interested volunteers to the Police.	Ongoing September	Program on hold by request of Police.
Work with the business community to educate and promote simple security procedures to reduce the risk of crime on their premises.	Ongoing September	Police visit businesses to provide site specific advice.
Continue to facilitate Business Watch in Mosman.	Ongoing September	Police mainly accept responsibility for this matter.
Advise the School Principals Liaison Group of safety and crime related issues.	Ongoing September	Police regularly attend the School Principals Liaison Group.
Continue the relationship between Council Youth Development staff, Police YLO and North Sydney PCYC Police officers to develop relationships, confidence and trust with young people.	Ongoing December	Relationship maintained. North Sydney Police engaged to participate in 2 Mosman High Forums for Year 8 and Year 10. Close communication with North Sydney Police on local Graffiti issues.
Continue the youth peer program to encourage young people to keep safe and to report crime.	Ongoing September	This program continues to be promoted at the Youth Centre and through our Mosman High Forums.
Recognise and address the needs of older residents and invite Police to seniors' functions as guest speakers.	Ongoing September	Police are invited to attend Seniors lunches and Seniors Week activities and also attend Community Development Group meetings regularly.
Promote Police educational visits to schools through the School Principals Group.	Ongoing September	Achieved and ongoing.
Develop education strategies for parents regarding the safety of children and young people.	Ongoing	Youth Services conducted a Parenting Seminar and discussed these issues. 25 parents attended.

## Statement of Means

### PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

#### SUBPROGRAM 7.03: COMBATING OFFENCES AND CRIME

Co-ordinator: Manager Ranger Services

ACTIONS	DATE	PROGRESS
Work with Harbourside Local Area Command to develop strategies and lobby for funding to improve numbers and visibility of Police.	Ongoing February	Assistance given where appropriate however this is a State Government issue.
Support the Police by reporting crimes, suspicious activity and enforcing parking offences and offences on public land.	Ongoing September	Achieved and ongoing. Rangers report crime and suspicious activities routinely and provide Police contact details for customers. Routine and proactive parking patrols carried out.
Provide Police contact information to the community and encourage the reporting of all crimes.	Ongoing September	Achieved and ongoing.
Implement anti graffiti strategies including the immediate removal of graffiti from Council property, reporting graffiti to Police, reporting graffiti on utilities, and monitoring anti graffiti strategies.	Ongoing September	Achieved and ongoing. Anti-graffiti contract let to cover all areas with implementation in coming year. Anti graffiti contract has been let for forthcoming year. Council's policy and reward system are promoted through community information centre in the Library and on Council website. Reporting of graffiti and graffiti activities to Police continues including intelligence reports. Rangers report graffiti on other government agency assets to the agency routinely to promote quick removal. Youth Services continues to work closely with the Rangers and maintenance staff to ensure that these strategies are implemented.
Continue education in appropriate artistic expressions for young people.	Ongoing September	This strategy is promoted through the programs and projects at the Youth Centre. This includes the Harmony Mural Project, the 24/7 Youth Film Festival and a number of Stenciling on Canvas Workshops held over the year.
Promote the SHOROC Safe Parties Kit and the Party Register at Harbourside Police.	Ongoing September	SHOROC Safe Parties Kit augmented by Northern Suburbs similar kit and Harbourside Police in contact with local schools to promote party register.
Assist Police by providing information on strategies to avoid break and enter, steal motor vehicle, steal from motor vehicle and reporting crime.	Ongoing September	Rangers provide Police with reports regarding suspicious behaviour in car parks.
Have Council Rangers regularly patrol car parks as a visual presence and a sense of safety.	Ongoing September	Achieved and on going. Rangers carry out daily parking patrols in car parks using marked vehicles and in uniforms as a visual deterrent.

## Statement of Means

ACTIONS	DATE	PROGRESS
Provide drug and alcohol information to young people.	Ongoing September	Achieved and ongoing. In partnership with Holyoake and Mosman High ran 2 8 week Pathways Program's targeting at risk young people with positive outcomes. Drug and alcohol education was a core element of the 2 Mosman High Forum's held in the last year with Year 8 & 10.
Provide information to protect women from date rape, drink spiking and sexual assault.	Ongoing September	Achieved and ongoing.
Monitor and enforce parking regulations around schools.	Ongoing	Achieved and on going. Ranger carry out daily patrols of schools to detect and deter illegal parking in school zones. New penalties including demerit points have been enacted. Safety around Schools Audit has audited all signage around all schools within Mosman (Mosman High is the final school and will be completed 2007/2008). All signage to current RTA Standard.
Upgrade CCTV surveillance in Civic areas	Ongoing September	CCTV implemented around Council assets as required and subject to funding.

## Statement of Means

### PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

#### SUBPROGRAM 7.04: CUSTOMER SERVICE AND SUPPORT

Co-ordinator: Manager Ranger Services

ACTIONS	DATE	PROGRESS
Monitor complaints in relation to community safety customer service issues.	Ongoing September	Achieved and ongoing.
Promote and disseminate information relating to support services for and the rights of victims of crime in consultation with Harbourside Local Area Command.	Ongoing September	Achieved and ongoing.
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 September	Achieved and ongoing. Information pack continues to be used.
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 September	No training at Harbourside Police has been available or is appropriate for Rangers to attend.
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 September	In hand in discussions with Police.
Encourage customers to rate their opinion of the service they have experienced to evaluate effective customer relations.	Ongoing September	In hand in discussions with Police.
Provide 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 September	Rangers provide Police contact details and information to customers on reporting to the Police.
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 September	Harbourside Local Area Command attend to this matter.
Council Rangers to provide a regular overview of the function of Rangers and the support and assistance required from the Police to new personnel at Harbourside Local Area Command.	Ongoing February	New personnel at Harbourside attended Council this year and were provided with an overview of Ranger functions and the type of assistance/information Rangers require from Police.

## Statement of Means

### PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

#### SUBPROGRAM 7.05: EVENT MANAGEMENT - SAFETY AND TRAFFIC ASPECTS

Co-ordinator: Mgrs Marketing & Communications & Ranger Services

ACTIONS	DATE	PROGRESS
Ensure that events are organised in accordance with Council's Special Event Management Policy.	Ongoing September	All events run with reference and adherence to the Special Event Management Policy.
Ensure ongoing coordination between Council, event organisers and other relevant agencies.	Ongoing September	Achieved and ongoing on an event by event basis. Meetings held before and after each special event. Special Event meeting held with event organisers, Council staff, Police and other government agencies to promote information sharing and a coordinated approach to events.
Ensure event organisers are aware of their responsibilities for community safety, traffic management and statutory regulations.	Ongoing September	Special Event Management Policy details responsibilities of organisers and pre and post event meetings emphasise key issues.
Provide information to residents holding events or street parties.	Ongoing September	Safe Parties Pack produced and available for residents. Council's Bookings Officer responsible for coordination and management of residents events and street parties and the provision of all required information.

## Statement of Means

### PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

#### SUBPROGRAM 7.06: EMERGENCY MANAGEMENT

Co-ordinator: Manager Assets and Services

ACTIONS	DATE	PROGRESS
Convene or attend regular meetings of the Mosman North Sydney Local Emergency Management Committee and maintain contact with combat agencies or authorities with emergency responsibilities.	Ongoing September	Regular Local Emergency Management Committee meetings held and contact with all combat agencies maintained.
Participate in desktop disaster management exercises with Local Emergency Management Committee.	Ongoing September	Desktop disaster exercise carried out at Harbourside emergency operation centre.
Inform Police and Council staff of structure and activities of Local Emergency Management Committee.	Ongoing September	Achieved and ongoing. Manager Ranger Services now coordinates all liaison activities.
Maintain close relationships and support the Mosman State Emergency Service and local fire and ambulance services.	Ongoing September	Achieved and ongoing. Emergency management page added to Council website with all contact information for local emergency services. Relationships with emergency services recognised and fostered.
Incorporate bushfire hazard reduction strategies into Bushland Rehabilitation Contracts.	Ongoing February	Achieved and ongoing in conjunction with NSW Fire Brigades and information on bushfire hazard reduction added to Council's website.
Implement the recommendations of the Manly-Mosman District Bushfire Management Plan.	Ongoing February	Achieved and ongoing.

## Statement of Means

### PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

#### SUBPROGRAM 7.07: PLANNING AND DESIGNING FOR SAFE COMMUNITIES

Co-ordinator: Manager Urban Planning

ACTIONS	DATE	PROGRESS
As part of the assessment of Development Applications for buildings ensure the design discourages crime.	Ongoing September	Achieved and ongoing.
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 September	Achieved and ongoing.
In any review of the Residential and Business Centres DCPs formalise the crime risk assessment process.	Ongoing September	In the hands of Strategic Planners.
Investigate options for police involvement with major DAs.	Ongoing September	Achieved and ongoing.

## Statement of Means

### PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

#### SUBPROGRAM 7.08: SAFE COMMUNITIES

Co-ordinator: Manager Community Services

ACTIONS	DATE	PROGRESS
Work with residents and businesses to improve safety by cooperating with Police, Neighbourhood Watch, Fire Brigade, Ambulance and State Emergency Services.	Ongoing June	Community Service programs liaise and cooperate with Police, Fire Brigade, Ambulance and State Emergency Services across all services.
Work with the SHOROC Safe Communities Steering Committee to provide regular advice to SHOROC on the development and achievement of safe community objectives and strategies.	Ongoing June	Manager Community Services closely involved with SHOROC Safe Communities Working Group; SHOROC successfully redesignated as a W.H.O. Accredited Safe Community.
Support and work with the SHOROC Safe Communities Steering Committee to maintain and develop regional projects that address identified safety issues consistent with regional and local safety priorities.	Ongoing June	Manager Community Services represents Mosman on SHOROC's Safe Communities Working Group.
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 June	SHOROC commenced a review of current and potential projects.
Develop and implement integrated community risk management strategies and projects that address safety issues in the Mosman community.	Ongoing November	NSW Fire Brigade-Rotary partnership to assist with the installation of smoke alarms for older people in Mosman continues. Risk Management Analysis carried out on all Mosman events and activities.
Strive to improve transport options focussing on safety aspects of young people attending universities and late night functions.	Ongoing June	Continuing to liaise and lobby Sydney Buses in conjunction with SHOROC member councils.

## Statement of Means

### PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Corporate Services

#### SUBPROGRAM 7.09: COMPANION ANIMALS

Co-ordinator: Manager Ranger Services

ACTIONS	DATE	PROGRESS
Continue management of the Companion Animals Act.	Ongoing July	On track with routine patrols conducted and lost animals returned to owners as soon as possible.
Promote the use of the Citronella Dog Collar Hiring Scheme.	Ongoing	Information on citronella collars provided to the owners of dogs who have been reported for nuisance barking.
Provide information and education on responsible dog and cat ownership.	Ongoing September	Companion animal owners given information about responsible pet ownership by Rangers in the field and through Council's website.
Use the Internet for information on Council's policies and registration relating to companion animals.	Ongoing	Council's website maintained with companion animals information.
Carry out a review of the dog off leash exercise areas with particular attention to Clifton Gardens Reserve.	Ongoing September	Review carried out Council resolved to maintain current arrangements.

## Statement of Means

### PROGRAM 8: COMMUNITY SERVICES Convenor: Director Community Development

#### SUBPROGRAM 8.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS Co-ordinator: Manager Community Services

ACTIONS	DATE	PROGRESS
Contribute to regional planning and development where this is compatible with Mosman's social planning objectives.	Annual Review June	Achieved and ongoing.
Progressively establish service quality indicators across all community service areas against which annual performance can be measured and benchmarked.	Ongoing May	Groundwork in Children's Service, namely Centre Based Care, Out of School Hours care and Family Day Care has commenced.
Identify specific target groups and establish consultative processes applicable to each, as a complement to 'Community Conversations' and as a basis for the modification of existing services, the development of new services, and to inform Council's strategic social planning.	Ongoing April	Access working group established. Aged and Disability Services Forum planning underway. Children's Forum that meets regularly through the year established. Establishment of an Aged and Disability Services Forum underway. Access Working Group established. Regional Youth Summit and local Youth Forum planning underway.
Audit the capacity of existing community facilities to meet the program and service delivery requirements currently undertakings.	Ongoing January	Review of evaluation of capacity for community facilities to meet current and emerging needs underway.
Prepare a Community Services plan for inclusion in any review of the Section 94 Contributions Plan.	Annual Review June	Review of Social/Community Plan and evaluation of capacity of present facilities to meet needs are to be completed prior to the implementation of a Community Service Plan for inclusion in Section 94 Contributions Plan.
Develop a comprehensive set of criteria to assist in determining the annual allocation of funds to community organisations under Council's Financial Assistance Program.	Half Year Review February, August	Council's Financial Assistance Program Policy has been revised, including a set of criteria to guide funding allocations.
Attract additional resources to maintain and expand existing services including securing further government funding and partnering with other service providers.	Annual Review June	Community Transport has received additional government funding and new government funding has been received to implement a Social Support home visiting program to the frail aged. Regional Committee of Council's and Disability Organisations underway and working towards attracting funding to meet the needs of this group. Received funding for International Women's Day, Youth Week and the NSW Artstart Youth Arts and Skills Festival.
Liaise with Community Information Librarians on revision of the 'New Residents Kit' to include the translation of key aspects into community languages and on the production, distribution and promotion of community information generally.	Quarterly Review July	Text for translation finalised with Library managers of information on Council's website.

## Statement of Means

### **PROGRAM 8: COMMUNITY SERVICES** Convenor: Director Community Development

#### **SUBPROGRAM 8.02: VOLUNTEERS** Co-ordinator: Aged & Disability Services Development Officer

ACTIONS	DATE	PROGRESS
Provide a comprehensive training and support program for volunteers based on need, interest, existing skills and the specific requirements of Council's community programs.	Ongoing February	Achieved and ongoing training to meet needs of volunteers.
Volunteers contribute in a safe, accessible working environment and demonstrate an awareness of safe work practices.	Ongoing July	Achieved and ongoing.
Establish and maintain a program that provides recognition through both formal and informal means of the work and contribution of volunteers.	Ongoing	Recognition program established acknowledging volunteers with 5+ years service.
Promote an awareness of volunteering opportunities in Mosman, and regularly review recruitment strategies and placement procedures.	Ongoing January	Achieved and ongoing.
Implement a program for the recognition of the contribution made by volunteers who have served Council over many years.	Quarterly Review July	Achieved by awarding volunteers 10yr+ a brooch/tie pin; 15yr+ Honour Book displayed on plinth.

## Statement of Means

### PROGRAM 8: COMMUNITY SERVICES

Convenor: Director Community Development

#### SUBPROGRAM 8.03: CHILDREN/FAMILY

Co-ordinator: Children's Services Development Officer

ACTIONS	DATE	PROGRESS
Establish formal links with Childcare Centres within the municipality with a view to streamlining enquiries, waiting lists, and enrolments and collaborating on training, recruiting for a pool of casual staff.	Half Year Review March, September	Establishment of Children's Services Forum to provide for collaborative planning and service development and personal visits/communication made to each Centre.
Liaise with relevant organisations and community groups in the disability sector to improve the take up of childcare places by children with special needs.	Half Year Review June, December	Ongoing. Liaison with Inclusion Support Agency and Commonwealth Department to promote access and provide appropriate support.
Determine the accommodation needs of the Children's Services administration and programs and develop a staged approach for relocation from the present premises.	Half Year Review June, December	An initial investigation of current service requirements has been undertaken, and will be further refined into a preferred service/facility model.
Determine the key Children and Family service providers to the municipality for the purpose of establishing a service planning and service coordination forum.	Half Year Review April, October	Children's Services Forum established March 2007 with broad participation from identified key children's and family services providers.
Strengthen the connection of Family and Children's programs with each other and with other Community Services programs that target the same group.	Half Year Review April, October	Greater linkages have been made between the respective services and related programs in the Library & Art Gallery.
Increase the capacity to provide sufficient childcare places through implementing a well targeted marketing exercise for the recruitment of Family Day Care Carers.	Half Year Review June, December	Ongoing. Additional carers recruited through Mosman Daily advertisements and article promoting carer recruitment.
Consult with Good Beginnings program with the objective of securing a sustainable service in Mosman.	Half Year Review April, October	Consultation held with Good Beginnings who maintain service to Mosman residents.

## Statement of Means

### PROGRAM 8: COMMUNITY SERVICES Convenor: Director Community Development

#### SUBPROGRAM 8.04: YOUTH Co-ordinator: Youth Development Officer

ACTIONS	DATE	PROGRESS
Diversify Youth Development Centre programs to attract a wider representation of young people.	Half Year Review March, September	Achieved and ongoing. Young Women's program, Youth Disability program/events and Club 114 program have greatly diversified the representation of young people at the Youth Centre.
Develop a forward Capital Works program for the Youth Development Centre, including costings and possible funding sources, to increase the attractiveness of the venue to a wider range of young people.	Half Year Review June, December	Funding for this project was revoked thus the plans drawn up are on hold until new funding can be sought.
In consultation with Library Services and Art Gallery implement leisure and cultural activities by way of increasing the ongoing youth participation in these services and in the cultural life of our community.	Half Year Review June, December	Progress includes the "Harmony Doors" Project and planning is underway for a number of new projects.
Undertake a community initiative based around the principle of intergenerational harmony and schedule into Council's existing event calendar.	Ongoing March	Funding has been sought for this project. Progress includes the "Olde Time Dance Class", and the "Harmony Doors project" - both projects where seniors and young people worked together.
Undertake negotiations with the State Health Department to establish a Youth Health Centre/Service that is accessible to the young people of Mosman.	Annual Review June	Funding sought for this initiative has gone out of our area (Central Coast). Youth Services staff will continue to plan and work with local stakeholders, including Rotary and health care professionals on a local strategy to meet this need.
Collaborate with Harbourside Police and North Sydney PCYC in developing and delivering programs aimed at promoting responsible citizenship among young people.	Quarterly Review August	Undertook 2 Mosman High Forums with a number of services including North Sydney Police targeting a range of topics including legal rights and responsibilities, drug and alcohol issues, safe celebrating, sexual health and healthy living skills.
Strengthen Mosman Youth Forum including completing a review of its Terms of Reference with a view to it undertaking a key planning and advocacy role for young people in Mosman.	Quarterly Review August	Planning underway for a Regional Youth Summit that will aim to recruit a group of young people for a local Youth Forum.
Prepare a needs analysis for youth in Mosman including options and strategies for meeting needs based on existing population profiles and forecast population profiles.	Annual Review June	This is underway and consultations are planned for the coming months.

## Statement of Means

### PROGRAM 8: COMMUNITY SERVICES Convenor: Director Community Development

#### SUBPROGRAM 8.05: OLDER PEOPLE Co-ordinator: Aged & Disability Services Development Officer

ACTIONS	DATE	PROGRESS
Ensure food services are exposed to a competitive environment.	Ongoing September	Food Services contract going to Tender in 2007.
Determine the key Aged service providers to the municipality for the purpose of establishing a service planning and service coordination forum.	Half Year Review June, December	Preliminary meetings held with ACAT.
Extend the Neighbour Aid service with the application of new government funding.	Half Year Review March, September	Funding enabled full-time Caseworker to recruit, train, match more volunteers for Neighbour Aid/Social Support program.
The timely replacement of community buses in accordance with replacement program.	Ongoing February	A program for the replacement of community buses is in place with an allocation set aside in the annual budget
Undertake an analysis of the utilisation rates of Council's Meals on Wheels service, giving particular attention to the reasons why residents who are eligible to use the service do not access it.	Half Year Review June, December	Food Services questionnaire conducted; results being tallied.
Evaluate the Senior's Week Program 2006 for the purpose of increasing the participation of a broad cross section of older residents in 2007 exploring the potential for increased collaboration with and participation by the Art Gallery and Library Services and other relevant community organisations.	Half Year Review March, September	Successful Seniors Week 2007 with Seniors Safety Forum a highlight.
Promote intergenerational activities by linking recreation and socialisation programs across age groups, and in particular working directly with Youth Services to develop and implement an intergenerational project.	Ongoing March	Young people from Youth Services joined in with the Mosman Olde Time Dance Group one afternoon and also worked with a group of seniors in the Youth Centre to create the Harmony Doors.
Evaluate the Community Transport system to establish whether the service is meeting the needs of the target group and whether the buses are being optimally utilised.	Half Year Review March, September	Initial evaluation of Council community bus use completed with Community Transport study to follow.
Services informed by changes in policy and program direction at state and federal government level.	Ongoing February	Achieved and ongoing.
Conduct annual user surveys.	Ongoing February	Achieved and ongoing.
Identify additional resources to secure the viability and development of the Neighbour Aid Service.	Ongoing November	Recurring funding received from the Department of Ageing, Disability & Home Care for Social Support/Neighbour Aid program.
Ensure that the needs of older men are reflected in programs.	Ongoing August	Working party established for Men's Shed project; other programs include Bocce on the Green and Cooking Classes for men only.

## Statement of Means

ACTIONS	DATE	PROGRESS
Ongoing provision of social, recreational, health and educational programs at the Seniors' Centre.	Ongoing February	Achieved and ongoing.
Promote awareness of the range of services, programs and events in the community including through Council's website and Community Information Directories.	Ongoing September	Achieved and ongoing.
Maintain local support groups for carers.	Ongoing February	Support is provided formally through the weekly Carers' Group and ongoing via individual support as required.

## Statement of Means

### **PROGRAM 8: COMMUNITY SERVICES** Convenor: Director Community Development

#### **SUBPROGRAM 8.06: PEOPLE WITH DISABILITIES** Co-ordinator: Aged & Disability Services Development Officer

ACTIONS	DATE	PROGRESS
Improve the take up of places in Council's childcare services and Council facilitated childcare services by children with special needs.	Half Year Review June, December	Increased provision of care in after school, vacation and occasional care for children with additional needs.
Examine the feasibility of incorporating the Saturday Youth Group program into Council's Youth Services program and develop new programs at the Youth Development Centre that cater for young people with a disability.	Half Year Review June, December	Saturday Youth Group now attend the Youth Centre for age appropriate activities including Drop-In. "Discobility" is an event that will occur once a term for local young people with a Disability. A regional committee of Council Staff and Disability Organisations has been established to work at attracting funding for a specific Youth Disability worker for the region.
Establish a program aimed at promoting an awareness of the needs of, and accessibility issues for people with a disability within the Mosman community and Council staff.	Quarterly Review August	Achieved and ongoing.

## Statement of Means

### **PROGRAM 8: COMMUNITY SERVICES** Convenor: Director Community Development

#### **SUBPROGRAM 8.07: EARLY CHILDHOOD HEALTH** Co-ordinator: Children's Services Development Officer

ACTIONS	DATE	PROGRESS
Consult with North Sydney Council and Cremorne Early Childhood Centre with a view to evaluating the capacity of the present service to meet existing and future needs of the growing population of young families with children in Mosman.	Half Year Review June, December	Initial consultation completed with Area Health Services and North Sydney Council and awaiting further advice from Area Health Service on service requirements.
Review the present arrangements for the delivery of the immunisation program with respect to efficiency and effectiveness.	Ongoing December	Service delivery improvements identified for implementation.

## Statement of Means

### **PROGRAM 8: COMMUNITY SERVICES** Convenor: Director Community Development

#### **SUBPROGRAM 8.09: ABORIGINAL CULTURE, HERITAGE AND RECONCILIATION** Co-ordinator: Manager Community Services

ACTIONS	DATE	PROGRESS
Prepare a Council implementation plan with Council Environmental and Planning managers to enact recommendations from the Aboriginal Heritage Study of Mosman Local Government Area (September 2005) in liaison with the study partners, NSW National Parks and Wildlife Service, Sydney Harbour Federation Trust and the Metropolitan Local Aboriginal Land Council.	Quarterly Review July	Implementation Plan completed with Environment and Planning staff and relevant projects undertaken in liaison with NPWS, SHFT and MLALC.
Increase Council's involvement in the Guringai Festival, a celebration of Aboriginal cultural heritage in northern Sydney.	Half Year Review March, September	Council's Guringai program significantly increased, raising community awareness of Aboriginal cultural heritage and reconciliation issues.
Identify priority recommendations from the draft Northern Sydney Aboriginal Social Plan 2005-2009 for implementation in conjunction with other northern Sydney councils.	Half Year Review March, September	Implementation projects commenced following identification of priority recommendations from Plan.
Provide support to Council in enacting the Principles of Cooperation with the Metropolitan Local Aboriginal Land Council (MLALC) as a means to advance reconciliation.	Annual Review April	Achieved and ongoing.

## Statement of Means

### **PROGRAM 8: COMMUNITY SERVICES** Convenor: Director Community Development

#### **SUBPROGRAM 8.10: CULTURALLY AND LINGUISTICALLY DIVERSE PEOPLE (CALD)** Co-ordinator: Manager Community Services

ACTIONS	DATE	PROGRESS
Provide advice to Council's Executive Officer - Corporate & Human Development on possible options for learning and development programs on cultural diversity for managers and staff.	Quarterly Review June	Ongoing. Discussions with Executive Officer - Corporate and Human Development on cultural diversity content into Council's main learning and development programs, particularly orientation and supervisory training.
Increase Council's involvement in Harmony Day to promote racial, ethnic and religious harmony and the elimination of discrimination in the community.	Annual Review March	Extension of Harmony Day to a Harmony Week program to promote greater community awareness regarding cultural diversity.
Liaise with government agencies and service providers for provision of translated information at Council facilities, including the Library and Community Information Centre, and maintain links on the website about programs for people from culturally and linguistically diverse backgrounds.	Half Year Review March, September	Ongoing. Translated brochures obtained from government agencies for distribution at Council facilities and information updated on Council's website.
Establish formal links with relevant ethnic organisations and ethno-specific service providers in northern Sydney region with a view to their inclusion in future Council consultative processes.	Annual Review June	Liaison with Lower North Shore Multicultural Network and other ethno-specific services, including advice regarding Council's forthcoming consultative processes.
Incorporate strategies to improve access for people from culturally and linguistically diverse backgrounds in all Council Community Services operational plans.	Annual Review June	Strategies incorporated in Children's, Youth and Aged and Disability Services operational plans, with ongoing advice and support in implementation.

## Statement of Means

### PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

#### SUBPROGRAM 9.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Director Community Development

ACTIONS	DATE	PROGRESS
Take advantage of all sources of funding including grants and continue to lobby State and Federal Governments to increase public library funding.	Annual Review December	Achieved and ongoing. Applied for a Library Development Grant in February 2007 for Read@Mosman Library Project.
Participate in State and National planning for Library services.	Ongoing September	Achieved and ongoing. Participated through membership of Public Libraries New South Wales-Metropolitan.
Market and promote the Library and its range of resources and services to the community.	Annual Review September	Achieved and ongoing. The Library provided a wide range of promotional activities and events for all ages throughout the year.

## Statement of Means

### PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

#### SUBPROGRAM 9.02: LIBRARY RESOURCES

Co-ordinator: Manager Library Resources

ACTIONS	DATE	PROGRESS
Improve the collection through purchase of relevant resources, withdrawal of out of date material, analysis of stock usage, regular review of Resources Selection Policy and regular survey of users.	Half Year Review February, August	Loans increased 0.6% over previous year. High level of satisfaction (96%) with the collection (Library survey June 2007). 9500 old & out of date items withdrawn. 51% of the collection has been acquired in last 5 years.
Improve resources for those with special needs including access to electronic resources.	Annual Review February	Ongoing. Audio read navigator devices purchased with State Government funding & donation from Mosman Lions Club. Shorelink Libraries implemented consortia subscription to an additional eBook publishing service (eBook Library).
Keep abreast of and incorporate developments in information technology including electronic publishing and document delivery.	Half Year Review April, October	Ongoing. Staff participated in training sessions & seminars and attended the 'Information Online Australia' conference.
Acquire resources to support Readers Advisory Service	Half Year Review April, October	Ongoing. Resources purchased to support Reading Groups. Submitted Library Development Grant application February 2007 (Read@Mosman Library) to fund purchase of reading group kits & database subscriptions.

## Statement of Means

### PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

#### SUBPROGRAM 9.03: LIBRARY SERVICES

Co-ordinator: Manager Library Services

ACTIONS	DATE	PROGRESS
Regularly survey library users.	Annual Review June	Due to staff shortages the survey was conducted in the first week of July 2007.
Co-operate with other library services and information agencies to extend the services available.	Annual Review June	Achieved and ongoing. Library staff worked with other Shorelink Libraries throughout the year. This year for the first time North Sydney and Lane Cove Library staff joined at the Shoeshocked Festival to promote the libraries to young people.
Arrange visits to the library by school classes and regular visits to schools to promote library services.	Annual Review June	75 school class groups(2,200 students) visited the Library.
Improve and expand information services to high school students, especially those studying for the HSC.	Annual Review June	4 HSC Seminars and 2 Parent and Student Information Evenings for Year 7 students were held. HSC lending collection improved.
Promote the home library service, attract more volunteers and provide access for all eligible members of the community.	Annual Review June	Achieved and ongoing.
Work with the Mosman Library Youth Consultants Group to improve services for young adults.	Annual Review June	The Mosman Library Youth Consultants Group met 5 times in 2006/07 to discuss Library Services and select Resources for teens.
Continue to develop outreach and promotional activities.	Annual Review June	Ongoing.A wide range of activities were conducted throughout the year.
Promote library services to the business community.	Annual Review June	Achieved and ongoing.
Provide reader education/advisory services.	Annual Review December	Additional resources purchased to support this service. New book display furniture and display shelves were installed. Library signage was improved to assist browsing the collection and library staff participated in special reader advisory training.

## Statement of Means

### PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

#### SUBPROGRAM 9.04: LIBRARY INFORMATION TECHNOLOGY

Co-ordinator: Manager Library Resources

ACTIONS	DATE	PROGRESS
Obtain best value from the SIRSI Shorelink computer system.	Annual Review August	Software upgrade implemented May 2007. Back up & Disaster Recovery services improved with the transfer of the Shorelink Office to North Sydney Council.
Provide extensive training to staff and our community in use of the Shorelink system.	Annual Review October	Achieved and ongoing.
Regularly survey library users to gauge level of satisfaction with the on-line public access catalogue.	Annual Review June	Survey June 2007: 94% of users satisfied with online catalogue.
Ensure whenever possible that any information technology incorporated in the Shorelink system is compatible with Council's system.	Annual Review October	Achieved and ongoing.
Provide Internet training sessions for our community (fee-based) and Council staff.	Annual Review December	Ongoing. Reduced demand for this service as community is becoming more proficient in use of online technologies.
Ensure that the staff are trained in use of public access Information Technology resources.	Annual Review July	Staff training is ongoing.
Keep abreast of developments in Information Technology.	Annual Review August	Ongoing. Staff have attended seminars, trade exhibitions & conferences & subscribe to weblogs & other online resources. Online resources e.g. Flickr & Library teens blog are used to promote Library activities.
Investigate provision of wireless Internet technology.	Annual Review December	Wireless Internet access implemented October 2006. 1600 users Oct 2006 - June 2007.
Implement a Council-wide Digital Image Management System to ensure effective collection, management, preservation and retrieval of digital images	Half Year Review February, August	System not funded 2006-2007 Budget. To be implemented in 2007-2008 FY.

## Statement of Means

### PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

#### SUBPROGRAM 9.05: LIBRARY BUILDING

Co-ordinator: Manager Library Services

ACTIONS	DATE	PROGRESS
Undertake planning for future Library services and building requirements.	Annual Review June	Achieved and ongoing.
Regularly monitor the layout and location of materials and service areas.	Annual Review June	Achieved and ongoing. The reading area in the Reference and Information Technology Centre was rearranged to provide more seating for reading. New lounge chairs were purchased to increase and improve the reading areas on the Library's Lending Level.
Prepare an asset replacement program for the Library in conjunction with Council's asset replacement program.	Ongoing December	Replacement program for the Library as part of the asset replacement program will be considered as part of the investigation into opportunities for the redevelopment of the civic centre.
Provide information on library services to any review of the Section 94 contributions plan.	Ongoing June	Achieved and ongoing as required.
Regularly monitor cleaning contractors and inspect public areas.	Quarterly Review June	Achieved and ongoing following letting of new cleaning contract.
Monitor security in the building.	Quarterly Review July	Achieved and ongoing.

## Statement of Means

### PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

#### SUBPROGRAM 9.06: EDUCATION

Co-ordinator: Manager Library Services

ACTIONS	DATE	PROGRESS
Host and service the School Principals' Liaison Group.	Ongoing December	The School Principals' Liaison Group met each term.
Where appropriate play an advocacy role to other levels of government in support of local educational institutions.	Ongoing December	Achieved and ongoing as required.
Work with SHOROC and Shorelink in the provision of services for educational institutions.	Ongoing December	Achieved and ongoing.
Ensure educational issues are considered in the development of new planning instruments.	Ongoing December	Ongoing. Schools were consulted in the development of Councils new LEP.
Co-ordinate and promote the range of services Council offers to the schools and their students.	Ongoing June	Achieved and ongoing.
Support Mosman Day and Evening College and other educational institutions.	Ongoing June	Mosman Day and Evening College held a display in Mosman Library during Adult Learners Week in September 2006.
Arrange visits by school classes to various Council departments and facilities.	Ongoing December	Achieved and ongoing.
Promote partnerships with local high school librarians by holding regular information exchange meetings.	Ongoing March	Achieved and ongoing.
Provide appropriate library resources to support curricula and informal study.	Ongoing June	Achieved and ongoing. Mosman Library purchases resources to support study on an ongoing basis.
Run information literacy programs for Year 11 students.	Ongoing March	Achieved and ongoing.
Arrange visits to the Library by school classes and provide in-house training for students.	Ongoing June	Ongoing. In 2006/2007 6 class groups visited the Library specifically for Local Studies research.

## Statement of Means

### PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

#### SUBPROGRAM 9.07: LOCAL STUDIES

Co-ordinator: Local Studies Librarian

ACTIONS	DATE	PROGRESS
Actively collect local studies and family history materials, and seek community support.	Ongoing June	Achieved and ongoing.
Develop and maintain a photographic record of events and changes occurring in Mosman.	Ongoing June	Achieved and ongoing. New images have been collected through the Mosman Memories of Your Street project.
Ensure that conservation, indexing, cataloguing, and copying of fragile material in the collection is undertaken.	Annual Review June	Achieved and ongoing.
House and exhibit the Local Studies Collection including the Carroll Collection.	Ongoing January	4 major exhibitions were held and items from the Local Studies Collection is displayed throughout the year in display cabinets in the Mosman Room.
Recruit, train and value a team of volunteers to assist the local studies program.	Ongoing December	Achieved and ongoing.
Extend the oral history collection and make the existing collection more accessible.	Annual Review June	Mosman Voices project (oral histories online) launched April 2007.
Utilise developing technology to provide greater access to and awareness of the collection, whilst preserving the original material.	Ongoing January	As part of the Mosman Oral History on the Web Project, the Oral History Collection was digitised and placed on CDROMs and excerpts from the Collection were made available for listening on the Web on the specially developed MosmanVoices website.
Develop and undertake the Mosman Memory Project.	To be Completed by July 2005	Mosman Memories Of Your Street website ongoing - maintenance, upgrades and feature updates as required. Site had 49 user-submitted stories and photos added. There were 14,284 visitors during 2006-2007 financial year.
Maintain a Local Studies page on the Council's Website.	Half Year Review June, December	Achieved and ongoing. Local Studies webpage improved with redesigned Council website & implementation of Mosman Voices project.
Develop self-help material as finding aids to the local studies collection.	Ongoing July	Achieved and ongoing.
Conduct workshops and training for individuals, groups and Council staff.	Ongoing June	5 workshops were conducted for the public on various topics. Library Staff attended refresher training.
Support and liaise with community organisations, Council departments and other sections of the community.	Ongoing June	Achieved and ongoing.
Promote the Local Studies Collection and Mosman's History through displays and exhibitions.	Ongoing June	4 major exhibitions were held.

## Statement of Means

ACTIONS	DATE	PROGRESS
Contribute to the maintenance of Archibald Mosman's grave.	Ongoing March	Budget allocation provided.
Support and sustain the Mosman Historical Society.	Ongoing December	Library provide the venue for the Historical Society meetings throughout the year and provide administration support for publicity.

## Statement of Means

### PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

#### SUBPROGRAM 9.08: COMMUNITY INFORMATION

Co-ordinator: Community Information Librarian

ACTIONS	DATE	PROGRESS
Upgrade and revitalise community noticeboard and signage in Mosman Square and environs	Annual Review December	Details being pursued by Gallery Director. Not fully funded in 2006-2007. Rescheduled for 2007-2008 FY
Ensure that the mailing-list database of local organisations is updated annually and accessible on Council's network.	Annual Review September	Ongoing.
Regularly update the LINCS database and liaise with other LINCS members.	Annual Review July	Achieved and ongoing.
Develop an integrated community events calendar on the website.	Annual Review December	Council & significant community events now added to Council website as part of normal workflow. Improved Calendar implemented June 2007 in conjunction with deployment of redesigned website.
Raise awareness of the community information service.	Annual Review October	Ongoing. Lincs database is linked to homepage of Council website & widely promoted to the community. Library undertook full responsibility for Community Information Service provision in November 2006.
Regularly update Website, community noticeboards and pamphlet display areas to promote community events.	Annual Review May	Achieved and ongoing.
Produce printed directories, lists of services and facilities, brochures and a bi-monthly calendar of events.	Annual Review July	Achieved and ongoing.
Regularly update the New Residents' Kit.	Annual Review March	Achieved and ongoing.
Investigate implementation of video screen technology to promote Council events, services and facilities	Annual Review December	Costings for this facility obtained. Considered a low priority therefore not funded in 2007-2008 Budget.

## Statement of Means

### PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

#### SUBPROGRAM 9.09: MOSMAN WEBSITE

Co-ordinator: Internet Coordinator

ACTIONS	DATE	PROGRESS
Redesign the website and implement a Content Management System	Half Year Review June, December	Achieved. New website deployed website June 2007.
Provide professional development for Council staff and training opportunities for the community to enable them to effectively use Internet technologies.	Half Year Review March, September	Achieved and ongoing. Training for key staff to update content on Council website; informal assistance to residents e.g. by telephone & email. Examples: website navigation, using online services effectively, subscribing to RSS feeds.
Provide opportunities for the community to receive and respond to relevant information online.	Annual Review July	Achieved and ongoing. Online contact form linked to Dataworks; RSS feeds available; 6 email lists available for community to subscribe to; questionnaires & polls online (e.g. voting for Good Design awards, LEP Review).
Raise profile and ownership of Website with staff and community and promote it as a means of communication.	Half Year Review April, October	Achieved and ongoing. Web Content Group within Council had input into redevelopment; new website promoted in local media & online. Staff are encouraged to take responsibility for information in their areas & to suggest enhancements (e.g. Mosman's Built Heritage video online).
Develop an integrated Council and community events calendar, with web interface and syndication opportunities	Annual Review December	Achieved and ongoing. This project became part of the Council website redesign and was achieved. Council and significant Community events now added to the Council website within a specific Events section, with upcoming events listed on home page and Council events also being displayed on appropriate pages within the site (e.g. Community - Seniors section).. Events can be viewed by target group (e.g. children's events, environment events), by department (e.g. Library events) and also via a monthly calendar. Syndication is available. Users can subscribe to an RSS feed of all events.
Ensure that Council's print published materials are reflected on Website.	Half Year Review June, December	Achieved and ongoing.
Designate staff in each section of each Department to be accountable for that section of the Website with responsibility for liaising with Internet Coordinator.	Half Year Review January, July	Achieved and ongoing. Web Content Group meets to discuss online issues. Key staff now being given access to update content on the website.

## Statement of Means

ACTIONS	DATE	PROGRESS
Improve functionality of website with interactivity and multimedia and investigate implement application of new technologies eg content syndication, weblogs and discussion boards.	Annual Review December	Achieved and ongoing. With Council redesign, image galleries have been implemented (e.g. home page Flash-based slideshow). Video is now being hosted at Google Video and made available (embedded) within web pages (e.g. Library Author Evening webcasts, Mosman's Built Heritage DVD). Weblogs ongoing for Library Teens and Library reference. Local Studies projects online - Mosman Memories and Mosman Voices - are built on blog software, and Mosman Voices uses mp3 audio streaming. Content syndication (RSS) now available from Council's website.

## Statement of Means

### PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

#### SUBPROGRAM 10.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Director Community Development

ACTIONS	DATE	PROGRESS
Ensure that information on community events and recreational and cultural services and facilities is widely available and easily accessed.	Ongoing November	Achieved and ongoing. Information is published on Council website, brochures & directories are available at customer service areas at Council, Art Gallery & Library & events are advertised on Community noticeboards. Regular fortnightly insert in the Mosman Daily, small and large programs such as the Mosman Festival produced in house and the new Council publication, Mosman News features information on event, services and facilities.
Continue to hold more Community Conversations to engage residents in the cultural life and development of Mosman, explore other opportunities to involve and inform all age groups and develop a publicity campaign and budget aimed at reaching all residents to promote the services, activities and events provided by Council, community organisations and others.	Ongoing March	Achieved and ongoing. Community Conversations held in 2006 in relation to the preparation of Mosman's Public Art Policy.
Develop a strategy and budget to improve cultural signage related to Mosman's facilities and services such as Taronga Zoo, Mosman Art Gallery & Community Centre, Mosman Library and Mosman Senior's Centre.	Ongoing	Civic Centre Precinct signs designed and erected.

## Statement of Means

### PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

#### SUBPROGRAM 10.05: CULTURAL DEVELOPMENT

Co-ordinator: Manager Cultural Services

ACTIONS	DATE	PROGRESS
Increase audiences by expanding the 'variety' of cultural events presented in the MAG&CC (subject to building and equipment limitations and competing demands).	Ongoing September	Achieved and ongoing. Specific example; first Mosaics exhibition and associated education program to be held in the Mosman Art Gallery (May June 2007).
Explore the potential for small-scale theatre productions and performances and relate to Gallery Exhibition programs where possible.	Ongoing September	Achieved and ongoing, however opportunities are limited due to the lack of professional theatre equipment and inadequate audio equipment.
Investigate the potential for using well-located sites such as the Christian Science Church or the Belmont Road Bowling Club for future community or cultural services.	Annual Review March	Christian Science Church no longer a potential site. Belmont Road Bowling Club to be analysed in the forthcoming period.
Liaise with and assist community organisations in the planning and provision of cultural activities for education and enjoyment.	Ongoing September	Achieved and ongoing. For example; assisted the 'Siale' dance troupe from Papua New Guinea to put on a performance in July 2007.
Seek sponsorship and community support to offset the costs associated with cultural events.	Ongoing	Achieved and ongoing. For example; gained sponsorship from Nikon Australia for the Mosman Festival Photography Competition and Exhibition in September 2006.
Working with others as appropriate, continue existing programs and implement initiatives as identified in the Cultural Plan 2005-2009.	Ongoing September	Achieved and ongoing. For example; "provide more opportunities for performances and concerts in the MAG&CC through such events as the Mosman Festival". In conjunction with the 2006 Mosman Festival organised and presented a concert by Jane Rutter and Peter Cousens.
Investigate ways of upgrading the Grand Hall to meet public performance requirements and consider fundraising options.	Ongoing September	Not on track due to lack of funds.
Encourage more outdoor performances by local performing arts groups such as 'Shakespeare by the Sea'.	Ongoing September	Achieved and ongoing.
Stimulate the Mosman music scene by presenting or facilitating music festivals, concerts and eisteddfods.	Ongoing September	Achieved and ongoing. Organised and presented the 'Jane Rutter and Peter Cousens' concert in conjunction with the 2006 Mosman Festival.
Investigate the possibility of a Mosman Music Prize.	Ongoing September	Unable to pursue this idea due to the lack of funds and expertise, and the competing demands of the Mosman Festival.

## Statement of Means

ACTIONS	DATE	PROGRESS
Work with SHOROC, in particular, Warringah Council to find ways for Mosman residents to become involved in the Glen Street Theatre.	Ongoing September	Unable to pursue this idea due to the demands of other programs and events such as the Mosman Festival.
Continue consultative processes that involve the community in the planning, development and presentation of cultural events in Mosman.	Quarterly Review July	Achieved and ongoing. For example; various events for the Mosman Festival were planned and developed with the community involvement such as Pets Day Out, the Street Parade and Art in the Park.
Raise awareness of local and regional cultural facilities and services through the production and distribution of relevant information by way of print and on-line resources.	Quarterly Review July	Achieved and ongoing.
Support and develop the Mosman Public Art Trust and commission more public art works, and investigate the feasibility of a dedicated public art place (or places) in Mosman.	Ongoing September	Achieved and ongoing. Mosman Fire Brigade, 'Horse Trough Memorial' completed in April 2007. Other projects that have been considered by the Mosman Public Art Trust include the 'Daisy' public sculpture and 'Arthur Streeton' memorial.
Organise and present the 8th Annual Mosman Address featuring Guy Cooper.	Ongoing September	The 9th (not the 8th) Mosman Address featuring Guy Cooper was held on June 30, 2006. This annual fundraising event organised by the Mosman Public Art Trust attracted 53 guests and raised \$6,200.
Reconsider the possible 'Centenary Circle' Public Art Commission and commission and ensure the production and installation of the "Horse Trough" public artwork (subject to necessary funding).	Ongoing March	Achieved and ongoing. Mosman Fire Brigade, 'Horse Trough Memorial' completed April, 2007. Centenary Circle Public Art Commission still under consideration.
Develop a comprehensive Public Art Policy/Strategy.	Ongoing December	Achieved. Public Art Policy completed and approved by Council, November 2006.
Effectively market the Mosman Art Gallery & Community Centre programs, activities and opportunities for venue hire.	Ongoing September	Achieved and ongoing through various avenues including the Mosman Daily, program flyers and notices and Council web site.
Develop mechanisms to celebrate local achievers and report on any funding implications in consultation with the community.	Ongoing September	Achieved and ongoing. For example; Art Gallery Volunteers, Diane and Stanley Wachman, awarded 'Citizens of the Year', 2007.
Actively involve young people in the planning and provision of a broader range of cultural programs and activities.	Quarterly Review September	Achieved and ongoing.
Maintain and expand the Mosman Sporting Wall of Fame.	Quarterly Review September	Mosman Sporting Wall of Fame maintained however, no expansion planned at this stage.

## Statement of Means

### PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

#### SUBPROGRAM 10.06: GALLERY EXHIBITIONS AND ACTIVITIES

Co-ordinator: Manager Cultural Services

ACTIONS	DATE	PROGRESS
Ensure that Gallery areas are suitably arranged, fitted out, furnished and maintained.	Ongoing November	Achieved and ongoing.
Actively promote the Art Gallery's location and services to pedestrian traffic in the Spit Junction, Mosman Square Area.	Ongoing April	Achieved and ongoing through the placement of notices and posters in sign booth in Mosman Square and Library Walk.
Plan and implement programs for young people in consultation with young people.	Ongoing February	Achieved and ongoing.
Relocate some children's services from time to time with a view to permanent relocation should the opportunity arise.	Ongoing September	No opportunities have presented, so it has not been possible to relocate children's services at this time.
Create consultative processes that involve the community in the development of a gallery program that will stimulate and challenge cultural awareness; cater for the demands of a diverse and interested audience; provide for informed and challenging debate; and acknowledge youth culture.	Quarterly Review July	Achieved and ongoing. The 'Art Gallery Consultative Group' provides a regular forum for community consultation regarding gallery programs and activities.
Conduct regular surveys to monitor visitor satisfaction and suggestions.	Ongoing February	Achieved and ongoing. Gallery 'Visitor Survey' completed in June 2007.
Establish a 'Major Australian Artists' exhibition program for artists of Mosman and surrounding districts (subject to funding and limitations of Gallery).	Ongoing	Achieved and ongoing. Retrospective exhibitions for 'Bernard Sahn' (ceramic artist) and 'Brian McInerney; (photographer) curated and presented in 2006.
Implement high quality public programs and consider their income generating potential.	Ongoing September	Achieved and ongoing. All gallery exhibitions are complemented by public programs such as talks, lectures, seminars and workshops. Some workshop programs are organised on a fee for service basis.
Organise the annual acquisitive Mosman Art Prize in conjunction with the Allan Gamble Memorial Art Prize.	Ongoing September	Achieved and ongoing. The winner of the 2006 Mosman Art Prize was Fan Dong Wang, and the winner of the 2006 Allan Gamble Memorial Art Prize was Rachel Griffith.
Seek sponsorship, patronage and grants to offset costs associated with gallery activities.	Ongoing	Achieved and ongoing. For example; sponsorship for the 'Brian McInerney' photography retrospective exhibition was received from Nikon Australia, Amarisco Framing, Digital Masters, and Epson Australia. Sponsorship for the 'Mosman Festival Photography Competition and Exhibition' was also received from Nikon Australia.

## Statement of Means

ACTIONS	DATE	PROGRESS
Update the catalogue of the Mosman Art Collection	Quarterly Review July	This project has been postponed until 2008 when it will be completed as part of the 10th anniversary of the Mosman Art Gallery, subject to the allocation of necessary funds.
Regularly monitor and assess all paintings, art works and other cultural items belonging to Council and ensure they are housed safely and appropriately.	Ongoing February	Achieved and ongoing.
Maintain, conserve and properly document the Mosman Art Collection, and make it accessible on the web.	Ongoing September	Unable to conserve the art collection properly due to the lack of funds. However, a grant application for financial assistance has been submitted to ARTS NSW. Results due in December, 2007.
Enhance public access to the Mosman Art Collection by changing displays, public tours and occasional exhibitions of the collection in the Mosman Art Gallery.	Ongoing September	Achieved and ongoing, especially through regularly changing displays in the Council Chambers.
Ensure that Gallery volunteers are recruited, supported, trained and acknowledged.	Ongoing April	Achieved and ongoing as new recruits present for training and gallery duties.
Understand and where possible act as catalyst in regard to the needs of local artists and craft practitioners and promote the artistic heritage of Mosman, especially the 'Artists' Camps' of late 19th Century.	Quarterly Review September	Achieved and ongoing. Local artists and craft practitioners are supported and recognised through the annual 'Artists of Mosman: 2088' exhibition, and through a new endowment for the purchase of artworks from the 'Artists of Mosman: 2088' exhibition for the Mosman Art Collection.
Actively promote the inclusion of artist workshops in the gallery programs.	Ongoing April	Achieved and ongoing. Most gallery exhibitions are complemented by artist workshops as well as workshops for school students.
Expand the activities program for Friends of the Gallery, Young Friends and Volunteers, and link with other Galleries and Art Centres.	Ongoing December	Achieved and ongoing. A regular program of excursions to other galleries and art centres is organised for the Friends and Volunteers so they can meet other people with similar interests in the visual arts and volunteering.

## Statement of Means

### PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

#### SUBPROGRAM 10.07: COMMUNITY ARTS, CRAFTS AND VILLAGE MARKETS

Co-ordinator: Manager Cultural Services

ACTIONS	DATE	PROGRESS
Further develop the quality arts and crafts theme of the Mosman Village Market.	Ongoing September	Achieved and ongoing through continual effort to find quality arts and crafts producers / stallholders for the Markets.
Liaise with and assist community organisations in the planning and provision of arts and craft activities and events.	Ongoing September	Achieved and ongoing.
Link market activities to the Mosman Art Gallery & Community Centre precinct/activities.	Ongoing September	Achieved and ongoing when opportunities present such as the Mosman Festival.
Hold an annual evening Christmas Village Market.	Ongoing September	Achieved. Evening Market presented in December 2006.

## Statement of Means

### PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

#### SUBPROGRAM 10.08: CIVIC EVENTS ORGANISED BY COUNCIL

Co-ordinator: Manager Marketing & Communications

ACTIONS	DATE	PROGRESS
Seek grants, sponsorship and other funding for community events organised by Council.	Ongoing June	Sponsorship received for the 2006 Mosman Festival and the 2006 Christmas Banner Project.
Seek new and innovative ways to promote civic and community events.	Ongoing December	Christmas Banner Project completed and installed, promoting the message "Mosman is the Spirit of Christmas" in Military Road and selected streets in Mosman during the Christmas period.
Introduce multi-cultural elements into the annual Mosman Spring Festival program (2005) by inviting participation from local and regional community groups and associations representing people from culturally and linguistically diverse backgrounds.	Ongoing September	Organised the "Tastes of the World Food Fair" as a feature event of the Mosman Festival. The event comprised a variety of food stalls promoting and selling foods derived from different cultures. The primary promotion of the Festival also included the "Faces of Mosman" motif, which featured faces of different Mosman residents representing different cultures and age groups.
Actively encourage the use of the Village Green for a range of community gatherings.	Ongoing September	The Village Green used for selected events of the 2006 Mosman Festival such as 'Pets Day Out'.
Develop a greater range of community celebrations, gatherings and street performances, and involve the community in planning, organisation and presentation.	Ongoing September	The Mosman Festival is the primary community celebration developed by Council with community involvement in 'planning, organisation and presentation'.
Introduce a dedicated youth program into the Mosman Spring Festival involving young people in planning, organising and presenting.	Ongoing September	The 2006 Mosman Festival included two events for youth – Chalk it Up, Pavement Art at Balmoral and the 24/7 Youth, Short Film Festival. The Film Festival was also a part of a wider SHOROC program.
Organise civic and community events in accordance with the guidelines laid out in the Special Event Management Policy.	Ongoing	All community events such as the 'Mudgee Wine & Food Fair' and 'Carols by Candlelight' are organised according to the guidelines in the Special Event Management Policy.

## Statement of Means

### PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

#### SUBPROGRAM 10.09: COMMERCIAL COMMUNITY EVENTS APPROVED/FACILITATED BY COUNCIL

Co-ordinator: Manager Marketing & Communications

ACTIONS	DATE	PROGRESS
Assist in the promotion of local 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 November	Achieved and ongoing.
Liaise with and assist local organisations in planning for and organising community events in accordance with Council's Special Event Management Policy.	Ongoing November	Achieved and ongoing.
Ensure commercial events are operated in accordance with planning and environmental controls, including the Special Event Management Policy.	Quarterly Review July	Achieved and ongoing.

## Statement of Means

### PROGRAM 10: CULTURAL DEVELOPMENT AND SERVICES

Convenor: Director Community Development

#### SUBPROGRAM 10.10: FRIENDSHIP AGREEMENTS

Co-ordinator: Manager Marketing & Communications

ACTIONS	DATE	PROGRESS
Provide information and assistance to our Friendship communities.	Ongoing March	Achieved and ongoing and exploring opportunities for East Timor.
Prepare a CD Rom or DVD production of the photography exhibition, "Postcards from Mosman", and distribute to all Friendship Communities.	Ongoing September	Achieved.
Promote and encourage the community to take advantage of the Friendship Agreements.	Ongoing March	Achieved and ongoing.
Create opportunities for all age groups, particularly young people, elected members and staff, to expand and explore other cultures through long-term community relationships.	Quarterly Review July	Several intergenerational projects involving young people and older people working on community arts projects and shared activities such as old time dancing classes.
Continue to support the Glen Innes Aboriginal Art Education Project and facilitate the Mosman/Glen Innes Friendship Group.	Ongoing September	Achieved and ongoing.
Encourage Mayoral/Councillor representation at the annual Glen Innes Celtic Festival.	Ongoing March	Achieved and ongoing.

## Statement of Means

### PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

#### SUBPROGRAM 11.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Director Environment & Planning

ACTIONS	DATE	PROGRESS
Negotiate with the Roads and Traffic Authority for a Military/Spit Road Route Safety and Performance Study, including a permanent median barrier on the S-bends and impact of freight movements through Mosman to the Northern Peninsula.	Annual Review December	Negotiations with RTA including related to Spit Bridge related issues Parriwi Road/Spit Road Intersection Upgrade, Pearl Bay route, and tidal arrangements in Spit Road are on-going. Involvement in SHOROC Transport group also ongoing.
Review the effectiveness and efficiency of the Spit/Military Road transport corridor subject to funding.	Annual Review March	Funding not available and unlikely to be provided.
Lobby State and Federal governments for third Middle Harbour crossing.	Annual Review March	Council's approach to this topic has continued to be put in all appropriate forums.
Implement a regional approach to transport issues and participate in appropriate groups and forums and continue development of a SHOROC Regional Transport Model and Transport Strategy.	Annual Review March	Regional transport approach adopted in conjunction with SHOROC and lobbying through various bodies and groups. Transport model dependent of available resources through SHOROC.
Liaise with, foster contacts, lobby Statutory Bodies, Federal, State and local Governments and Opposition in order to achieve program objectives.	Annual Review March	Achieved and ongoing.
Review the SHOROC Transport Policy with the principal objective of the State Government calling expressions of interest to canvass public/private sector options for both public and/or private transport infrastructure provision to the region.	Ongoing December	SHOROC Transport Policy under review.
Monitor and review policies on Public Transport and lobby for additional bus services, particularly at night, including opportunities for hail and ride bus services.	Annual Review March	Council continues to lobby public transport providers via various forums, local members, inquiries, etc.
Encourage use of Travel Demand Management techniques as a means of reducing the adverse impacts of traffic on the Mosman community.	Ongoing April	Achieved and ongoing.
Negotiations with the RTA on a traffic management plan with the objective of closing the am peak hour Pearl Bay Avenue, such plan to be linked to include improvements in the weekday a.m. peak efficiency only of the intersection at Spit Road and Ourimbah Road.	Annual Review December	Negotiations continuing following cancellation of Spit Bridge augmentation.
Lobby for provision of viable alternative all weather urban freight routes to the Warringah peninsula other than via the Spit/Military corridor	Ongoing April	Achieved and ongoing as part of continuing SHOROC lobbying.

## Statement of Means

ACTIONS	DATE	PROGRESS
Vigorously oppose any increase in Clearway hours and oppose dedicated bus only lanes along main road corridors.	Annual Review March	Achieved and ongoing.
Erect pedestrian signage in Council precincts in accordance with the Public Domain Improvement Program and review outcomes to identify further need.	Ongoing	Achieved and ongoing.
Negotiate with the RTA on widening of the Spit Bridge to achieve relocation of the entrance to the Spit West Carpark to align with the Parriwi Road north intersection lights with appropriate and safe connections for Cyclists in accordance with the Mosman Bicycle Plan.	To be Completed by December 2006	Lobbying and negotiation conducted but now continuing following decision not to proceed with Spit Bridge widening project.
Refer any requests to commemorate accident victims to the RTA in regard to main roads.	Ongoing December	Achieved and ongoing.

## Statement of Means

### PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

#### SUBPROGRAM 11.02: ROADS

Co-ordinator: Manager Assets and Services

ACTIONS	DATE	PROGRESS
Prepare annual maintenance and improvement program for regional roads.	Annual Review July	Achieved and ongoing subject to funding allocations.
Undertake a road condition survey and review funding levels for road rehabilitation.	To be Completed by February 2010	Achieved and ongoing on a 5 year basis.
Prepare a 5 year forward works program for road rehabilitation from 2005 condition survey data	To be Completed by February 2007	Achieved and ongoing.
Prepare cost effective designs for road rehabilitation in a timely manner to ensure forward works programs can be implemented.	Annual Review June	Achieved and ongoing.
Implement an inspection and monitoring program for retaining structures following implementation of the asset management system	To be Completed by February 2007	Condition surveys to form part of asset assessment for implementation of assets system.
In conjunction with other SHOROC Councils negotiate an agreement with Telstra for procedures regarding restorations to road openings	Ongoing December	Negotiations confused by Telstra decision to contract out works.
Review Council's Road Opening Code.	Annual Review December	Achieved and ongoing as part of an annual review.
Review Council's restoration rates in light of the contract for road rehabilitation services.	Annual Review February	Achieved and ongoing reviews undertaken yearly to ensure currency.
Review and co-ordinate works with public utilities.	Annual Review July	Achieved and ongoing in view of changes to various providers' services and maintenance programs.
Review the latest rehabilitation methods for road assets as and when appropriate.	Annual Review June	Achieved and ongoing.

## Statement of Means

### PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

#### SUBPROGRAM 11.03: FACILITIES

Co-ordinator: Manager Assets and Services

ACTIONS	DATE	PROGRESS
Review condition survey and prepare annual maintenance program of works for crash barriers and signs.	Annual Review December	Street Signage Audit subject to RTA Funding. Street Signs around all Schools in Mosman (Except Mosman High, to be completed 2007/2008) have been completed. All existing Signs reviewed as part of /audits /and on routine basis as needed. Crash barriers to be subject of condition audit for inclusion in assets system.
Develop and implement a maintenance program for traffic signs and line marking on local roads.	Annual Review March	Achieved and ongoing as part of assets system. New contract for these works let in conjunction with Manly Council.
Provide directional signage indicating accessible facilities and promote better signage with local businesses.	Ongoing June	Achieved and ongoing. Advise on signage sought from Access Community Group and from business community in regard to urban planning.
Assess requests for street lighting improvements as required and implement where appropriate.	Annual Review March	Achieved and ongoing.
Negotiate with the RTA for an increase in the Block Grant to maintain traffic facilities on local roads.	Annual Review December	Further request to RTA to be submitted in coming year.
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.	Annual Review March	Achieved and ongoing.
In conjunction with other SHOROC Councils monitor Energy Australia's performance in regard to the implementation of the NSW Public Lighting Code by participating in the Street Lighting Improvement Program (SLIP) and associated initiatives aimed at reducing greenhouse gas emissions and introducing improved technology for street lighting.	Annual Review September	Achieved and ongoing.
Ensure existing and planned street lighting provides a safe and well-lit environment.	Ongoing September	Achieved and ongoing.

## Statement of Means

### PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

#### SUBPROGRAM 11.04: TRAFFIC MANAGEMENT

Co-ordinator: Manager Assets and Services

ACTIONS	DATE	PROGRESS
Purchase microscopic modeling software Scates and Intanal, modeling packages that can assess the impacts of local traffic facilities. Further develop the Regional Traffic Model and seek funding in conjunction with the other three SHOROC Councils.	Annual Review December	Provision of traffic modelling on local and regional basis has proved impractical due to cost and shortage of suitably trained and experienced staff. Will be further explored in 2007/2008.
Negotiate with the Roads and Traffic Authority for a Military/Spit Road Route Performance Study, and impact of freight movements to the Northern Peninsula.	Annual Review December	RTA focus on route performance now related to Clearway and Bus proposals which may prove counter productive to Mosman's interests. Ongoing discussions with RTA for no implementation of clearway.
Review Resident Parking Schemes as required, in particular impacts on neighbouring streets.	Annual Review December	Achieved and new Policy adopted.
Introduce planned Resident Parking Schemes and review feasibility of other areas according to Mosman's policy governing such schemes.	Annual Review December	Achieved and ongoing.
Investigate traffic management options for improvements around the Mosman Junction area.	Annual Review December	Achieved and ongoing and to be considered in detail following consideration of upcoming consultants' reports on business centre parking and civic design.
Prepare annually a Traffic Report on the accident history for all roads.	Annual Review June	Achieved as part of Traffic Safety program.
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 December	Achieved and ongoing.
Assess the extent of parking restrictions around medical centres and shopping centres to meet parking needs of frail elderly.	Annual Review May	Achieved and ongoing on a case by case basis.
Investigate opportunities to provide designated on-street parking areas for motor scooters/motorbikes where possible and appropriate throughout Mosman.	Ongoing April	Achieved and ongoing.
Facilitate parking including regulating accessible parking spaces and reviewing usage levels of Vista Street car park.	Ongoing September	Consultant to be appointed to review all business centre parking in 2007-2008.
Maintain a traffic facilities and devices database.	Annual Review December	Achieved and ongoing.
Monitor effectiveness of traffic regulation and enforcement.	Ongoing June	Achieved and ongoing.

## Statement of Means

ACTIONS	DATE	PROGRESS
Continue to administer the Local Traffic Committee and report on various traffic related matters with priority given to safety matters.	Annual Review June	Achieved and ongoing.
Review Traffic Management Plan process for street parties, special events and DAs.	To be Completed by July 2006	Achieved and ongoing.
Lobby State Transit to investigate and provide routes for public transport through the Roseville Corridor as an alternate to Spit/Military Road to reduce pressure on that route and act as an alternate in the event of disruption to traffic from accidents etc.	Ongoing March	Negotiations with SHOROC to support Roseville Corridor as main alteranative to Spit and Military Road Corridor.

## Statement of Means

### PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

#### SUBPROGRAM 11.05: ROAD SAFETY AND PEDESTRIANS

Co-ordinator: Manager Assets and Services

ACTIONS	DATE	PROGRESS
Review the implementation of the footpath management manual in line with best practice procedures and in view of the requirements of the asset management system.	To be Completed by August 2006	Achieved and ongoing as part of assets system implementation.
Undertake a footpath condition survey and review funding levels for footpath rehabilitation.	Annual Review February	Survey commenced and remedial works underway.
Following completion of the condition survey prepare a 5 year forward works program for footpath rehabilitation works.	To be Completed by March 2007	Work in progress.
Review all parking restrictions in vicinity of pedestrian crossing facilities in Mosman through a pedestrian crossing audit (subject to funding).	Annual Review December	Grant application for funding from RTA not successful. Further grant application to be submitted next year.
Control footpath occupations in accordance with Council's policy.	Ongoing April	Achieved and ongoing.
Investigate and implement Public Domain Improvements which give priority to pedestrians.	Annual Review September	Achieved and ongoing.
Review 40km/h speed areas to possibly include child care facilities (partially achieved in Gouldsbury Street, The Crescent and Myahgah Road)	Annual Review August	Approaches made on a case by case basis but current RTA approach is to defer all such applications pending review of regulations.
Prepare a brief to undertake a pedestrian access and mobility plan.	Annual Review December	Revised deadline to June 2008 for preparation of consultant's brief.
Implement recommendations of Council's Road Safety Strategic Plan and Action Plan.	Ongoing June	Achieved and ongoing.
Seek funding for road safety campaigns included in the Road Safety Action Plan.	Annual Review June	Achieved and ongoing.
Investigate further improvements to pedestrian safety at the Spit Junction intersection	Annual Review December	Awaiting review of business centres as part of Civic Improvement Plan.
Ensure that local traffic speed restrictions reflect local conditions.	Annual Review March	Achieved and ongoing as required.
Develop strategic walking routes.	Annual Review March	Achieved and ongoing in conjunction with other major land managers.

## Statement of Means

### PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

#### SUBPROGRAM 11.06: BICYCLES

Co-ordinator: Manager Assets and Services

ACTIONS	DATE	PROGRESS
Initiate a program for the promotion of cycling for transport and recreation.	To be Completed by December 2006	Achieved and ongoing.
Support the Mosman Bicycle Advisory Group	Half Year Review June, December	Achieved and ongoing.
Investigate funding opportunities to implement the recommendations of the Mosman Bicycle Strategy.	Annual Review June	Achieved and ongoing.
Implement the recommendations of the Mosman Bicycle Strategy	Annual Review June	Achieved and ongoing.
Participate in the SHOROC Cycleway Mapping project.	To be Completed by December 2006	Achieved.

## Statement of Means

### PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

#### SUBPROGRAM 11.07: PUBLIC TRANSPORT

Co-ordinator: Manager Assets and Services

ACTIONS	DATE	PROGRESS
Continue to lobby STA to maintain and link local bus and ferry services and provide more frequent and reliable services.	Annual Review March	Achieved and ongoing and supported by submission to Special Commission of Inquiry into Sydney Ferries.
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 including options for mini buses.	Annual Review June	Achieved and ongoing.
Investigate options for the expansion of the Balmoral weekend ferry service and use of ferries to other suitable locations in Mosman.	Annual Review June	Investigations identify funding as the major issue.
Continue to seek sponsorship to undertake a two-month shuttle bus service (Summer Bus) on weekends during the summer months servicing Balmoral.	To be Completed by November 2006	Achieved and ongoing.
Strive to achieve a taxi rank at Bridgepoint.	Bi-Annual Review November	Proposal is not feasible due to lack of available road space arising from the presence of pedestrian facilities, disabled parking and bus stops. Location of a taxi rank further afield would not serve any purpose.
Review and improve the operation of the Summer Bus with a view to implementing a timetable, a second bus and a shorter route	To be Completed by November 2006	Achieved. Funding and sponsorship major issues constraining further expansion.
Lobby to improve public transport options that focus on safety especially for young people attending universities etc and late night functions.	Ongoing June	Achieved and ongoing. Issues submitted to Ministry of Transport for consideration in bus contract assessments.
Liaise with Sydney Buses to achieve the provision of accessible buses on Mosman routes.	Ongoing September	Approximately 40% of current fleet is accessible with this to rise as a requirement of Commonwealth DDA legislation in future years.
Investigate the implementation of Travel Demand Management Strategies.	Annual Review December	Achieved and ongoing as part of Council's other educational and environmental action.

## Statement of Means

### PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

#### SUBPROGRAM 11.08: INTEGRATED TRANSPORT

Co-ordinator: Manager Assets and Services

ACTIONS	DATE	PROGRESS
Participate in the preparation of an Integrated Regional Transport Plan with SHOROC and NSROC.	Annual Review March	Achieved and ongoing.
Seek a commitment from the State government to work with SHOROC in planning and funding priority projects.	Annual Review March	For review as part of the assessment of programs arising from the NSW State Infrastructure Plan and related documents such as the Inner North Subregional Strategy.
Ensure an Integrated Regional Transport Plan addresses the priorities identified in Future Mosman.	Annual Review June	SHOROC Regional Transport Plan subject of review.
Lobby for provision of viable alternative all weather public transport and urban freight routes to the Warringah peninsula other than via the Spit/Military corridor	Ongoing April	Achieved and ongoing as part of SHOROC Regional Transport Plan and lobbying of government on transport issues.

## Statement of Means

### PROGRAM 12: LOCAL AND REGIONAL ECONOMY

Convenor: Director Community Development

#### SUBPROGRAM 12.01: POLICY AND ADMINISTRATION AND CUSTOMER FOCUS

Co-ordinator: Director Community Development

ACTIONS	DATE	PROGRESS
Seek community input and keep the community informed about economic development issues through various print and online media, and through meetings or seminars.	Annual Review	Key economic issues during the period related to urban planning and extensive consultation strategies have been in place including the Mosman Business Community Meeting held in April and chaired by Professor Abelson.
Promote the Town Centres DCP to the business community and ensure the business community are involved in any future review of the Town Centres DCP.	Annual Review	Addressed at the Mosman Business Community Meeting held in April.

## Statement of Means

### PROGRAM 12: LOCAL AND REGIONAL ECONOMY

Convenor: Director Community Development

#### SUBPROGRAM 12.02: BUSINESS DEVELOPMENT

Co-ordinator: Manager Marketing & Communications

ACTIONS	DATE	PROGRESS
Maintain the momentum of the Business Forum as a means of: <ul style="list-style-type: none"> <li>•involving Mosman businesses in Council's planning for economic development;</li> <li>•exchanging information concerning matters relevant to businesses in Mosman;</li> <li>•identifying what the Mosman business community is able to do for itself to make for better business;</li> <li>•identifying what Council is able to do to assist the Mosman business community;</li> <li>•identifying key issues and determine responsibilities for managing specific issues; and more generally,</li> <li>•fostering the co-operative relationship between the business community and Council.</li> <li>•driving the promotional theme for the Mosman business community.</li> </ul>	Ongoing March	Extensive liaison with the business community was held in the lead up to and during the Mosman Shopping Week activities. Such promotional matters are currently under review with the business community following the Mosman Business Community Meeting held in April.
Continue improvements to the streetscape of the commercial areas, including the installation of footpath planter pots, more street planting, the development of a Mosman Village colour scheme, and guidelines in relation to shop awnings as referred to in the DCP.	Quarterly Review	Achieved and ongoing review as part of LEP and DCP Review Project and the Civic Improvement Plan.
Maintain an up-to-date map showing parking in the commercial areas, and distribute via local shop-keepers.	Annual Review May	Achieved and ongoing. Stock still in hand.
Support the business community and police in the Mosman Business Watch.	Ongoing October	Police have accepted responsibility for this matter.
Support the Mosman Chamber of Commerce in a jointly funded maintenance program for the Planter Pots.	Ongoing December	Planter Policy currently remains in place.
Work with the business community to enhance the look of the retail shopping strip and encourage shop owners to stay open later to bring life to the area.	Quarterly Review September	Discussions held in conjunction with considerations of Town Centres DCP and the Mosman Business Community Meeting held in April.
Facilitate and support the Mosman Women in Business Program.	Half Year Review June, December	Mosman Women in Business Network continues and events planned for the forthcoming year.
Provide free practical advice, counselling and assistance to businesses and individuals seeking to establish businesses through the Mosman Business Enterprise Centre.	Quarterly Review	Mosman Business Enterprise Centre continues as a free service to the community.

## Statement of Means

ACTIONS	DATE	PROGRESS
Encourage and support business development programs, eg Mosman Daily Community Business Awards and ensure continuation of the environmental, access and community categories instigated by Mosman Council.	Quarterly Review	Achieved in 2006 and currently under review.
Upgrade signage in the Business Centres in accordance with the provisions of the Business Centres DCP.	Ongoing November	Achieved and ongoing and for consideration as part of Civic Improvement Plan.
Work with the business community to fulfil the provisions of the Business Centres DCP where appropriate.	Annual Review July	On track through Council's Urban Planners.
Cooperate with the Mosman Chamber of Commerce in providing Christmas decorations and theme in shopping areas each year.	Ongoing December	New Christmas banners installed in 2006. Special 'Christmas Banner' project successfully implemented with the support of Mosman RS Club. Project comprised the design, manufacture and installation of 70 vertical banners at various locations in Mosman, displaying the message, 'Mosman is the Spirit of Christmas'. Vertical Banner Contract awarded and ongoing maintenance of banner arms undertaken.
Seek funding from other levels of government and sponsorship from the private sector for the support of existing services and for the establishment of new services.	Ongoing March	Funding opportunities not available.
Maintain strong relationships with the Chambers of Commerce and similar groups.	Ongoing November	Mosman Chamber of Commerce and Mosman Village Retailers Association both closely involved with planning and promotional issues.

## Statement of Means

### PROGRAM 12: LOCAL AND REGIONAL ECONOMY

Convenor: Director Community Development

#### SUBPROGRAM 12.03: MARKETING MOSMAN

Co-ordinator: Manager Marketing & Communications

ACTIONS	DATE	PROGRESS
Take an active management role in the staging of special events that bring appropriate visitation to Mosman.	Half Year Review June, December	Special Event Management Policy applied.
Generate and maintain information concerning visitor attraction facilities and services and provide this to residents and visitors.	Ongoing March	Achieved and ongoing - Walking Maps and Mosman Vegetation Brochures produced. Achieved through community information brochures and Council website.
Keep the Map of Mosman up to date and ensure it shows sites of interest for visitors.	Ongoing June	Stock in hand.
Maintain an indexed collection of high quality colour images of Mosman for promotional purposes	Ongoing September	Large collection of images remain inaccessible electronically. Matter addressed in 2007-08 budget for achievement in the forthcoming year.
Liaise with relevant Council staff and the organisers of events in order to promote the tourism and business potential of local and regional events.	Ongoing March	Achieved and ongoing. Tourism and business potential of events such as the Mosman Festival and Lovedale Long Lunch for example, addressed through various media outlets.
Maintain close relationships with the Chambers of Commerce, Service Clubs and other organisations with an interest in marketing of the area.	Ongoing September	Achieved through various methods including activities during the Mosman Festival and Mosman Sculpture Festival for example.
Work closely with Taronga Park Zoo and other tourism attractions and visitor service providers in Mosman.	Ongoing September	Regular liaison through community groups and Special Event Management meetings.
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 March	Sydney Harbour Federation Trust largely accepts responsibility for this matter in liaison with the Council.
Seek grants and funding for selective initiatives and maintain and strengthen links with SHOROC, Tourism NSW and other relevant agencies.	Ongoing March	Strong links with SHOROC and Tourism NSW.
Liaise with National Parks and Wildlife Service, the Waterways Authority, Sydney Harbour Federation Trust, Harbourside Area Command, the SES and other such organisations on matters of shared interest.	Ongoing March	Achieved through regular meetings.
Continue to facilitate cohesive marketing and promotion of the retail area based around 'Mosman Is' theme groups.	Ongoing March	'Mosman Is' theme used extensively in various events and marketing initiatives.

## Statement of Means

### PROGRAM 12: LOCAL AND REGIONAL ECONOMY

Convenor: Director Community Development

#### SUBPROGRAM 12.04: REGIONAL DEVELOPMENT

Co-ordinator: General Manager

ACTIONS	DATE	PROGRESS
Actively support SHOROC politically, strategically and professionally.	Quarterly Review September	Achieved and ongoing.
Monitor the Kimbriki Environmental Partnership Ltd company to ensure access is maintained and the waste management needs of the Mosman community and the region are met economically and effectively.	Ongoing July	Agreement finalised awaiting ministerial approval.
Work closely with other SHOROC Councils, especially in the implementation of the SHOROC Strategic Plan and its Actions, with a focus on: Regional Employment Strategy Collective approach to staff retention Independent Contracts Audit Internal Resource Sharing Opportunities Reviewing the SHOROC Transport Policy and developing an Integrated Regional Transport Plan with NSROC Information and resource sharing on Environmental Sustainability, possibly with a joint State of the Environment Report	Ongoing July	Achieved and ongoing.
Continue striving for traffic solutions for the Warringah transport corridors and especially Spit and Military Roads.	Ongoing July	Ongoing SHOROC transportation policy subject to review.
Maintain the SHOROC website, evaluate content management system and options to improve interactivity.	Annual Review September	The Internet Co-ordinator at Mosman Council maintains the SHOROC website under the direction of the SHOROC secretariat.
Support initiatives for marketing of SHOROC and its regional projects and achievements.	Annual Review March	Initiatives supported as required, mainly the responsibility of the Executive Officer, SHOROC.

## Statement of Means

### PROGRAM CEC: COMMUNITY ENVIRONMENTAL CONTRACT

Convenor: Director Environment & Planning

### SUBPROGRAM CEC.01: MANAGEMENT AND ADMINISTRATION

Co-ordinator: Director Environment & Planning

ACTIONS	DATE	PROGRESS
Establish and manage project team over the life of the CEC, including office and IT requirements (\$986,900)	Ongoing	CEC projects being managed in house with assistance of contractors as required.
Conduct an independent financial audit. (\$5,000)	Annual Review	Audit conducted annually by external auditors as part of normal audit process.
Develop and update as required a comprehensive interactive environmental web page as part of Council's web site. (\$55,000)	Ongoing	Environment webpage improved in conjunction with redevelopment of Council website.
Direct savings (if any) from infrastructure works to bushland rehabilitation where possible.	Ongoing	Where applicable, budgets are assessed and directed.
Continue to investigate and pursue external funding for CEC projects.	Ongoing	Achieved and ongoing. Funding group formed.
Investigate opportunities for, and develop CEC projects that combine elements from the different CEC programs and include a comprehensive education component.	Annual Review	Achieved and ongoing.
Report to Council on the progress of the CEC.	Quarterly Review January	Achieved and ongoing.
Report directly to the community on the progress of the CEC.	Annual Review	Achieved and ongoing.
Pursue opportunities to work with local community groups on CEC projects.	Annual Review	Where applicable, community involvement sought.

## Statement of Means

### PROGRAM CEC: COMMUNITY ENVIRONMENTAL CONTRACT

Convenor: Director Environment & Planning

### SUBPROGRAM CEC.02: STORMWATER MANAGEMENT

Co-ordinator: Director Environment & Planning

ACTIONS	DATE	PROGRESS
HB8. Install a SQID to filter Plunkett Road sub catchment. (\$7,500)	To be Completed by October 2007	Contract out on project for design and consttuct.
Quakers Hat Bay Stormwater QH1, QH2. Install 3 SQIDs in the Quakers Hat Bay Sub-Catchment. Carry out a comprehensive education and monitoring program. (\$653,806)	To be Completed by July 2006	Contract out on project for design and consttuct.
TS2. Install a SQID in Pearl Bay Avenue to filter Pearl Bay sub catchment. (\$45,000)	To be Completed by November 2006	Assessment on project still in process.
HB2. Install a SQID in Botanic Road to filter Balmoral Beach South sub catchment, incorporating water reuse scheme. (\$350,000)	To be Completed by March 2007	Planned work to begin in 2008.
MB5. Install a SQID in Brierley Street to filter part of Mosman Bay West sub catchment in consultation with North Sydney Municipal Council. (\$51,250)	To be Completed by May 2007	Planning still underway with negotiations with North Sydney Council continuing.
MB3. Install a SQID in Reginald Street to filter part of Mosman Bay West sub catchment in consultation with North Sydney Municipal Council. (\$45,500)	To be Completed by May 2007	Contract out on project for design and consttuct.
CG4. Install 2 SQIDs in Morella Road to filter Chowder Bay sub catchment. (\$54,000)	To be Completed by June 2007	Contract out on project for design and consttuct.
CG5. Install 5 SQIDs on pipes draining to National Park Chowder Bay sub catchment. (\$31,250)	To be Completed by June 2007	Investigations still underway.
HB5. Install a SQID in Hunter Park to filter Edwards Beach sub catchment. (\$50,000)	To be Completed by December 2007	Contract out on project for design and consttuct.
QH3. Install 2 SQIDs to filter Quakers Hat Bay North sub catchment. (\$50,000)	To be Completed by June 2007	Investigations still continuing.
Undertake a monitoring program to evaluate the efficiency and effectiveness of SQIDs in the capture and removal of pollutants. (\$220,000)	To be Completed by June 2007	Achieved and ongoing.

## Statement of Means

### PROGRAM CEC: COMMUNITY ENVIRONMENTAL CONTRACT

Convenor: Director Environment & Planning

### SUBPROGRAM CEC.03: CREEK REHABILITATION

Co-ordinator: Director Environment & Planning

ACTIONS	DATE	PROGRESS
MB7. Mosman Bay Creek. Erosion control and armouring. (\$110,000)	To be Completed by August 2006	Subject to grant funding.
HB8. Balmoral Park. Stormwater diversion works and erosion control and armouring. (\$100,000)	To be Completed by December 2007	Awaiting soil contamination assessment and BMX track development.
LS4. Below Rickard Avenue. Remove existing pipe and construct creek. (\$110,000)	To be Completed by June 2007	Did not meet cost benefit analysis.
QH4. Matthew's Folly Creek (Quakers Hat Bay). Erosion control and armouring. (\$22,000)	To be Completed by December 2007	Project under review subject to funding.
WB8. Below Wyong Road. Erosion control and armouring. (\$16,500)	To be Completed by December 2007	Ongoing works.

## Statement of Means

### PROGRAM CEC: COMMUNITY ENVIRONMENTAL CONTRACT

Convenor: Director Environment & Planning

#### SUBPROGRAM CEC.04: SEAWALLS

Co-ordinator: Director Environment & Planning

ACTIONS	DATE	PROGRESS
SW9. Musgrave Street . Face or replace eroded stones. (\$198,000)	To be Completed by June 2007	Contract currently out for work.
SW16. The Spit, adjacent to Coastal Patrol. Repair unstable areas. (\$71,500)	To be Completed by September 2007	Project subject to funding.
SW1. Balmoral Beach, various between Awaba Street and Wyargine Point. Repair eroded and collapsed areas. (\$66,000)	To be Completed by August 2007	Subject to funding.
SW5. Clifton Gardens. Replace damaged stones. (\$16,500)	To be Completed by December 2006	Problem under review subject to costing.
SW11. Pearl Bay. Stabilise and reset stones. (\$27,500)	To be Completed by December 2006	Project currently contracted.
SW10. The Spit, south of Middle Harbour Yacht Club. Reconstruct collapsed areas. (\$165,000)	To be Completed by December 2006	Subject to funding.
SW13. The Spit, western side. Rehabilitate seawall and re-build sections to enhance inter-tidal ecology. (\$200,000)	To be Completed by December 2006	Subject to funding.

## Statement of Means

### PROGRAM CEC: COMMUNITY ENVIRONMENTAL CONTRACT

Convenor: Director Environment & Planning

#### SUBPROGRAM CEC.05: BUSHLAND

Co-ordinator: Director Environment & Planning

ACTIONS	DATE	PROGRESS
Implement an expanded sustainable bushland management program which systematically addresses priority areas and threatening processes based on: <ul style="list-style-type: none"><li>•Community type</li><li>•Rare or threatened species</li><li>•Critical Habitat</li><li>•Location</li></ul> 2005/2006 \$145,000	Ongoing	Achieved and ongoing.

## Key Performance Indicators

# KEY PERFORMANCE INDICATORS

## PROGRAM 1: COUNCIL, COMMUNITY AND COMMUNICATION

Convenor: Executive Officer - Corporate & Human Development

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program 1.01: Council, Secretariat and Civic Involvement</b>		<b>Co-ordinator: Manager Governance</b>		
Percentage of items called by Councillors at Council meeting	20%	60%	54%	56%
Percentage of decisions deferred by Council	5%	9%	1%	5%
Decisions of Council contrary to or an amendment to the Officer's recommendation	15%	24%	28%	35%
<b>Sub-Program 1.03: Governance</b>		<b>Co-ordinator: Manager Governance</b>		
Audit program % completed  Program not finalised, but three audits conducted.	100%	100%	100%	100%
Percentage of residents satisfied with overall service provided by Council (to be collected at a minimum every three years)	75%	63% High 31% Medium 6% Low  Satisfaction ratings: High – (7-10) Medium – (4-6) Low – (0-3)	N/A	N/A
Number of proven complaints that are classified as maladministration	0	0	0	0
<b>Sub-Program 1.04: Communication</b>		<b>Co-ordinator: Manager Governance</b>		
Cost per hit/user of web page	.26c	.22c	.23c	.26c
% of applications/requests transacted online (eg. DAs, Certificates, jobs property information etc)	1%	Not available	Not available	Not available

## Key Performance Indicators

### PROGRAM 2: RESOURCE AND ASSET MANAGEMENT

Convenor: Director Corporate Services

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program 2.02: Finance and Corporate Assets</b>		<b>Co-ordinator: Manager Finance</b>		
<b>CURRENT RATIO</b> Factors (Current Assets)/ (Current Liabilities)	1.72	0.79:1	0.77:1	0.81:1
<b>UNRESTRICTED CURRENT RATIO</b> Factors (Current Assets less All External Restrictions)/ (Current Liabilities less Specific Purpose Liabilities)	1.52	1.50:1	1.46:1	1.61
<b>DEBT SERVICE RATIO</b> Factors (Net Debt Service Cost)/ (Operating Revenue) less (Special Purpose Grants) less (Operating Contributions & donations)	5.51	6.56	6.51	5.33
<b>RATE COVERAGE RATIO</b> Factors (Rates & Annual Charges)/ (Total Revenues)	58.5	55.33	56.67	59.74
<b>RATES &amp; ANNUAL CHARGES OUTSTANDING PERCENTAGE</b> Factors (Rates & Annual Charges Outstanding)/ (Rates & Annual Charges Collectible)	1.95	2.06	2.57	2.18
PERCENTAGE OF BUDGET EXCLUDING STATUTORY CONTRIBUTIONS EXPOSED TO COMPETITION	60%	60%	60%	59%
<b>Sub-Program 2.05: Human Resources</b>		<b>Co-ordinator: EO – Corporate &amp; Human Development</b>		
Unscheduled absence rate (no. days absent/available workdays)	2.5%	2.4%	2.3%	2.2%
Cost of workers compensation claims (total cost minus journey claims/FTE [excluding casuals] )	\$2,315.24	\$1,888	\$1,888	\$1,888

## Key Performance Indicators

### PROGRAM 3: URBAN PLANNING

Convenor: Director Environment & Planning

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program 3.01: Policy and Administration and Customer Focus</b>		<b>Co-ordinator: DEP</b>		
% of 149 certificates issued within 3 working days	90%	85%	85%	94%
Level of accuracy of S149 certificates	100%	100%	100%	
<b>Sub-Program 3.02: Mosman Local Environmental Plan</b>		<b>Co-ordinator: Manager Urban Planning</b>		
Number of amendments to Mosman LEP 1998 initiated by Council NB LEP Review underway 2005-2007 – no spot rezonings to be prepared	nil	nil	0	1
Cost recovery for preparing minor LEP vs application fee	85%	n/a - no applications received	Cost recovery on track	n/a - no applications received
<b>Sub-Program 3.03: Planning Policy</b>		<b>Co-ordinator: Manager Urban Planning</b>		
Planning Work Program Schedule met (as per MOSPLAN)	85%	85%	75%	89%
<b>Sub-Program 3.05: Land Use Management Planning</b>		<b>Co-ordinator: Manager Urban Planning</b>		
% of Plans completed within specified timeframe (as per MOSPLAN)	80%	No PoM commenced 2006/07	No PoM commenced 2005/06	54%*
<b>Sub-Program 3.06: Housing and Strategic Planning</b>		<b>Co-ordinator: Manager Urban Planning</b>		
Meeting Metropolitan Urban Development estimate of new dwellings per year	40	MUDP suspended with preparation of Metropolitan Strategy	38	It is anticipated that this result was met, however, MDP figures are no longer being made publicly available.

## Key Performance Indicators

### PROGRAM 4: DEVELOPMENT ASSESSMENT AND SERVICES

Convenor: Director Environment & Planning

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program 4.02: Development</b>		<b>Co-ordinator: Manager Development Services</b>		
No. of Development Applications received	500	468	503	505
No. of Construction Certificates received	150	89	84	154
Median Development Application processing time	70 days	83	85	93
Median Construction Certificate processing time	20 days	14	13	11
% Developments Applications to appeal	3.5%	5.3%	4.1%	2%
% Appeals with a positive result/consistent with recommendations	80%	84%	80%	88%
Outstanding number of fire program properties inspected but still to be brought up to standard	100	102	110	-
Outstanding number of fire program properties to be inspected	250	262	244	-

## Key Performance Indicators

### PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

Convenor: Director Environment & Planning

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program 5.02: Atmospheric Environment</b>		<b>Co-ordinator: Manager Environment and Services</b>		
Quantity of corporate greenhouse gas emissions (Tonnes CO <sub>2</sub> -e)	4685	3878 t Co <sub>2</sub> e This figure does not incorporate waste collection vehicles or street sweeping.	4063 t Co <sub>2</sub> e. This assumes recycling of a significant portion of SQID organic wastes.	4685 t CO <sub>2</sub> e. The significant increase is as a result of accounting for organic wastes from streetsweeping and SQIDs being disposed of to landfill.
<b>Sub-Program 5.03: Water Cycle Management</b>		<b>Co-ordinator: Manager Assets and Services</b>		
Council's annual water consumption (kL).	56,000	50,000 kl	51,677 kl	56,511 KL This figure includes leased property, but excludes consumption from Mosman Swim Centre. Included, total consumption estimated to be 60,640.
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	Nil	Nil	Nil
<b>Sub-Program 5.04: Biodiversity</b>		<b>Co-ordinator: Manager Environment and Services</b>		
Hectares of bushland area under contract which is greater than 90% native vegetation cover.	40%	45%	45%	40% Mapping provided as per bushland management contacts plus Bradley Bushland reserve.
Number of active Bushcare volunteers	170	177	181	163 As per Bushcare volunteer database

## Key Performance Indicators

### PROGRAM 5: ENVIRONMENTAL MANAGEMENT / HEALTH

Convenor: Director Environment & Planning

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program 5.05: Trees</b>		<b>Co-ordinator: Team Leader Open Space</b>		
Net change in tree stock on Council controlled land.	+ 1200	+1137 Planted: Bushland- 750 Bushcare- 345 (5% total tube-stock) Park/street-100  Removed: 58	+722 (Total plants planted = 12,800 – largely planting of indigenous shrubs, grasses, groundcovers)	+3000 (500 - Streets & Parks, 2475 Bushland & Bushcare - 15% total planting, 180 NTD & T4Mum – 15% total planting. 150 removals)
<b>Sub-Program 5.09: Environmental Health</b>		<b>Co-ordinator: Manager Environment and Services</b>		
Percentage of scheduled food premises inspections completed	100%	100%	100%	100%
<b>Sub-Program 5.10: Waste Management</b>		<b>Co-ordinator: Manager Environment and Services</b>		
Quantity of recyclable material (ie. Paper and cardboard, commingled containers, organics, and metals and whitegoods) diverted from the domestic waste stream as a percentage of the total.	46%	45.4%	45.7 %	46%
<b>Sub-Program 5.11: Cleaning &amp; Environmental Services</b>		<b>Co-ordinator: Manager Environment &amp; Services</b>		
Average cost to clean beaches and reserves per hectare per annum.	\$18,157	\$18,779	\$19,489	\$18,192
Average cost per clean of public amenity blocks per day.	\$13.84	\$14.71	\$14.86	\$16.70
Cost per tonne to remove rubbish material from streets, footpaths and pits.	\$1,823	\$2114	\$1,956.34	\$1,622
Quantity of rubbish removed by street and footpath sweeping and pit cleaning per annum.	445 tonnes	404 tonnes	445 tonnes	476.10 tonnes

## Key Performance Indicators

### PROGRAM 6: PARKS & RECREATION

Convenor: Director Environment & Planning

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program 6.02: Parks, Gardens, Playgrounds &amp; Civic Spaces</b> <b>Co-ordinator: Manager Assets &amp; Services</b>				
Hectares of parkland maintained	27ha	27ha	27ha	27ha
The number of parks	23	23	23	23
Average annual cost per hectare for parks maintenance (grass cutting and garden maintenance)	\$13,000/ha	\$13,707/ha	\$13,000/ha	\$25 per capita
Average annual cost for irrigation maintenance in parks and gardens	\$16,000	\$9,099	\$13,300	N/A
<b>Sub-Program 6.03: Recreational Facilities</b> <b>Co-ordinator: Manager Assets &amp; Services</b>				
Hectares of playing fields maintained	8ha	8ha	8ha	N/A
Number of irrigation systems breakdowns	60	5	60	N/A
Average cost per hectare for sports field maintenance	\$29,000	\$32,052	\$29,000	N/A
Annual cost per hectare for irrigation maintenance in sporting fields	\$1,200	\$2,625	\$1,200	N/A
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: 7.83 Rawson Oval: 7.5	Allan Border Oval: 7.5 Rawson Oval: 7.0	N/A
<b>Sub-Program 6.05: Mosman Swim Centre</b> <b>Co-ordinator: Manager Governance</b>				
Level of visitor satisfaction with various aspects of the Centre as detailed in the Services Specification	95%	High level of customer satisfaction with the facility achieved. Isolated instances of dissatisfaction with some programs/areas.	Surveys show a high level of customer satisfaction achieved with occasional lapses. Information on customer service & conflict resolution courses provided by Council	N/A

## Key Performance Indicators

### PROGRAM 7: COMMUNITY SAFETY

Convenor: Director Community Development

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program 7.01: Collaboration, Communication and Accountability</b>		<b>Co-ordinator: DCD</b>		
Trends in community satisfaction gauged through surveys conducted say every three years.	7.7	No survey undertaken during the period	No survey undertaken during the period	No survey undertaken during the period
<b>Sub-Program 7.02: Community Involvement in Crime Prevention Strategies</b>		<b>Co-ordinator: MCBR</b>		
Numbers of active participants in Volunteering in Policing (VIP).	5	5	5	5
Numbers of active participants in Business Watch.	70	70	75	58
<b>Sub-Program 7.04: Customer Service and Support</b>		<b>Co-ordinator: Manager Ranger Services</b>		
Number of training and orientation days held for Police and Rangers and associated feedback from attendees.	3	2	Two including one with the LAC Belinda Nolan	2
<b>Sub-Program 7.06: Emergency Management</b>		<b>Co-ordinator: Manager Assets &amp; Services</b>		
Number of Local Emergency Management Committee meetings attended.	3	4	4	4
<b>Sub-Program 7.09: Companion Animals</b>		<b>Co-ordinator: Manager Ranger Services</b>		
Number of dog attacks per year	13	7	9	3
Repeat barking dog complaints	9	4	4	4

## Key Performance Indicators

### PROGRAM 8: COMMUNITY SERVICES

Convenor: Director Community Development

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program 8.02: Volunteers</b>		<b>Co-ordinator: Aged &amp; Disability Development Officer</b>		
Total Number of Volunteers	691	678	697	700
<b>Sub-Program 8.03: Children/Family</b>		<b>Co-ordinator: Children's Services Development Officer</b>		
Cost coverage of operational budget (staffing and program costs): % Fees and Charges	65%	84.0%	69.5%	67%
Cost coverage of operational budget (staffing and program costs): % Grants and Subsidies	25%	17.8%	21.3%	23.8%
Cost coverage of operational budget (staffing and program costs): % Council	10%	-1.8%	9.2%	9.2%
<b>Sub-Program 8.04: Youth</b>		<b>Co-ordinator: Youth Development Officer</b>		
Number of users of Youth Development Centre per \$100 of operational budget (annual attendances/staffing and program costs adjusted for CPI)	19	19	19	18
<b>Sub-Program 8.05: Older People</b>		<b>Co-ordinator: Aged &amp; Disability Development Officer</b>		
Number of users of Mosman Square Seniors' Centre per \$100 of operational budget (annual attendances/staffing and program costs adjusted for CPI)	39	36	39	39

## Key Performance Indicators

### PROGRAM 9: LIBRARY AND INFORMATION

Convenor: Director Community Development

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program 9.02: Library Resources</b>		<b>Co-ordinator: Manager Library Resources</b>		
Acquisitions per capita	0.3	0.36	0.37	0.39
Loans per capita	14.0	14.5	14.6	13.98
<b>Sub-Program 9.03: Library Services</b>		<b>Co-ordinator: Manager Library Services</b>		
No of active borrowers as a percentage of population.	60%	65%	61%	64.8%
Percentage of enquiries completed successfully: reference(9.03)	85%	92%	88%	86.25%
Percentage of enquiries completed successfully: local studies (9.07)	95%	99%	97%	98%
Percentage of enquiries completed successfully: community info (9.08)	95%	98%	99%	98.5%
<b>Sub-Program 9.04: Library Information Technology</b>		<b>Co-ordinator: Manager Library Resources</b>		
Percentage of Inter-Library Loan requests satisfied within Shorelink.	80%	75%	80%	83.9%
<b>Sub-Program 9.09: Mosman Website</b>		<b>Co-ordinator: Internet Coordinator</b>		
Successful requests for Website pages per month (average).	38,250	46,544	44,509	37,747

## Key Performance Indicators

### PROGRAM 10: CULTURAL DEVELOPMENT & SERVICES

Convenor: Director Community Development

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program 10.05: Cultural Development</b>		<b>Co-ordinator: Manager Cultural Services</b>		
Occupancy rates of the Mosman Art Gallery & Community Centre (expressed as a % of available rental hours)	80%	83%	84%	80%
<b>Sub-Program 10.06: Gallery Exhibitions and Activities</b>		<b>Co-ordinator: Manager Cultural Services</b>		
Number of visitors to Art Gallery per \$100 of operational budget (annual attendances/staffing and program costs adjusted for CPI)	13	11.5	12.5	12.7

## Key Performance Indicators

### PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program 11.02: Roads</b>		<b>Co-ordinator: Manager Assets and Services</b>		
Dollar value of road asset compared to previous financial year (AAS27)	100%	99%	99.5% (04/05 figs used as 05/06 outturn not finalised at time of report)	99.5
No. of road condition related public liability claims per year	<3	10	5	7
<b>Sub-Program 11.03: Facilities</b>		<b>Co-ordinator: Manager Assets and Services</b>		
% of funding obtained from RTA for traffic maintenance related to actual costs	80%	87%	84% (05/06 outturn not finalised at time of report)	86%
<b>Sub-Program 11.04: Traffic Management</b>		<b>Co-ordinator: Manager Assets and Services</b>		
Reduction in number of accidents on Local Roads per year	<75	Down 15 thus a total of 43 crashes in 2005 (accident data has yet to be obtained for the period 2006)	Down 6 thus a total of 58 crashes in 2004 (accident data has yet to be obtained for the period 2005)	8 (accident data has yet to be obtained for the period 2005)
% of public satisfaction with The Esplanade road improvements - survey	75%	No survey undertaken	Survey still to be undertaken	Survey to be undertaken 2005/06
<b>Sub-Program 11.05: Road Safety and Pedestrians</b>		<b>Co-ordinators: Manager Assets and Services</b>		
Dollar value of footpath asset compared to previous financial year (AAS27)	100%	99%	101% (04/05 figs as 05/06 outturn not finalised at time of report)	101
Percentage of footpath occupation permits to construction certificates issued	65%	25%	20%	25%
Percentage of building sites to related infringements	200%	14%	18%	15%
No. footpath condition related public liability claims per year	<10	12	10	17

## Key Performance Indicators

### PROGRAM 11: TRANSPORT AND TRAFFIC

Convenor: Director Environment & Planning

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program 11.07: Public Transport</b>		<b>Co-ordinator: Manager Assets and Services</b>		
% Increase in the number of people that use public transport to and from work	3	No data available.	Most recent advice from STA is that patronage for 2005 is down 1%. Ferry users have increased by 1% Sydney wide (source SMH).	STA annual report indicates Warringah region (including routes through Mosman) bus patronage has remained static up to June 2004. Most recent advice from STA is that patronage for 2005 is down 1%. Ferry users have increased by 1% Sydney wide (source SMH)

## Key Performance Indicators

### PROGRAM 12: LOCAL AND REGIONAL ECONOMY

Convenor: Director Community Development

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program 12.02: Business Development</b> <b>Co-ordinator: Manager Community &amp; Business Relations</b>				
No. of enquiries at the Mosman BEC Office	380	375	365	372
<b>Sub-Program 12.03: Marketing Mosman</b> <b>Co-ordinator: Manager Community &amp; Business Relations</b>				
Percentage of local businesses using the 'Mosman Is' logo (based on 2000/2001 White Pages on CD figure of 559 local businesses)	25%	19%	19%	20%
<b>Sub-Program 12.04: Regional Development</b> <b>Co-ordinator: General Manager</b>				
Regional Projects achieved as reported in SHOROC Annual Report	TBA	See notes	See notes	\$550K expended in 2004/05

## Key Performance Indicators

### PROGRAM CEC: COMMUNITY ENVIRONMENTAL CONTRACT

Convenor: Director Environment & Planning

KEY PERFORMANCE INDICATOR	TARGET 2006/2007	ACTUAL 2006/2007	ACTUAL 2005/2006	ACTUAL 2004/2005
<b>Sub-Program CEC.01: Management and Administration</b> <b>Co-ordinator: Director Environment &amp; Planning</b>				
Percent of CEC expenditure externally funded.	28%	28%	Est 26%, awaiting financial audit	28%
Conclusion of financial audits to be that CEC funding is being expended as per this contract.	100%	100%	100%	100%
<b>Sub-Program CEC.02: Stormwater Management</b> <b>Co-ordinator: Director Environment &amp; Planning</b>				
Tonnes/year of pollutants removed.	160 tonnes	377.20 tonnes	312.6 tonnes	266.5 tonnes
Percentage of Mosman Council Local Government Area draining through SQIDs	75%	75%	72%	70%
<b>Sub-Program CEC.03: Creek Rehabilitation</b> <b>Co-ordinator: Director Environment &amp; Planning</b>				
Percent of bushland affected by uncontrolled stormwater run off	5% less than base year	Est 14% (no projects undertaken to have significant benefits to bushland)	Est 14% of bushland 5.46ha (based on results of ground-survey of selected sites)	9% less than base year

# REPORT ON THE CONDITION OF PUBLIC WORKS s428(2)(d)

## **Stormwater Drainage**

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

The Plan is now being reviewed as part of the Council's ongoing commitment to improving the drainage and stormwater system within the Mosman area and the establishment of a comprehensive Asset Management System (AMS) of which stormwater infrastructure and assets is a key component.

The first stage of this review was the conduct of a sample condition audit of 5% of the Stormwater infrastructure to provide a comprehensive "baseline" from which Council can determine the effectiveness of the present system and determine the level of investment needed to provide a satisfactory system. Once this has been completed, the AMS 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 e.g. 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.

## **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 40 Stormwater Quality Improvement devices (SQIDs) to the existing drainage network. As of 30 June 2007 there were 30 SQIDs installed including some constructed prior to the adoption of the CEC. These SQIDS filter stormwater from over 76% of Mosman and have prevented over 370 tonnes of gross pollutants from entering the waters of Sydney and Middle Harbour in the 2006/2007 financial year and 1270 tonnes since the first SQID was installed. Installation of SQIDs is continuing as part of the CEC, and the remaining catchments will be filtered by the expected completion of all projects in 2009. 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. 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	MAINTENANCE & CAPITAL WORKS PROGRAM FOR 2007/2008
Drainage Assets	\$12,059,000	\$412,000*

Notes on table above:

- \* 50% cost of stormwater re-use scheme at Balmoral

### Retaining Walls and Cuttings

A condition survey and inventory of all road cuttings, retaining walls and embankments was completed in 1997/98 and has been updated on a case by case basis subsequently. 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.

The inventory is now being reviewed as part of the Council's ongoing commitment to maintaining and/or improving retaining walls within the Mosman area and the establishment of a comprehensive Asset Management System (AMS) of which retaining walls are a key component.

The first stage of this review is to update and import the current information into the AMS provide a comprehensive "baseline" from which Council can determine the level of investment needed to provide a satisfactory system. Once this has been completed, the AMS database will become the definitive tool to enable staff to establish an effective and prioritised forward works program for the future.

Based on the valuations estimated in the previous years, the written down value of Council's retaining structures at 30 June 2007 is shown below.

DESCRIPTION	WRITTEN DOWN VALUE AT 30 JUNE 2007	MAINTENANCE & CAPITAL WORKS PROGRAM FOR 2007/2008
Retaining Walls and Embankments	\$40,503,780	\$36,000

### 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 was completed in November 2005.

### 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.

The updated condition survey was completed in November 2005. This report indicated Council needed to spend \$1,000,000 annually to provide a satisfactory road network but 2006/2007 budgets were constrained below this sum. However, despite limited funding, 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 budget for the 2006/2007 financial year has also limited to capital and maintenance spending to \$729,000 which are below the deemed level necessary to sustain a satisfactory network.

### **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 of \$41,000 was provided to maintain the condition of the network.

### **Footpaths**

Asset surveys have continuously indicated that Council's footpath network is in a poor condition with a high number of stepped joints. However positive steps have been taken to reduce the overall number of instances where these defects are present by treating all identified sites with a temporary solution (bitumen ramping) before undertaking a full reconstruction. Further detailed analysis is proposed as part of Council's establishment of a comprehensive Asset Management System (AMS) to enable bench marks to be set to enable a realistic forward works plan to be developed and implemented.

Council funding for footpath maintenance and reconstruction was \$272,500 in 1999/2000 and is presently \$290,000 in 2006/2007. 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 and this is being implemented.

A footpath management manual was adopted by Council in 2004 and the implementation of the strategies set out in this document was continued during the 2006/2007 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.

<b>DESCRIPTION</b>	<b>ESTIMATE OF FUNDS REQ'D TO BRING WORKS TO SATISFACTORY STANDARDS</b>	<b>ESTIMATE OF ANNUAL EXPENSES OF MAINTAINING THE WORKS AT THAT STANDARD</b>	<b>MAINTENANCE &amp; CAPITAL WORKS PROGRAM FOR 2007/2008</b>
Road Pavement	\$ 5,120,000	\$ 1,000,000	\$985,000
Kerb and Gutter	\$51,000	\$50,000	\$41,500
Footpaths	\$3,072,000	\$350,000	\$573,500

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

The costs for 2006/2007 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/Applicant/ Council Officer	File No	Status	Consistency with staff recommendation	Cost
27 Almora Street	8.2005.334.1	Upheld	Yes	\$10,325.73
74 Avenue Road	8.2002.127.1	Dismissed	Yes	\$113.50
21 Bapaume Road	8.2004.32.1	Discontinued	Yes	\$4,580.51
8 Beauty Point Road	13.2005.67.1	Dismissed	Yes	\$9,404.32
23 Boyle Street	8.2005.365.1	Dismisses	Yes	\$2,756.01
5 Bradley's Head Road	8.2006.494.1	Discontinued	Yes	\$592.51
74-82 Bradley's Head Road	8.2006.479.1	Pending	Pending	\$5,540.01
8 Central Avenue	5.1994	Withdrawn	Yes	\$3,920.02
20 Elfrida Street	8.2005.296.1	Discontinued	Yes	\$2,437.04
24 Hopetoun Avenue	8.2006.316.1	Discontinued	Yes	\$6,671.96
26 Iluka Road	8.2004.374.3	Dismissed	Yes	\$15,853.17
11 Inkerman Street	8.2004.214.1	Discontinued	Yes	\$1,667.51
24 Julian Street	8.2006.183.1	Discontinued	Yes	\$1,425.01
2J Middle Head Road	8.2006.462.1	Discontinued	Yes	\$1,444.01
361-363 Military Road	8.2005.20.1	Dismissed	Yes	-\$2,181.82
613-621 Military Road	8.2006.37.1	Upheld	N/A	\$160,791.88
22 Mistral Avenue	8.2006.483.1	Dismissed	Yes	\$938.01
16,16A & 18 Musgrave Street	8.2004.50.1	Upheld	No	\$28,722.51
63 Muston Street	8.2006.438.1	Discontinued	Yes	\$905.51
91 Ourimbah Road	13.2006.52.1	Dismissed	Yes	\$45.00
55A Parriwi Road	8.2005.436.1	Discontinued	Yes	\$380.00
69 Parriwi Road	8.2006.21.1	Upheld	No	\$50,493.17
5 Pearl Bay Avenue	8.2003.287.1	Upheld in part	Yes	-\$571.60
5-7 Punch Street	8.2006.247.1	Discontinued	Yes	\$5,899.02
32 Raglan Street	8.2007.104.1	Discontinued	Yes	\$1,690.51
21A Redan Street	8.2006.249.1	Discontinued	Yes	\$11,312.55
9A Ryan Avenue	8.2006.353.1	Upheld	No	\$20,458.55
18 Shadforth Street	8.2006.051.1	Discontinued	Yes	\$2,371.51
200 Spit Road	13.2005.36.1	Dismissed	Yes	-\$6,484.98
44 Stanton Road	8.2006.174.1	Discontinued	Yes	\$5,261.15
65 The Esplanade	8.2006.345.1	Discontinued	Yes	\$3,492.62
14 Thompson Street	8.2006.392.1	Discontinued	Yes	\$603.51
3 Warringah Road	8.2006.252.1	Discontinued	Yes	\$8,475.95
<b>Total</b>				<b>\$359,334.36</b>

## **2. LOCAL COURT MATTERS**

82 matters were referred to the Local Court for mention during 2006/2007. They related to the following offences:-

- Illegal Parking (73)
- Breach the weight limit on road (4)
- Dogs (3)
- Development not carried out in accordance with approval (1)
- Littering (1)

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

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

The following fees and expenses with regard to the Mayor and Councillors, were paid during 2006/2007:

Details	\$
Mayoral Allowance	30,520.00
Members' Fees (12 Councillors x \$13,440)	167,760.00
Catering/Receptions	35,023.93
Child care	218.98
Delegates Expenses	20,321.73
Travelling	3,839.39
<b>TOTAL</b>	<b>257,684.03</b>

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

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

No overseas travel was conducted by Councillors. The Mayor travelled interstate on two occasions during the year as follows:

- National Assembly of Local Government Conference, Canberra in November 2006
- International Council for Local Environmental Initiatives Conference, Melbourne in May 2007

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

Council provided phone lines to 9 Councillor's residences during the year. The total cost of the phone line rentals amounted to \$3,561.96. Council also provided an additional dedicated line for facsimile machines to 6 Councillor's residences at a total cost of \$392.40.

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

Laptop computers	4 Councillors
Desktop computers	1 Councillor
Printers	2 Councillors
Facsimile machines	9 Councillors

A mobile phone is provided to the Mayor for Council business. The cost of this facility during the year amounted to \$431.42.

# MOSMAN MUNICIPAL COUNCIL



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

**UPDATED 6 February 2007**

(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
07/02/05	Clarify use of bar facilities	
04/04/05	Changes due to advice in DLG Circular 05/08	CS/30
05/09/05	Addition of Mayoral Discretionary Fund	CS/82
28/11/2006	Compliance with DLG Circular 06/57- Guidelines	CS/86
06/02/2007	Deletion of words " by or" from Clause 2, Section 5	CS/5

## 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 Council number 06/57 dated 5 September 2006. The Act requires that the Council must adopt a policy concerning the payment of expenses and the provision of facilities to the Mayor and other Councillors *and such facilities and disbursements must be authorised under the Act either expressly or because it is supplemental or incidental to or consequential upon the exercise of its functions.*

Section 428 (2)(f) 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.

Having regard to proposed amendments to clause 217 of the Local Government (General) Regulation 2005, Council will report separately on:

- The total cost of expenses and the provision of facilities for the Mayor and all Councillors, as well as:

### Expenses

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

### Provision of facilities

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

## 1. FACILITIES FOR MAYOR AND COUNCILLORS

All Councillors receive annually members fees. In addition, the Mayor receives annually a Mayoral allowance. Members fees and the Mayoral allowance are determined by the Local Government Remuneration Tribunal.

### 1.1 Mayor

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

- Use of the Mayoral Office
- Use of a hire car for official purposes. Alternatively, the Mayor may travel by taxi and use a Council charge account.
- Secretarial services associated with the office of Mayor (shared with the General Manager);
- Administrative assistance associated with functions, meetings and the like;
- Office refreshments;
- A 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) Reimbursement of carer arrangement expenses including child care and the care of elderly, disabled and/or sick immediate family members of Councillors to be provided to the Mayor to facilitate 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.

Child care arrangements to be reimbursed at a rate equal to the carer's recommended fee structure for Mosman Occasional Child Care Centre (as provided in Council's Pricing Policy) on a per Councillor not per child basis.

Other carer arrangements to be reimbursed at a rate equal to twice the carer's recommended fee structure for Mosman Occasional Child Care Centre (as provided in Council's Pricing Policy) on a per Councillor not per child basis.

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

(c) Mayoral Discretionary Fund

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

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

## **1.2 Councillors**

- (a) The Councillors are to receive the benefit of:
- Provision and use of official stationery, including letterhead, business cards and name badges. It is noted that Council does not provide secretarial services to Councillors;
  - Use of the Councillors Lounge and Councillors Office.
  - Postage of official correspondence - all mail is to be directed through the Council's own mailing systems;
  - Meals/refreshments on evenings of Council, Committee, Sub-Committee Meetings and Working Parties, or at any other time deemed appropriate by the Mayor or General Manager whilst on Council business, including other meetings, workshops, functions and civic events;
  - Transport to official functions (if needed) when deputising for the Mayor by hire car or taxi; 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) Reimbursement of carer arrangement expenses including child care and the care of elderly, disabled and/or sick immediate family members of Councillors to facilitate attendance at Council and Committee, Sub-Committee Meetings and Working Parties.

Child care arrangements to be reimbursed at a rate equal to the carer's recommended fee structure for Mosman Occasional Child Care Centre (as provided in Council's Pricing Policy) on a per Councillor not per child basis.

Other carer arrangements to be reimbursed at a rate equal to twice the carer's recommended fee structure for Mosman Occasional Child Care Centre (as provided in Council's Pricing Policy) on a per Councillor not per child basis.

Reimbursement is subject to a formal claim form 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.

#### **Bar facilities**

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

#### **Private use of equipment and facilities**

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

#### **Spouse/Partner/Accompanying Person**

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

## **2. TRANSPORT**

### **2.1 Mayor and Councillors**

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

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

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

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

## **3. CONFERENCES AND SEMINARS**

### **3.1. Who May Attend Conferences/Seminars?**

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

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

Travel by the Mayor to be endorsed by:-

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

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

### **3.2 What Conferences and Seminars May be Attended?**

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

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

professions in Local Government.

- Seminars which further the training and development efforts of the Council, and within the budget framework.

Overseas travel

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

### **3.3 Registration**

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

### **3.4 Costs Incurred**

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

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

### **3.5 Payment in Advance**

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

### **3.6 Categories of Payment or Reimbursement**

Subject to the provisions of 3.4 above:

(i) Travel

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

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

(iv) Spouse/Partner

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

## 4. INSURANCE - COUNCILLORS

### 4.1 Insurance

Councillors are to receive the benefit of insurance cover for:

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

- (b) Professional Indemnity.

For matters arising out of Councillors' performance of civic duties or exercise of their functions as councillors provided the performance or exercise of the relevant civic duty or function is *authorised under the Act, was carried out in good faith and is* in the opinion of Council bona fide and/or proper. BUT subject to any limitations or conditions set out in the policy of insurance which is, at the direction of Council, taken out *and conforms with Council's further policy No 5 Legal Assistance For Councillors*.

- (c) Public Liability.

For matters arising our of Councillors' performance of civic duties or exercise of their functions as councillors provided the performance or exercise of the relevant civic duty or function is *authorised under the Act and was carried out in good faith and* in the opinion of Council bona fide and/or proper. BUT subject to any limitations or conditions set out in the policy of insurance which is, at the direction of Council, taken out *and conforms with Council's further policy No 5 Legal Assistance For Councillors*

- (d) Councillors' and Officers' Liability.

For matters arising out of Councillors' performance of civic duties or exercise of their functions as councillors provided the performance or exercise of the relevant civic duty or function is *authorised under the Act and was carried out in good faith and* in the opinion of Council bona fide and/or proper. BUT subject to any limitations or conditions set out in the policy of insurance which is, at the direction of Council, taken out *and conforms with Council's further policy No 5 Legal Assistance For Councillors*.

## 5. LEGAL ASSISTANCE FOR COUNCILLORS

That in the event of:

1. An enquiry, investigation or hearing by any of:
  - The Independent Commission Against Corruption;
  - The Office of the Ombudsman;
  - Department of Local Government;
  - The Police;
  - The Director of Public Prosecutions; or
  - the Local Government Pecuniary Interest *and Disciplinary* Tribunal,

into the conduct of a Councillor *provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the body makes a finding substantially favourable to the Councillor*, or
2. Legal proceedings being taken against a Councillor, arising out of or in connection with the Councillor's performance of his or her civic duties or exercise of his or her functions as a Councillor (with the exception of defamation proceedings), Council shall 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 or.
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.

### **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 Councillors' comments on whether the Councillor considers that the Three Criteria are satisfied.
2. The Councillor must not respond to any allegations made or accept any liability in respect to any allegations made unless authorised to do so by council or its solicitor or the insurer or its solicitor. The Councillor must at all times without undue delay keep Council fully informed of any oral or written communications made to the Councillor by the alleged injured party or the injured party's agents or legal representative in respect of the claim.
3. The General Manager must immediately upon becoming aware that a claim may be forthcoming or aware that a statement has been made which may give rise to a claim, notify and forward to Council's insurer any information relating to the matter with a view to obtaining the Insurer's acceptance and carriage of the claim should the three criteria be satisfied.
- 4.

- (a) If proceedings are threatened (and not commenced), the General Manager must without undue delay inform Council's appointed solicitor and Council's insurer of the notification. The Council's solicitor at Council's cost must form a view as to whether the Three Criteria are satisfied, and must notify the General Manager who will in-turn notify the Councillor concerned in written or electronic form of that view.
  - (b) If the Council's solicitor considers that the Three Criteria are satisfied, the General Manager will either instruct Council's solicitors or if Council's Insurers have accepted the matter as a possible claim then it will represent the Councillor concerned.
5. If Council's solicitor forms the view that the Three Criteria are not satisfied under clause 4(a); the Councillor may request a review of that advice from an independent legal practitioner as agreed in advance between the Councillor concerned and the General Manager and failing agreement as nominated by the President for the time being of the Law Society of NSW or the President of the NSW Bar Association.
6. If the proceedings are commenced and the Three Criteria are satisfied then the following procedure must be followed.
  - In the case that the claim is accepted by Council's insurer it will have sole carriage of the matter and the Councillor will be required to abide by any reasonable instruction of the insurer or its nominated lawyer.
  - If the Insurer does not accept the claim as it is of the opinion that the matter is outside the policy then the General Manger 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:

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

## 6. MONETARY LIMITS TO EXPENSES

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

The expense items identified in the budget include:

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

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

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

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

## **STATEMENT OF SENIOR STAFF s428(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 2006/2007 amounted to **\$689,356**.

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	\$212,420
• Director Corporate Services	\$153,626
• Director Environment and Planning	\$169,684
• Director Community Development	\$153,626

The General Manager travelled overseas to attend the International City Management Association (ICMA) conference in San Antonio, Texas, U.S.A from 7 to 19 September 2007. The cost to Council of his attendance at the conference was \$4,952.

## REPORT ON CONTRACTS AWARDED DURING THE PERIOD s428(2)(h)

Contracts awarded at a tender price of more than \$100,000 per annum during 2006/2007 included:

Activity	Contractor	Date Awarded	Term of Contract	Tender Price
<b>Environmental Management/Health</b>				
Cleaning of Civic and Public Amenity Buildings – 2008 to 2008	Storm International Pty Limited	03/10/2006	2 years	\$187,150 pa
<b>Parks &amp; Recreation</b>				
Parks and Gardens Management and Associated Works – Extension for 2 years to 17 August 2008	Marsupial Landscape Management	01/08/2006	2 years	\$289,378 pa
Clifton Gardens Playground Upgrade Landscape Works	Nick Johnstone Landscapes	05/09/2006	NA	\$120,000
Clifton Gardens Playground Equipment Supply	Play Rope	05/09/2006	NA	\$155,000
Maintenance of Sporting Fields – Extension for 3 years to 1 October 2009	Around The Grounds	03/10/2006	3 years	\$235,862 pa
Rawson Oval Pavilion – Fire Damage Reinstatement	Growth Built Pty Limited	07/11/2006	NA	\$381,261

Activity	Contractor	Date Awarded	Term of Contract	Tender Price
<b>Transport &amp; Traffic</b>				
Roadway and Footpath Construction Services Joint tender with manly Council – 2007 to 2009	Various preferred contractors for various categories of works and services	12/12/2006	2 years	Schedule of rates only  (total expenditure would exceed \$100,000 pa)
Avenue Road and Canrobert Road Intersection Upgrading	Oz Pave Pave - Link Boral	20/03/2007	NA	\$209,770
Rangers Avenue Drainage upgrade and new threshold	Tropic Asphalt North Shore Paving Boral	January 2007	NA	\$131,207

The following contract was awarded at a tender price of less than \$100,000 per annum:-

Activity	Contractor	Date Awarded	Term of Contract	Tender Price
Contract for Weed Control of Hard Surfaces 2006-2011	Envirolands	05/09/2006	5 years	\$23,840 pa

## **STATEMENT OF BUSHFIRE HAZARD REDUCTION ACTIVITIES s428(2)(i)**

*(Report on 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])*

Bushland within Mosman is largely made up of Sydney Sandstone Gully Forest (SSGF). This vegetation generally requires a burn every 10-12 years to maintain a high level of biodiversity. Conversely, burning more frequently than this could seriously and irreversibly cause a decline in biodiversity. At present the majority of hazard reduction activities in Mosman are related to weed removal activities and are located in areas where native plant seeds are suspected to be found in the soil. However all bushland areas are assessed regularly and all complaints are inspected for hazard potential and managed accordingly. That is the bushland will be manually cleared or the NSW Fire Brigade will carry out a small localised burn to reduce the fire hazard.

Council has statutory responsibilities in relation to fire hazard reduction in bushland areas under its control. A program of hazard reduction burns are annually prepared and submitted to the Manly Mosman District Bushfire Management Committee (MMDBMC) of which Councillor Reid and Council's Bushland Officer are members. Once the Committee is satisfied with each Land Manager's proposed burns for the year the list is then sent to the Department of Environment and Conservation (former EPA) and if approved, all burns are then completed throughout the year when weather conditions are suitable and the NSW Fire Brigade are available.

This program has been extremely effective in the last couple of years with fire hazard reduction and ecological burns regularly and successfully carried out in bushland areas. Results have not only reduced the fire hazard in selected areas but fire has increased native plant species numbers in all bushland areas exposed to fire and in some cases has increased the actual biodiversity of plants in the bushland.

In regard to specific work undertaken in Mosman 2006/2007 to reduce the risk of bush fire, Council continued with its hazard reduction works through its Bushland Restoration Program. Manual hazard reduction in the form of pile burn preparation was undertaken at the following locations; Harnett Park, Sirius Cove West, Wyargine, Spit, Millet Road, Morella Road, Lawry Plunket, Quakers Hat, Rosherville, Parriwi Lighthouse and Government Road. Unfortunately no piles were burnt due to wet weather conditions in autumn 2007. All piles have been carried over and included in 2007/2008 hazard reduction program.

One broad acre burn was able to be completed in 2006/2007 in the area of bushland below 16-30 Delecta Avenue.

## **DETAILS OF PROGRAMS UNDERTAKEN BY THE COUNCIL TO PROMOTE SERVICES AND ACCESS TO SERVICES FOR PEOPLE WITH DIVERSE CULTURAL AND LINGUISTIC BACKGROUND s428 (2) (j)**

There was a low percentage of the population born overseas in this area in 2001 compared to other areas in the Sydney Statistical Division and a less diverse range of countries. Mosman Council area featured a notably lower percentage of the population born in non-English speaking countries compared to those born in mainly English speaking countries in 2001. The combination of nationalities in the overseas born population is indicative of a more established and settled group of people, with the largest groups including those born in the United Kingdom, the United States of America and Germany, many of whom would have migrated to Australia several decades before. The total number of persons born overseas grew by 450 between 1996 and 2001, with the majority of the increase due to people from mainly English speaking countries. The top three languages other than English spoken at home are, in order, Chinese languages, Japanese and Italian. 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's strategies to promote services and access for people from culturally and linguistically diverse backgrounds included:

- 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.
- Regular liaison with the Lower North Shore Multicultural Network to identify needs and plan services and programs.
- Continuing support of the English Conversation Group which meets weekly at a Council venue.
- Provision of translated brochures from government and non-government agencies on services and programs at the Library.
- Council's Library provided access to materials from the State Library's Multicultural Service for borrowers whose first language is not English.
- Language assistance was made available from Council staff who possess a second language and when required, the Telephone Interpreter Service (TIS). A list of Council staff with a second language was updated for this purpose and advice provided to Council staff on its appropriate use and TIS.
- New Residents Kits were updated to help with familiarisation with Mosman and its community.
- Information sessions for new residents, including a tour of Council facilities, were held with the objective of assisting their settlement and facilitating social networks amongst new residents.

- Increased participation in Harmony Day through the organisation of events and activities by Council's Children's, Youth and Aged and Disability Services, Library and Art Gallery to promote appreciation of cultural diversity in the community.
- Completion of a Harmony Mural in the Mosman Youth Development Centre to celebrate the diversity of young people attending the centre and respect for their culture.

**SUMMARY OF RESOLUTIONS MADE UNDER SECTION 67  
CONCERNING WORK CARRIED OUT ON PRIVATE LAND, AND  
ANY SUBSIDIES RELATED TO THIS WORK  
s428(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 2006/2007 financial year.

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

The following amounts were paid during 2006/2007 in respect of donations and subsidies under Section 356 of the Local Government Act, 1993:

Name of Organisation	Amount (\$)
ARC Mental Health Team	\$250
Breast Cancer Institute (NSW), Westmead Hospital	\$250
Lady Martin Appeal for the Homeless	\$125
Life Education Centre	\$125
Mercy Inner City Mission (Sr Leonie Martin)	\$250
Odyssey House	\$250
Royal Far West Children's Health Scheme	\$150
Royal North Shore Hospital – Children's Section	\$625
Sydney Children's Hospital Foundation	\$100
Sydney Metropolitan Wildlife Service	\$125
Taldumande Youth Services	\$500
W.I.R.E.S.	\$125
Youth Off The Streets	\$125
<b>TOTAL</b>	<b>\$3,000</b>

## **STATEMENT OF HUMAN RESOURCE ACTIVITY s428(2)(m) and General Regulation CI 7A (1)(a)**

### **Staff and Learning Development**

During 2006/2007, 176 different staff attended a total of 122 weeks of training, with men receiving 38% and women 62% of the training. In addition 8 staff were supported through our Tertiary Study Assistance Policy to undertake tertiary studies. In addition, 68 members of staff attended conferences during the year.

Conforming to statutory requirements, training in Code of Conduct and OH&S were incorporated into the induction program for all Staff and Managers and in May 2007 Bullying and Harassment Awareness Training was delivered to 53 staff. A total of 337 courses were delivered in house and 152 courses were attended externally.

Mosman Council has not actually lodged a Workplace Agreement though most of the work towards one is completed. Steps have none the less been taken to ensure that policies and procedures comply with WorkChoices and Australian Fair Pay Commission increases have been addressed and for 2007, incorporated into an annual wage increase.

One member of staff participated in the annual Local Government Managers Association (LGMA) Management Challenge. Under the Health and Well Being banner, Council entered 5 teams (of 7 staff) in the Global Corporate Challenge which has encouraged the participants to become very active and for the most part improved their fitness. Many other staff have been encouraged through sponsorship from Council to put together teams and enter into races such as City to Surf, Oxfam Trail, Balmoral Burn etc.

Also under Health and Well Being, all staff were invited to participate in the immunisation program which provided immunisation against the Flu, Tetanus as well as Hepatitis A, B and C.

### **Overseas Travel**

The General Manager travelled overseas to attend the International City Management Association (ICMA) conference in San Antonio, Texas, U.S.A from 7 to 19 September 2007.

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

The EEO action plan is reviewed annually in conjunction with Mosman Council's management plan -MOSPLAN. A further review is being undertaken to simplify the EEO action plan and provide the opportunity to track and record activities that are undertaken throughout the year. Actions are being implemented in an ongoing manner to ensure EEO principles are practiced in the workplace particularly through the recruitment and induction processes. In May 2007 Bullying and Harassment Awareness training was delivered to 53 staff.

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

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

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

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 s428(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	Police and Justice
Joint tenders and resource sharing	Waste Management
Graffiti	Health Services
Safe Communities	Finance and Competition Policy
Procurement initiatives	Internal audit initiatives

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

2006/2007	RATES \$	CHARGES \$
Pensioners	115,777.60	36,663.21
Rates	NIL	NIL
Interest	NIL	NIL
Postponed W/O	572.24	257.70
<b>TOTAL</b>	<b>116,349.84</b>	<b>36,920.91</b>

## FREEDOM OF INFORMATION STATISTICS NSW Freedom of Information Act 1989 s428(2)(r)

### GENERAL DETAILS

**Name of Agency:** Mosman Municipal Council

**Twelve monthly period that this statistical return covers:** Year ended 30 June 2007

Agency Reference Number	2176
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<b>NIL RETURNS</b>	
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"?	Yes
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 <b>New</b> (including transferred in)	2	6	8
A2 Brought forward	Nil	Nil	Nil
A3 Total to be processed	2	6	8
A4 Completed	2	6	8
A5 Transferred out	Nil	Nil	Nil
A6 Withdrawn	Nil	Nil	Nil
A7 Total processed	2	6	8
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	1	3
B3	Refused	Nil	2
B4	Deferred	Nil	Nil
B5	Completed *	2	6

\* 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	1
G3	Section 25 (1) (a1) (unreasonable diversion of resources)	Nil	Nil
G4	Section 25 (1) (a) (exempt)	1	1
G5	Section 25 (1) (b), (c), (d) (otherwise available)	Nil	Nil
G6	Section 28 (1) (b) (documents not held)	Nil	3
G7	Section 24 (2) - deemed refused, over 21 days	Nil	Nil
G8	Section 31 (4) - released to Medical Practitioner		
G9	Totals	1	5

## 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	\$!,204	\$270

## 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	Nil	Nil
I3	Financial hardship - Non profit organisation	Nil	Nil
I4	Totals	Nil	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	2	4
J2	22 - 35 days	Nil	2
J3	Over 35 days	Nil	Nil
J4	Totals	2	6

## SECTION K PROCESSING TIME

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

Processing Hours		Personal	Other
K1	0 - 10 hrs	Nil	8
K2	11 - 20 hrs	Nil	Nil
K3	21 - 40 hrs	Nil	Nil
K4	Over 40 hrs	Nil	Nil
K5	Total	Nil	8

## 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

## DETAILS OF INTERNAL REVIEW RESULTS

In relation to internal reviews finalised during the period.

Bases of Internal Review		Personal		Other	
		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 – 2004/2005, 2005/2006 and 2006/2007**

	2004/05	2005/06	2006/07		2004/05	2005/06	2006/07
<b>FOI Applications received</b>				<b>Costs and fees (requests processed)</b>			
Personal	0	0	2	Assessed costs	\$3,627	\$608	\$1,204
Other	4	4	6	FOI fees received	\$600	\$255	\$270
Total	4	4	8				
				<b>Discounts allowed</b>	1	2	0
<b>What happens to requests?</b>							
Granted in full	3	1	2	<b>Elapsed days in process</b>			
Granted in part	1	1	4	0-21 days	2	3	6
Refused	0	2	2	22-35 days	0	0	2
Withdrawn	0	0	0	35 days	2	1	0
Unfinished	0	0	0				
				<b>Hours to process</b>			
<b>Formal consultations</b>				0-10 hours	3	4	8
Number of requests requiring formal consultations	1	1	1	11-20 hours	0	0	0
				21-40 hours	1	0	0
				Over 40 hours	0	0	0
<b>Amendment of personal records</b>	0	0	0				
				<b>Reviews and Appeals</b>			
<b>Notation of personal records FOI</b>	0	0	0	Internal Reviews	0	0	0
				Ombudsman	0	0	0
<b>Requests granted in part or Refused</b>				District Court	0	0	0
Advance deposit not paid	0	0	1	Basis of Appeal	0	0	0
Exempt	1	1	2				
Documents not held	0	2	3				

**COMPETITIVE NEUTRALITY  
(NATIONAL COMPETITION POLICY -  
COUNCIL'S BUSINESS ACTIVITIES)  
s428(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**

- Commercial Property Management - (Property rental portfolio)

**CATEGORY 2**

- Development Approvals - (Local Development Management)
- Core Group (Private Works) - (Private Works)

Council has reported on its business activities for the year ended 30 June 2007. The Council's audited special purpose financial reports for the year ended 30 June 2007 comprising the Statement by Councillors and Management, Statement of Financial Performance 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 2007* 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's Social/Community Plan 2005 -2009 includes specific strategies to address the needs of children. These were integrated into Council's Strategic Management Plan 2006/07. The major achievements in relation to these strategies follow.

- Council actively promoted information on the range of services available to families and children. Initiatives included childcare and parenting information on Council's website, updating the Directory of Children's Services, and targeted promotions of its children's services.
- Events such as the Mosman Children's Fair, held in September 2006, provided an opportunity to disseminate information and facilitate community engagement of families with preschool aged children.
- Council continued to directly manage several children's services for the community including Occasional Childcare, Family Day Care, Vacation Care, Before and After School Care, Leisure and Learning Courses, and the Immunisation program.
- The Occasional Care Centre initiated preschool sessions one day per week to meet unmet demand for preschool places in the municipality. Service and facility improvements at the Centre resulted in higher utilisation.
- Children with additional needs were integrated into Council's children's services, including after school hours, vacation care, and occasional care.
- Council continued to facilitate ten affordable child care places for families on low to moderate income at each of two long day care centres in the municipality.
- Parenting education workshops and seminars were commenced to meet the need for accessible and affordable parenting information and support.
- A playgroup for new residents was trialed to meet their specific needs for information and support in establishing themselves in the community.
- A Children's and Family Services Forum was established for the municipality to provide opportunities for networking, information sharing and collaboration across child care centres, preschools, and other related services in the municipality.
- Council provided support for the establishment of a Lower North Shore Families NSW Network of government and non-government agencies to collaborative plan early intervention services and strategies for children aged 0 to 8 years.
- Council's library services undertook specific activities to promote children's literacy and to support parents in promoting their children's learning. Direct liaison with local schools and through the Principals Forum (convened by Council) ensured close collaboration in this area.

- Mosman Art Gallery provided a range of educational programs for schools and school holiday workshops to develop learning opportunities in the arts.
- A comprehensive range of road safety measures and community education strategies were implemented to promote safety around schools.
- Playgrounds at Clifton Gardens and Bay St were upgraded to provide age- appropriate and safe outdoor play spaces for children.

## **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)**

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.

Council produces a Social 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. Mosman Social/Community Plan 2005 - 2009 includes specific strategies to address the identified needs of the following target groups:

- Children aged 0-11 years and families
- Young people aged 12-24 years
- Older people 55 years and over
- Women
- People from culturally and linguistically diverse backgrounds
- People with disabilities
- Aboriginal and Torres Strait Islander people
- Gay and lesbian people
- New and temporary residents

Council's major achievements in relation to access and equity strategies contained in its 2006-07 Strategic Management Plan follow

- Council upgraded its website to improve accessibility of information on Council services and programs. Information on community-based services and programs for target groups, such as women, families with children, and culturally and linguistically diverse communities were linked to the website.
- Council's community information service to residents of culturally and linguistically diverse backgrounds was enhanced through the sourcing of translated brochures through major government and non-government agencies, including Centrelink.
- Targeted promotions to provide information and facilitate access to services were conducted for specific groups in the community, including families with children, young people, older people and new residents. Service directories were updated and widely promoted to residents and service providers.
- A New Residents Kit was updated and made available to new residents through the Library and through information sessions offered in November 2006 and March 2007.
- Council provided grants and subsidies to community organisations to support service and program initiatives to address local and regional needs, including children and families;

young people; older people; Aboriginal and Torres Strait Islanders; and people with disabilities.

- Council facilitated ten affordable child care places at each of two long day centres in the municipality to assist families on low to moderate incomes.
- Regular liaison occurred with the Lower North Shore Domestic Violence Committee to ensure interagency collaboration in supporting victims of domestic violence.
- Social programs for young people with a disability were transferred from Aged and Disability Services to Youth Services to ensure inclusive practices and encourage integration. A regular dance program was initiated at the Youth Development Centre to expand social and recreational opportunities for young people with a disability.
- Joint planning was initiated by Council with local service clubs, community organisations and government agencies to better address the social and recreational needs of older men, specifically for the establishment of a Men's Shed in Mosman.
- Home and Community Care funding was obtained to expand Social Support/Neighbour Aid services for frail older people and younger people with a disability.
- Council's Community Development Community Group provided a forum for promoting awareness of the needs of people with a disability, particularly surrounding access to services and facilities.
- Council's Capital Works Program included upgrading of kerbs and ramps to improve access for people with disabilities in the built environment. The annual program is informed by input from community representatives of Council's Community Development Community Group with specific interest and expertise in access issues.
- Council participated in national campaigns to promote cultural and racial harmony for NAIDOC Week in July 2006 and Harmony Day in March 2007. These events provided an opportunity to promote services and programs respectively for Aboriginal and Torres Strait Islanders and people from culturally and linguistically diverse backgrounds.
- Council supported the adoption and implementation of a regional Northern Sydney Aboriginal Social Plan 2007-2011 to address the social needs of Aboriginal and Torres Strait Islanders living in the region.
- Regular liaison was maintained with the Lower North Shore Multicultural Network, to identify needs of and improve access to services for newly arrived migrants, refugees, and other non-English speaking communities.

## **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's Privacy Management Plan was reviewed and adopted in June 2005.

Council received no complaints or requests for a review of a decision in 2006/2007.

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

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

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

Council upon entering into one or more planning agreements must, while any such planning agreements remain in force, include in its annual report particulars of compliance with and the effect of the planning agreements during the year to which the report relates. Council resolved during 2006 on a planning agreement in respect to the following property:

- **803 Military Road, Mosman (DA 8.2005.063.1)**

On 21 November 2006, Council considered DA 8.2005.063.1 and resolved that the planning agreement concerning funds towards the provision of public car parking be notified in accordance with section 93L of the Environmental Planning and Assessment Act. The Mayor and General Manager were delegated authority to enter into the planning agreement. The proposed planning agreement was notified in the local paper and no submissions were received.

As at 30 June 2007, the proposed agreement is yet to be entered into and is accordingly still in draft form.

## **Addendum 1**

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE  
2007, INCLUDING AUDITOR'S REPORT

# MOSMAN COUNCIL

## General Purpose Financial Reports for the year ended 30th June 2007

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# MOSMAN COUNCIL

## ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2007

### STATEMENT BY COUNCILLORS AND MANAGEMENT MADE PURSUANT TO SECTION 413 (2)(c) OF THE LOCAL GOVERNMENT ACT 1993 (as amended)

The attached Annual Financial Statements have been drawn up in accordance with

- The Local Government Act 1993 (as amended) and the Regulations made thereunder
- The Australian Accounting Standards and professional pronouncements
- The Local Government Code of Accounting Practice and Financial Reporting
- The Local Government Asset Accounting Manual.

To the best of our knowledge and belief, these reports

- Present fairly the Council's financial position and operating result for the year, and
- Accord with Council's accounting and other records

We are not aware of any matter that would render the reports false or misleading in any way.

Signed in accordance with a resolution of Council made on 16 October 2007



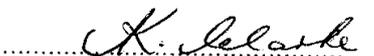
(Denise M Wilton)

**MAYOR**



(Martin E Skipper)

**COUNCILLOR**



(Kay Clarke)

**A/GENERAL MANAGER**



(Mark McDonald)

**RESPONSIBLE ACCOUNTING OFFICER**

**MOSMAN COUNCIL**  
**INCOME STATEMENT**  
for the year ended 30th June 2007

Budget 2007 \$'000		Notes	Actual 2007 \$'000	Actual 2006 \$'000
	<b>INCOME</b>			
	<b>Revenue:</b>			
16,190	Rates & Annual Charges	3	16,216	15,575
7,000	User Charges & Fees	3	4,890	5,011
426	Investment Revenues	3	372	382
1,811	Other Revenues	3	3,715	3,262
1,657	Grants & Contributions - Operating	3	1,735	1,768
812	Grants & Contributions - Capital	3	2,296	1,300
	<b>Other Income:</b>			
53	Profit from Disposal of Assets	5	-	128
	Profit from interests in Joint Ventures & Associates	19	86	59
27,949	<b>Revenues from Ordinary Activities before Capital Amounts</b>		<b>29,310</b>	27,485
	<b>EXPENSES</b>			
12,008	Employee Costs	3	11,598	11,083
7,454	Materials & Contracts		8,615	8,603
421	Borrowing Costs	3	402	415
3,500	Depreciation & Amortisation Impairment	3	3,422	3,337
			-	-
5,058	Other Expenses	3	4,289	4,212
	Loss from Disposal of Assets	5	66	-
	Loss from interests in Joint Ventures & Associates	19	-	-
28,441	<b>Total Expenses from Ordinary Activities</b>		<b>28,392</b>	27,650
(492)	<b>NET OPERATING RESULT FOR YEAR</b>		<b>918</b>	(165)
(1,304)	<b>Net operating result before capital grants and contributions</b>		<b>\$ (1,378)</b>	<b>\$ (1,465)</b>

This Statement is to be read in conjunction with the attached Notes.

# MOSMAN COUNCIL

## BALANCE SHEET

as at 30th June 2007

	Notes	Actual 2007 \$'000	Actual 2006 \$'000
<b>CURRENT ASSETS</b>			
Cash & cash equivalents	6	5,184	4,469
Receivables	7	2,730	2,815
Inventories	8	97	102
Other	8	78	101
<b>TOTAL CURRENT ASSETS</b>		<b>8,089</b>	<b>7,487</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	7	126	99
Infrastructure, Property, Plant & Equipment	9	397,609	397,751
Investments accounted for using the equity method	19	368	313
Investment Property	14	29,915	29,915
<b>TOTAL NON-CURRENT ASSETS</b>		<b>428,018</b>	<b>428,078</b>
<b>TOTAL ASSETS</b>		<b>436,107</b>	<b>435,565</b>
<b>CURRENT LIABILITIES</b>			
Payables	10	6,236	5,949
Borrowings	10	1,369	1,305
Provisions	10	2,630	2,496
<b>TOTAL CURRENT LIABILITIES</b>		<b>10,235</b>	<b>9,750</b>
<b>NON-CURRENT LIABILITIES</b>			
Borrowings	10	5,871	6,739
Provisions	10	120	113
<b>TOTAL NON CURRENT LIABILITIES</b>		<b>5,991</b>	<b>6,852</b>
<b>TOTAL LIABILITIES</b>		<b>16,226</b>	<b>16,602</b>
<b>NET ASSETS</b>		<b>\$ 419,881</b>	<b>418,963</b>
<b>EQUITY</b>			
Accumulated Surplus	20	419,881	418,963
Asset Revaluation Reserve	20	-	-
Other Reserves	20	-	-
<b>Council Equity Interest</b>		<b>419,881</b>	<b>418,963</b>
Minority Equity Interest	19	-	-
<b>TOTAL EQUITY</b>		<b>\$ 419,881</b>	<b>418,963</b>

This Statement is to be read in conjunction with the attached Notes

# MOSMAN COUNCIL

## STATEMENT OF CHANGES IN EQUITY for the year ended 30th June 2007

	2007 \$'000			2006 \$'000		
	Accum Surplus	Council Equity Interest	Total	Accum Surplus	Council Equity Interest	Total
Balance at beginning of the reporting period	418,963	418,963	418,963	419,128	419,128	419,128
Change in Net Assets recognised in the Income Statement	918	918	918	(165)	(165)	(165)
<b>Balance at end of the reporting period</b>	<b>419,881</b>	<b>419,881</b>	<b>419,881</b>	418,963	418,963	418,963

Note

This Statement is to be read in conjunction with the attached Notes

**MOSMAN COUNCIL**  
**CASH FLOW STATEMENT**  
for the year ended 30th June 2007

Budget 2007 \$'000		Actual 2007 \$'000	Actual 2006 \$'000
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	<u>Notes</u>	
	<u>Receipts</u>		
16,150	Rates & Annual Charges	<b>16,279</b>	15,509
7,570	User Charges & Fees	<b>5,054</b>	4,811
426	Investments Income	<b>371</b>	377
2,669	Grants & Contributions	<b>4,471</b>	3,043
2,352	Other operating receipts	<b>4,436</b>	4,479
	<u>Payments</u>		
(11,750)	Employee Costs	<b>(11,498)</b>	(10,918)
(7,982)	Materials & Contracts	<b>(9,314)</b>	(9,193)
(421)	Borrowing Costs	<b>(411)</b>	(395)
(5,683)	Other operating payments	<b>(4,646)</b>	(5,104)
	<b>Net Cash provided by (or used in) Operating Activities</b>	11 <b>4,742</b>	2,609
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
	<u>Receipts</u>		
553	Proceeds from sale of Infrastructure, Property, Plant & Equipment	<b>585</b>	286
30	Distribution received from associated entities	19 <b>31</b>	212
	<u>Payments</u>		
(5,010)	Purchase of Infrastructure, Property, Plant & Equipment	<b>(3,839)</b>	(2,936)
	<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(3,223)</b>	(2,438)
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
	<u>Receipts</u>		
500	Proceeds from Borrowings & Advances	<b>500</b>	350
	<u>Payments</u>		
(1,305)	Repayments of Borrowings & Advances	<b>(982)</b>	(897)
	Repayment of Deferred Creditors	<b>(322)</b>	(323)
	<b>Net Cash provided by (or used in) Financing Activities</b>	<b>(804)</b>	<b>(870)</b>
(1,901)	<b>Net Increase (Decrease) in cash held</b>	<b>715</b>	(699)
4,469	Cash Assets at beginning of reporting period	11 <b>4,469</b>	5,168
2,568	<b>Cash Assets at end of reporting period</b>	11 <b>5,184</b>	4,469

This Statement is to be read in conjunction with the attached Notes

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**Note 1**

<b>SIGNIFICANT ACCOUNTING POLICIES</b>
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**1. Basis of Preparation****1.1 Compliance with Australian equivalents to International Financial Reporting Standards**

This general purpose financial report has been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS) as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Urgent Issues Group Interpretations, the NSW Local Government Act 1993 and regulations thereunder and the Local Government Code of Accounting Practice and Financial Reporting.

**1.2 Compliance with International Financial Reporting Standards**

AIFRS include certain specific provisions relating to not-for-profit entities that are not included in the International Financial Reporting Standards. In addition, Australian Accounting Standard AAS 27 Financial Reporting by Local Governments also applies. Except to the extent that these special provisions require, these financial statements comply with International Financial Reporting Standards.

**1.3 Historical Cost Convention**

The financial report has been prepared on the accrual basis of accounting and, except where specifically indicated in these Notes, in accordance with the historical cost convention.

**1.4 Critical Accounting Estimates**

The preparation of financial statements in conformity with AIFRS requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying Council's accounting policies. The areas involving a higher degree of judgement or complexity, or cases where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this Note. Nothing contained within this report may be taken to be an admission of any liability to any person under any circumstance.

**2. The Local Government Reporting Entity**

- (i) The consolidated financial statements include all funds and other activities

**N1**

through which the Council controls resources to carry on its functions. A description of the nature of the Council's operations and its principal activities are provided in Note 2(b) of this report.

The following funds and activities are included in the consolidated financial statements:

- General Fund
- Kimbriki Recycling and Waste Disposal Centre Joint Venture
- Shorelink Library Network Joint Venture
- Cremorne Early Childhood Centre

In the process of reporting on the Local Government as a single entity, all transactions and balances between funds and activity areas have been eliminated.

- (ii) The Council is required under Section 411 of the Local Government Act, 1993, to maintain a separate and distinct Trust Fund to account for all monies and property received by the Council in trust, which must be applied only for the purposes of or in accordance with the trusts relating to those monies.
- (iii) A separate statement of monies held in the Trust Fund is available for inspection at the Council offices to any person free of cost.

### 3. Basis of Accounting

#### (i) Compliance

The financial report complies with the applicable Australian Accounting Standards and professional pronouncements, the requirements of the Local Government Act and Regulations, the Local Government Code of Accounting Practice and Financial Reporting and the Local Government Asset Accounting Manual.

#### (ii) Basis of Accounting

The financial report has been prepared on the accrual basis of accounting and, except where specifically indicated in these Notes, in accordance with the historical cost convention.

The accounting policies adopted for the reporting period are consistent with those of the previous reporting period where otherwise indicated.

Nothing contained within this report may be taken to be an admission of any liability to any person under any circumstance.

### 4. The Trust Fund

In accordance with the provisions of Section 411 of the Local Government Act 1993 (as amended), a separate and distinct Trust Fund is maintained to account for all monies and property received by the Council in trust which must be applied only for the purposes of or in accordance with the trusts relating to these monies. Trust monies and property subject to Council's control have been included in these reports.

**N2**

Trust monies and property held by Council but subject to the control of other persons have been excluded from these reports. A separate statement of moneys held in the Trust Fund is available for inspection at the Council Office by any person free of charge.

## 5. Rates

The rating period and reporting period for the Council coincide. All rates levied for the year are recognised as revenue. Uncollected rates are recognised as receivables after providing for amounts due from unknown owners and postponed rates in accordance with the requirements of the Local Government Act 1993.

## 6. Grants, Contributions and Donations

Grants, donations and other contributions are recognised as revenues when the Council obtains control over the assets comprising the contributions. Control over granted assets is normally obtained upon their receipt. Where prior advice of grants has been received and expenditure has been incurred in accordance with the relevant terms and conditions, unreceived grant entitlements are recorded as receivables.

Contributions not received over which the Council has control are recognised as receivables.

Where grants, contributions and donations recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the nature of the amounts pertained to those undischarged conditions are disclosed in these notes.

Also disclosed is the amount of grants, contributions recognised as revenues in a previous reporting period, which were expended in respect of the Council's operations for the current reporting period.

The Council has obligations to provide facilities from contributions required from developers under the provisions of S94 of the EPA Act 1991. These contributions may be expended only for the purposes for which the contributions were required, but the Council may, within each area of benefit, apply contributions according to the priorities established in the relevant contributions plans and accompanying works schedules.

## 7. Infringement Income

Council accounts for income on infringement notices issued as follows:

- An assessment of current year notices that have been unpaid and referred for court action are taken up as income.
- An assessment of current year notices that have not reached the stage of further legal action but that is outstanding at year end are taken up as income.
- No allowance is made for prior years fines income that has been referred for legal action due to the inability to determine its collectibility with certainty.

## 8. Cash Assets and Investment Securities

Investments in Bank Bills, Promissory Notes and Term Deposits are recognised at cost.

**N3**

Interest revenues are recognised as they accrue. Bills of exchange which have been purchased at a discount to face value are recognised at cost; the discount brought to account during the reporting period is accounted for as interest received. Managed Funds are valued at market value in accordance with audited certificates issued by each fund; changes in market value are recognised as interest received.

Cash Assets include all amounts readily convertible to cash on hand at Council's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition. Where cash and investments held are subject to restrictions and Council's Management Plan for the ensuing reporting period does not provide for the discharge of those restrictions, the amounts have been classified as non-current.

## 9. Receivables

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the Local Government Act 1993 (as amended) and the Regulations and Determinations made thereunder.

Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate provision made for amounts the receipt of which is considered doubtful.

## 10. Inventories

Inventories held in respect of stores have been valued by using the weighted average cost on a continual basis, after adjustment for loss of service potential. Inventories held in respect of business undertakings have been valued at the lower of cost and net realisable value.

## 11. Infrastructure, Property, Plant & Equipment

All Infrastructure, Property, Plant & Equipment (except for investment properties which are carried at fair value) is stated at cost (or deemed cost) less depreciation. Cost includes expenditure that is directly attributable to the acquisition of the items.

Council's assets will be progressively revalued to fair value in accordance with a staged implementation advised by the Department of Local Government.

Property, Plant and equipment, land, buildings and other	2007/2008
Roads, bridges, footpaths and drainage	2008/2009

Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the asset; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with

the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

(11.1) **Transitional Provisions**

Infrastructure assets (which were expensed prior to 1 January 1993) have been capitalised in the accounts on a “staged” basis since June 1995. All assets, apart from land under roads (the transitional provisions applicable to land under roads have now extended pursuant to AASB 1045, released in October 2002, until 31 December 2006), have now been brought to account.

All non-current assets purchased or constructed are capitalised as soon as the asset is held “ready for use”.

(11.2) **Materiality**

Assets with an economic life which is determined to be longer than one year are only capitalised where the cost of acquisition/construction exceeds materiality thresholds which have been established by Council for each type of asset. In determining such thresholds, which are reviewed annually, regard is given to the nature of the asset and its estimated service life.

Examples of capitalisation thresholds applied during the year under review are provided below:

Land – Council land	Capitalise
Open Space	Capitalise
Land under roads	Capitalise
Roads, Bridges, Footpaths	
Construction/Reconstruction	Capitalise
Reseal/resheet/major repairs	Capitalise if value > \$1,000

(11.3) **Valuation of Assets**

**Plant & Equipment, Office Equipment & Furniture & Fittings**

Assets acquired after 1 January 1993 were recorded at historical cost. Assets acquired prior to that date and depreciated in accordance with the (now superseded) Local Government Accounting Regulations 1979 were recorded at deemed cost, being the carrying amount of those assets at 31 December 1992. All assets have now been measured on the “cost basis”, being the carrying amount of those assets at 30 June 2001.

Asset capitalisation thresholds of these assets are detailed below:

Plant & Equipment	Capitalise if value > \$1,000
Office Equipment	Capitalise if value > \$500
Furniture & Fittings	Capitalise if value > \$500

Major depreciation periods are:

Plant & Equipment	10 years
Office Equipment	10 years
Furniture & Fittings	10 years

## **Land**

### **Operational Land**

Land classified by Council as operational land in accordance with Part 2 of Chapter 6 of the Local Government Act 1993, and buildings thereon, were valued by independent valuation (Valuer General) in the reporting period ended 30 June 1995. A valuation was undertaken in 1998/9 to adjust for additional rateable properties. At 1 July 2000, Council elected to adopt its valuations and disclosed them on the cost basis.

Council has undertaken current valuations of all land.

#### **Current Valuation:**

A valuation of operational land was undertaken by Council officers using Valuer General Valuations with a Base Date of 30 June 2002. The market valuation was \$274.394M.

The new valuation has not been brought to account as Council has continued to adopt the "cost basis" for recording this asset.

### **Community Land**

Land not classified by Council as operational land is deemed as community land and was valued by Council officers at municipal site value during the reporting period ended 30 June 1995.

At 1 July 2000, Council elected to adopt its valuations and disclosed them using the cost basis.

Council has undertaken current valuations of all land.

#### **Current Valuation:**

A valuation of community land was undertaken by Council officers using Valuer General Valuations with a Base Date of June 2002 as at 30 June 2003, and totalled \$232.067M.

The new valuation has not been brought to account as Council has continued to adopt the "cost basis" for recording this asset class.

### Land Under Roads

Land Under Roads has not been valued or recognised as an asset in the statement of financial position (as allowed under transitional provisions for asset recognition contained in Australian Accounting Standard 27A-Paragraph 108). The transitional provisions applicable to land under roads have now extended pursuant to AASB1045, released in October 2002, until December 2006.

### Buildings and Land Improvements

Buildings were valued by independent valuation during the reporting period ended 30 June 1996 and pursuant to Council's election are disclosed using the "cost basis". All acquisitions made after the respective dates of valuation are recorded at cost.

Land improvements and other structures were valued by independent valuation during the reporting period ended 30 June 2000. All acquisitions made after the respective dates of valuation are recorded at cost.

Major depreciation periods are:

Buildings	100 years
Playground Equipment	5 years
Benches and Seats	10 years

Asset capitalisation thresholds include:

Buildings	Capitalise
Playground Equipment	Capitalise if value > \$1,000
Other Structures	Capitalise if value > \$1,000

Council has undertaken current valuations of all buildings.

### Current Valuation:

An independent valuation of buildings, based on insurable value as at 30 June 2003 was undertaken by International Valuation Consultants with the valuation totalling \$43.268M.

The new valuation has not been brought to account as Council has continued to adopt the "cost basis" for recording this asset class.

### Stormwater Drainage Assets

Stormwater drainage infrastructure was valued by Council officers as at 30 June 1997 at written down current replacement cost, based on actual costs incurred during the reporting period ended 30 June 1997. All acquisitions made after the respective dates of valuation were recorded at cost. All stormwater drainage assets have now been measured on the "cost basis", being the carrying amount of those assets at 30 June 2001.

Major depreciation periods are:

**N7**

Drains 100 years

Asset Capitalisation thresholds include:

Drains & culverts capitalise if value > than \$1,000

### **Transport Assets**

Transportation assets were valued by Council officers at written down current replacement cost during the reporting period ended 30 June 1996. All acquisitions made after the respective dates of valuation were recorded at cost. All transportation assets have now been measured on the "cost basis", being the carrying amount of those assets at 30 June 2001.

Major depreciation periods are:

Road assets 100 years

Asset Capitalisation thresholds include:

Road Construction & reconstruction capitalise if value > than \$1,000

#### **(11.4) Depreciation**

Depreciation is recognised on a straight-line basis for all categories of assets. From the financial year ended 30 June 2004, Council has changed its policy in relation to the depreciation of its Infrastructure assets and now depreciates them on a straight line basis rather than a reducing balance methodology.

#### **(11.5) Borrowing Costs**

Borrowing costs in relation to qualifying assets (net of offsetting revenue) have been capitalised. The amounts of borrowing costs recognised as an expense or as part of the carrying amount of qualifying assets are disclosed in Note 4, and the amount (if any) of interest revenue offset against borrowing costs in Note 3. All borrowing costs capitalised relate to funds borrowed specifically for the qualifying assets.

#### **(11.6) Impairment**

Assets that have an indefinite life are not subject to depreciation and are reviewed annually for impairment. Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

For assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, the value in use is the depreciated

replacement cost. In assessing impairment for these assets, a rebuttable presumption is made that the current replacement cost exceeds the original cost of acquisition.

## 12. Payables

### Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

### Payments Received in Advance & Deposits

Amounts received from external parties in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

## 13. Borrowings

Loans are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables".

## 14. Employees' Benefits

### Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119 Employee Benefits.

Liabilities for employees benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based on costs) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

No accrual is made for sick leave as Council experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods.

### Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Local Government Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently.

### Accumulation Fund Members

**N9**

The accumulation fund receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings in accordance with Superannuation Guarantee Legislation (9% in 2006/07; 9% in 2005/06). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

#### Defined Benefit Members

Council makes employer contributions to the defined benefits categories of the Scheme at rates determined by the Scheme's Trustee. The rate is currently 0.95 times members' contributions (NIL% in 2004/2005). Employees also make member contributions to the Fund. As such, assets accumulate in the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Fund's Defined Benefit Plan is a multi-employer sponsored plan. As the Fund's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), Council does not use defined benefit accounting for these contributions.

### 15. Construction Contracts

Construction works undertaken by Council for third parties (principally the Roads & Traffic Authority for works on national and state roads) are generally on an agency basis where the third party reimburses Council for actual costs incurred, and usually do not extend beyond the reporting period. As there is no profit component, such works are treated as 100% completed. Reimbursements not received are recognised as receivables and reimbursements received in advance are recognised as "payments received in advance".

### 16. Joint Ventures and Associated Entities

Council participates in cooperative arrangements with other Councils for the provision of services and facilities, the accounting treatment for which have been affected by changes to the relevant Australian Accounting Standards. Adjustments to reflect Council's interests in these arrangements on adoption of the revised Standards have been carried direct to accumulated surplus in accordance with the transitional provisions of those Standards.

Entities over which Council exercises no "control" are disclosed in detail in Note 19 (b)

Entities over which another Council exercises "control" are disclosed in Note 19 (C)

### 17. Leases

"Lease arrangements have been accounted for in accordance with Australian Accounting Standard AASB 117 "Accounting for Leases".

In respect of finance leases, where Council substantially carries all of the risks incident to ownership, the leased items are initially recognised as assets and liabilities equal in amount to the present value of the minimum lease payments. The assets are disclosed as assets under lease, and are amortised to expense over the period during which the Council is

**N10**

expected to benefit from the use of the leased assets. Lease payments are allocated between interest expense and reduction of the lease liability, according to the interest rate implicit in the lease.

In respect of operating leases, where the lessor substantially retains all of the risks and benefits incident to ownership of the leased items, lease payments are charged to expense over the lease term.

#### **18. GST Implications**

In accordance with UIG Interpretation 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupments.
- Amounts included in the Cash Flow Statement are disclosed on a gross basis.

#### **19. Budget Information**

The Income Statement and Note 2 provide budget information of revenues and expenditures by type and for each of the major activities of the Council. Budget figures presented are those approved by Council at the beginning of the financial year and do not include Council approved variations throughout the year. Short explanations of the most significant variations are given in Note 16, and further information of the nature and amount of all variations is available from the Council office upon request.

#### **20. Rounding**

In accordance with the Code of Accounting Practice all amounts shown in the Financial Statements have been rounded to the nearest thousand dollars.

#### **21. New Accounting Standards and UIG Interpretations**

Certain new accounting standards and UIG interpretations have been published that are not mandatory for the 30 June 2007 reporting period.

- AASB 7 Financial Instruments: Disclosures and AASB 2005-10 Amendments to AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 139, AASB 1, AASB 4, AASB 1023 & AASB 1038

Council is of the view that none of the above new standards or interpretations will affect any of the amounts recognised in the financial statements, but that they may impact certain information otherwise disclosed.

## NOTE 2A

## FUNCTIONS

Revenues, expenses &amp; assets have been directly attributed to the following functions.

FUNCTIONS	REVENUES			EXPENSES			OPERATING RESULT			GRANTS INCLUDE IN REVENUE		TOTAL ASSETS HELD *	
	Original Budget	Actual	Actual	Original Budget	Actual	Actual	Original Budget	Actual	Actual	2007	2006	2007	2006
	2007 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2007 \$'000	2006 \$'000	\$'000	\$'000	\$'000	\$'000
COUNCIL, COMMUNITY & COMMUNICATION (GOV)	6	13	4	1,002	960	875	(996)	(947)	(871)			29	28
RESOURCE & ASSET MANAGEMENT	2,962	4,847	3,274	6,120	6,425	6,138	(3,158)	(1,578)	(2,864)			35,265	34,644
URBAN PLANNING	534	127	120	833	717	647	(299)	(590)	(527)			18	17
DA & SERVICES	1,208	1,090	1,120	1,435	1,454	1,359	(227)	(364)	(239)			162	139
ENVIRONMENT	4,363	4,199	4,121	6,800	6,083	5,965	(2,437)	(1,884)	(1,844)	83	75	27,863	27,946
PARKS & REC	550	536	538	1,683	2,501	2,020	(1,133)	(1,965)	(1,482)	128	22	244,917	244,600
COMMUNITY SAFETY	86	158	79	1,454	1,550	1,483	(1,368)	(1,392)	(1,404)			185	218
COMMUNITY SERVICES	1,223	1,245	1,190	2,139	1,923	2,613	(916)	(678)	(1,423)	603	604	850	868
LIBRARY & INFORMATION	166	188	197	1,426	1,808	1,671	(1,260)	(1,620)	(1,474)	78	97	6,438	6,244
CULT DEV & SERVICES	374	484	361	1,583	1,346	1,088	(1,209)	(862)	(727)	40	290	3,375	3,373
TRANSPORT & TRAFFIC	2,740	2,704	3,193	3,770	3,498	3,651	(1,030)	(794)	(458)	165	177	117,005	117,488
LOCAL/REG ECONOMY	2	8	4	196	127	140	(194)	(119)	(136)				
<b>TOTAL FUNCTIONS</b>	14,214	15,599	14,201	28,441	28,392	27,650	(14,227)	(12,793)	(13,449)	1,097	1,265	436,107	435,565
General Purpose Revenues	13,735	13,711	13,284						12,799	729	715		
<b>TOTAL</b>	27,949	29,310	27,485	28,441	28,392	27,650	(492)	918	(165)	1,826	1,980	436,107	435,565

\*CURRENT ASSETS HAVE BEEN PLACED WITHIN THE RESOURCE &amp; ASSET MANAGEMENT FUNCTION AS THEY CANNOT BE RELIABLY ATTRIBUTED TO SPECIFIC FUNCTIONS

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**NOTE 2(b)****COMPONENTS OF FUNCTIONS**

The activities relating to the Council's functions reported on in Note 2(a) are as follows:

**COUNCIL, COMMUNITY AND COMMUNICATION**

Council Secretariat and Civic Involvement, Public Accountability, Governance & Communication.

**RESOURCE & ASSET MANAGEMENT**

Finance & Corporate Assets, Information and Communication Systems, Insurance & Risk Management, Human Resources, Emergency Management.

**URBAN PLANNING**

Zoning Framework, Planning Policy Development, Heritage Planning, Land Use Management Planning, Housing Strategy.

**DEVELOPMENT APPLICATIONS & SERVICES**

Development Administration.

**ENVIRONMENT**

Atmospheric Environment, Water Cycle Management, Biodiversity, Trees, Land Management, Noise, Waste Minimisation and Management, Cleansing, Disease Prevention, Companion Animals

**PARKS & RECREATION**

Parks, Gardens & Civic Spaces, Sporting Fields & Facilities, Beaches, Sea Pools & Foreshores,

**COMMUNITY SAFETY**

Community Involvement in Crime Prevention Strategies, Combating Offences Safety Construction, Emergency Services, Safety Patrols, Stormwater Drainage.

**Note 2(b) – Components of Functions (cont)****COMMUNITY SERVICES**

Community Involvement, Children/Family, Youth, Older People, People with Disabilities, Early Childhood Health, Safe Communities, Aboriginal Culture, Heritage and Reconciliation.

**LIBRARY & INFORMATION**

Library Resources, Library Services, Library Information Technology, Library Building, Education, Local Studies, Community Information, Mosman Website.

**CULTURAL DEVELOPMENT & SERVICES**

Cultural Development, Gallery Exhibitions & Activities, Community Arts, Crafts & Activities, Community Events, Friendship Agreements.

**TRANSPORT & TRAFFIC**

Roads, Facilities, Traffic Management, Pedestrians, Bicycles, Public Transport.

**LOCAL REGION/ECONOMY**

Business & Employment, Marketing Mosman, Regional Economic Development.

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 3 - REVENUES

<b>RATES &amp; ANNUAL CHARGES</b>	<b>2007</b>	<b>2006</b>
	<b>\$'000</b>	<b>\$'000</b>
<u>Ordinary Rates</u>		
Residential	11,421	10,992
Business	1,224	1,214
	<u>12,645</u>	<u>12,206</u>
<u>Special Rates</u>	<u>-</u>	<u>-</u>
<u>Annual Charges</u>		
Domestic Waste Management	3,571	3,369
	<u>3,571</u>	<u>3,369</u>
<b>Total Rates &amp; Annual Charges</b>	<b><u>16,216</u></b>	<b><u>15,575</u></b>
<b>USER CHARGES &amp; FEES</b>		
<u>User Charges</u>		
Domestic Waste Management	20	16
Lease Rental (Property)	740	770
Meals on Wheels	83	90
Road Restoration	404	690
Staff Vehicle Leases	86	83
Market Days	104	92
Out of School Hours Care	167	137
Vacation Care	39	59
Cultural Centre Rental	107	98
Oval Rents	70	101
Reserve Rents	80	79
Childrens Leisure & Learning	20	17
Library - Photocopying	14	17
Mosman Occasional Child Care Centre	193	139
Mini Skips	23	36
Community Restaurant	28	30
Vehicular Crossing	21	32
Kidzone - Vacation	26	28
Civic Centre - Photocopying	8	7
Occasional Child Care	10	7
Dinghy Storage Racks	26	28
Other Waste Management	359	379
Other	138	116
	<u>2,766</u>	<u>3,051</u>
<u>Fees</u>		
Planning & Building	1,980	1,825
Art Prize Fees	28	27
Other	116	108
	<u>2,124</u>	<u>1,960</u>
<b>Total User Charges &amp; Fees</b>	<b><u>4,890</u></b>	<b><u>5,011</u></b>

## MOSMAN COUNCIL

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

#### Note 3 - REVENUES (cont)

	2007 \$'000	2006 \$'000
<b>INVESTMENT REVENUES</b>		
Interest on overdue rates & charges	38	37
Interest on cash assets & investments		
externally restricted	35	19
internally restricted		57
unrestricted	<u>299</u>	<u>269</u>
<b>Gross Investment Revenues</b>	<b>372</b>	<b>382</b>
Less: Interest deducted from		
capitalised borrowing costs		
<b>Total Investment Revenues</b>	<b><u>372</u></b>	<b><u>382</u></b>
<b>OTHER REVENUES</b>		
Commissions & Agency Fees	17	26
Certificate Fees	242	209
Fair value adjustments - investment property	-	(165)
Fines	1,256	1,291
Footpath Occupation	72	64
Lease Rental	60	62
Legal Fees Recovery (Rates)	9	22
Rental income - Investment Property	1,779	1,704
Other	<u>255</u>	<u>49</u>
<b>Total Other Revenues</b>	<b><u>3,715</u></b>	<b><u>3,262</u></b>

## MOSMAN COUNCIL

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

#### Note 3 - REVENUES (cont)

	<u>Notes</u>	OPERATING		CAPITAL	
		2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
<b>GRANTS</b>					
General Purpose (Untied)					
Financial Assistance		665	648		
Pensioner Rates Subsidies (General)		64	67		
Specific Purpose					
Pensioner Rates Subsidies					
Domestic Waste Management		21	22		
Community Services		603	604		
Library Services		77	77		19
Roads & Bridges		98	96		
Recreation & Culture		2	24	159	80
Traffic Facility		44	43		
Seawalls				40	225
Creeks				2	
Housing & Community Amenities		23	30	28	45
<b>Total Grants &amp; Subsidies</b>		<b>1,597</b>	<b>1,611</b>	<b>229</b>	<b>369</b>
<b>Comprising:</b>					
- Commonwealth funding		665	648		
- State funding		932	963	229	369
- Other funding					
		<b>1,597</b>	<b>1,611</b>	<b>229</b>	<b>369</b>
<b>CONTRIBUTIONS &amp; DONATIONS</b>					
Developer Contributions					
Section 94-Parking	17			899	67
Section 94-Open Space				869	509
Section 94A-Open Space	17			70	
Planning agreements	17				
RTA Contributions		66	90		174
Transport & Communication		4	6	62	181
Community Development		10	28		
Recreation & Culture		57	23	22	
Housing & Community				145	
Other		1	10		
<b>Total Contributions &amp; Donations</b>		<b>138</b>	<b>157</b>	<b>2,067</b>	<b>931</b>
<b>TOTAL GRANTS &amp; CONTRIBUTIONS</b>		<b>1,735</b>	<b>1,768</b>	<b>2,296</b>	<b>1,300</b>

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 3 - REVENUES (cont)

#### CONDITIONS OVER GRANTS & CONTRIBUTIONS

Grants and contributions which were obtained on the condition that they be expended for specified purposes or in a future period, but which are not yet expended in accordance with those conditions, are as follows:

	2007 \$'000		2006 \$'000	
	<u>Grants</u>	<u>Contrib</u>	<u>Grants</u>	<u>Contrib</u>
Unexpended at the close of the previous reporting period	358	522	60	310
Summarised as follows:				
Community Services-Family First			15	
Community Services	12		12	
Library	15		1	
Recreation & Culture	175		13	
Housing & Community Amenities	40			
Roads & Bridges	89			
RTA	27			
Youth			19	
Developer Contributions - Open Space		522		310
Less: expended during the current period from revenues recognised in previous reporting periods				
Community Services-Family First			15	
Recreation & Culture			13	
RTA	6			
Library	15		1	
Youth			19	
Roads & Bridges	89			
Community Services	12		12	
Subtotal	<u>236</u>	<u>522</u>	<u>0</u>	<u>310</u>
Plus: amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions				
Community Services	3		12	
Library			15	
Recreation & Culture	40		175	
Housing & Community Amenities	68	0	40	
Roads & Bridges			89	
Creek Rehabilitation	2			
RTA			27	
Developer Contributions - Open Space		527		212
Subtotal	<u>113</u>	<u>527</u>	<u>358</u>	<u>212</u>
Unexpended at the close of this reporting period and held as restricted assets	<u>349</u>	<u>1,049</u>	<u>358</u>	<u>522</u>
Net increase (decrease) in restricted assets in the	<u>-9</u>	<u>527</u>	<u>298</u>	<u>212</u>

#### OPERATING LEASES providing revenue to the Council

Council owns various buildings, plant and other facilities that are available for hire or lease (on a non-cancellable basis wherever practicable) in accordance with the published revenue policy. Rentals received from such leases are disclosed as rent and hire of non-investment property above.

#### Investment Property

Rentals received, and outgoings reimbursed, in relation to Investment Property are also included above. These lease agreements, all of which are classified as operating leases, are made on a non-cancellable basis wherever practicable.

Lessees commitments under all non-cancellable lease agreements, including those relating to Investment property, are as follows:

	2007 \$'000	2006 \$'000
Not later than one year	1,792	1,756
Later than one year and not later than 5 years	5,697	6,660
Later than 5 years	4,428	5,296
	<u>11,917</u>	<u>13,712</u>

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 4 - EXPENSES

EMPLOYEE COSTS	2007 \$'000	2006 \$'000
Salaries and Wages	9,151	8,620
Travelling	111	93
Employee Leave Entitlements	1,099	1,237
Superannuation - defined contribution plan contributions	825	748
Superannuation - defined benefit plan contributions	108	103
Workers' Compensation Insurance	194	185
Fringe Benefits Tax	45	61
Training Costs (excluding Salaries)	107	107
Other	15	11
Less: Capitalised and distributed costs	(57)	(82)
<b>Total Operating Employee Costs</b>	<b><u>11,598</u></b>	<b><u>11,083</u></b>
<b>Total Number of Employees</b>	<b>168</b>	<b>167</b>
(Full time equivalent at end of reporting period)		
<b>BORROWING COSTS</b>		
Interest on Overdraft	-	1
Interest on Loans	356	390
Interest on other debts	46	24
<b>Gross Interest Charges</b>	<b><u>402</u></b>	<b><u>415</u></b>
Less: Borrowing Costs capitalised		
<b>Total Interest Charges</b>	<b><u>402</u></b>	<b><u>415</u></b>
<b>MATERIALS &amp; CONTRACTS</b>		
Raw materials & consumables	255	206
<b>Contractor and consultancy costs</b>		
Bushcare	479	451
Tree Pruning/Removal	183	154
Parks, Gdns & Civic Spaces	485	439
Cleansing	1,612	1,589
Recreational Facilities	307	256
Waste Management	2,131	2,049
Infrastructure	400	778
Structures	382	388
Aged Services	111	111
Plant Running	149	136
Other	1,044	1,000
Auditor's Remuneration		
- Audit Services	26	22
- Other Services		
- Other Auditors		
Consultancies	279	173
Legal Expenses		
- Planning & Development	359	386
- Other Legal Expenses	115	170
Operating Lease	119	138
Printing & Stationery	179	157
Other		
<b>Total Materials &amp; Contracts</b>	<b><u>8,615</u></b>	<b><u>8,603</u></b>

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 4 - EXPENSES (cont)

	IMPAIRMENT		DEPRECIATION	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
<b>DEPRECIATION, AMORTISATION &amp; IMPAIRMENT</b>				
Intangible Assets (Note 25)				
Plant and Equipment	-		147	150
Office Equipment	-		71	79
Furniture & Fittings	-		18	19
Land Improvements	-		312	283
Buildings	-		417	369
Other Structures	-		8	6
Infrastructure				
- roads, bridges & footpaths	-		1,621	1,621
- stormwater drainage	-		484	480
Other assets				
- heritage collections	-		-	
- library books	-		136	124
- other	-		208	206
Less: Capitalised and distributed costs				
<b>Total Depreciation, Amortisation &amp; Impairment</b>	<u>-</u>	<u>-</u>	<u>3,422</u>	<u>3,337</u>

	2007 \$'000	2006 \$'000
<b>OTHER EXPENSES</b>		
Advertising	225	231
Bad & Doubtful Debts	31	51
Bank & Financial Services	39	40
Catering	85	76
Computer/IT Services	388	398
Donations & Contributions to Local & Regional Bodies	316	327
Equipment Maintenance	42	44
Insurances	619	620
Leases (Property)	38	37
Leases (Photocopiers)	44	74
Light, Power & Heating	188	194
Mayoral Allowance	30	29
Members' Fees & Allowances	168	161
Members' Expenses	59	60
Payments to other levels of Government	923	888
Postage & Couriers	79	79
Street Lighting	373	346
Subscriptions & Publications	61	55
Telephone & Communications	121	138
Waste Disposal & Recycling Centre	197	135
Water	69	56
Other	194	173
<b>Total Other Expenses</b>	<u>4,289</u>	<u>4,212</u>

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 5 - GAIN OR LOSS ON DISPOSAL OF ASSETS

	2007 \$'000	2006 \$'000
<b>DISPOSAL OF PROPERTY</b>		
Proceeds from disposal	10	191
Less: Carrying amount of assets sold		
<b>Gain (Loss) on disposal</b>	<u>10</u>	<u>191</u>
<b>DISPOSAL OF INFRASTRUCTURE, PLANT &amp; EQUIPMENT</b>		
Proceeds from disposal	327	311
Less: Carrying amount of assets sold	403	374
<b>Gain (Loss) on disposal</b>	<u>(76)</u>	<u>(63)</u>
<b>TOTAL GAIN (LOSS) ON DISPOSAL OF ASSETS</b>	<u>(66)</u>	<u>128</u>

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 6 - CASH ASSETS & INVESTMENT SECURITIES

	2007 \$'000		2006 \$'000	
	<u>Current</u>	<u>Non-Current</u>	<u>Current</u>	<u>Non-Current</u>
<b>CASH ASSETS</b>				
Cash on Hand and at Bank	434		419	
Deposits at Call				
Short Term Deposits & Bills, etc	4,750		4,050	
Other				
<b>Total Cash Assets</b>	<u>5,184</u>		<u>4,469</u>	

*Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash Assets subject to external restrictions that are not expected to be discharged during the next reporting period are classified as Non-Current.*

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 6 - CASH ASSETS & INVESTMENT SECURITIES (cont)

#### RESTRICTED CASH ASSETS & INVESTMENT SECURITIES

	2007 \$'000		2006 \$'000	
	Current	Non-Current	Current	Non-Current
Cash Assets	5,184		4,469	
Investment Securities	-	-	-	-
<b>TOTAL CASH ASSETS &amp; INVESTMENT SECURITIES</b>	<b>5,184</b>	-	4,469	-
<b>External Restrictions</b>	<b>1,415</b>		1,040	
<b>Internal Restrictions</b>	<b>2,872</b>		2,372	
<b>Unrestricted</b>	<b>897</b>	-	1,057	-
	<b>5,184</b>	-	4,469	-

#### DETAILS OF MOVEMENTS OF RESTRICTED CASH ASSETS & INVESTMENT SECURITIES

	Notes	Opening Balance 30 June 2006 \$'000	Movements		Closing Balance 30 June 2007 \$'000
			Transfers To Restriction \$'000	Transfers From Restriction \$'000	
<b>External Restrictions</b>					
<b>Included in liabilities</b>					
Unexpended Loans				-	
RTA Advances				-	
Self Insurance Claims				-	
Other				-	
		-	-	-	-
<b>Other</b>					
Developer Contributions	17	522	1,873	1,346	1,049
RTA Contributions				-	
Unexpended Grants		358	125	134	349
Water Supply funds				-	
Sewerage funds				-	
Domestic Waste Management		160		143	17
Other				-	
		<b>1,040</b>	<b>1,998</b>	<b>1,623</b>	<b>1,415</b>
<b>Total External Restrictions</b>		<b>1,040</b>	<b>1,998</b>	<b>1,623</b>	<b>1,415</b>

*External Restrictions arise pursuant to section 409(3) of the Local Government Act, the Local Government (Financial Management) Regulation 1999 and other applicable legislation. Further information relating to Developer Contributions is provided in Note 17 and Unexpended Grants in Note 3. Amounts raised by special rates (eg. Water & Sewer) or for Domestic Waste Management may only be used for those purposes.*

#### **Internal Restrictions**

Employee Leave Entitlements	500		100	400
Carry Over Works	415	292	415	292
Deposits & Bonds	900			900
Library Air Conditioning	146		146	-
Community Environmental Contract	350		350	-
Asset Management System	9		9	-
Civic Centre Security	42			42
Drill Hall Site		500		500
Bathers Fire Consultancy	10		10	-
Capital Works Reserve		698		698
Plant replacement		10		10
Swim Centre		30		30
<b>Total Internal Restrictions</b>	<b>2,372</b>	<b>1,530</b>	<b>1,030</b>	<b>2,872</b>

*Internal Restrictions arise pursuant to resolutions of Council to set aside reserves of cash resources either relating to liabilities recognised in these reports or to fund future expenditure for the stated purpose. Such reserves are not permitted to exceed the amounts of cash assets and cash investments not otherwise restricted.*

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 7 - RECEIVABLES

	2007 \$'000		2006 \$'000	
	Current	Non-Current	Current	Non-Current
Rates & Annual Charges	243	81	288	99
Interest & Extra Charges	14		16	
Rates Legals	6		7	
User Charges & Fees	1,450		1,489	
Accrued Revenues-Fines	730		553	
GST Receivable	179		135	
Investment Income	25		22	
Other levels of Government	58		304	
Other	416	45	362	
<b>Total</b>	<b>3,121</b>	<b>126</b>	<b>3,176</b>	<b>99</b>
Less: Allowance for Doubtful Debts				
Rates & Annual Charges				
Interest & Extra Charges				
User Charges & Fees	348		329	
Other	43		32	
	<b>2,730</b>	<b>126</b>	<b>2,815</b>	<b>99</b>

#### **Rates, Annual Charges, Interest & Extra Charges**

Overdue rates and annual charges (being amounts not paid on or before the due date determined in accordance with the Local Government Act) are secured over the relevant land and are subject to simple interest at a rate of 9.00% (2006: 9.00%). Although Council is not materially exposed to any individual ratepayer, credit risk exposure is concentrated within the Council boundaries in the State of New South Wales.

#### **Other levels of Government**

Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of the Government of New South Wales and the Government of Australia.

#### **Other Receivables**

Amounts due (other than User Charges which are secured over the relevant land) are unsecured and do not bear interest. Although Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State of New South Wales.

### RESTRICTED RECEIVABLES

Domestic Waste Management	82		88	
Total Restrictions	82	-	88	-
Unrestricted Receivables	2,648	126	2,727	99
<b>Total Receivables</b>	<b>2,730</b>	<b>126</b>	<b>2,815</b>	<b>99</b>

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 8 - INVENTORIES & OTHER ASSETS

	2007 \$'000		2006 \$'000	
	<u>Current</u>	<u>Non-Current</u>	<u>Current</u>	<u>Non-Current</u>
<b>INVENTORIES</b>				
Stores & Materials	53		57	
Trading Stock	44		45	
<b>Total Inventories</b>	<u>97</u>	-	<u>102</u>	-

*Aggregate write-downs and other losses recognised as an expense, and reversals of these, were not material in amount in either year. All such reversals occurred principally as a result of clerical inaccuracies during stores operations.*

<b>OTHER ASSETS</b>				
Prepayments	78		101	
<b>Total Other Assets</b>	<u>78</u>	-	<u>101</u>	-

## MOSMAN COUNCIL

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

#### Note 9 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

	2006 \$'000			CARRYING AMOUNT MOVEMENTS DURING \$'000			2007 \$'000		
	AT COST	ACCUM DEPN	CARRYING AMOUNT	Asset Purchases	Asset Disposals	Depreciation	AT COST	ACCUM DEPN	CARRYING AMOUNT
Plant & Equipment	2,106	(812)	1,294	484	(402)	(147)	2,164	(936)	1,228
Office Equipment	2,663	(2,503)	160	77	-	(71)	2,741	(2,575)	166
Furniture & Fittings	883	(494)	389	55	-	(18)	938	(512)	426
Land									
- Operational Land	113,002	-	113,002	-	-	-	113,002	-	113,002
- Community Land	102,193	-	102,193	-	-	-	102,193	-	102,193
- non deprec land improv'ts	-	-	-	-	-	-	-	-	-
- land under roads	-	-	-	-	-	-	-	-	-
Land Improvements - depreciable	10,023	(3,217)	6,806	633	(1)	(312)	10,657	(3,531)	7,126
Buildings	31,203	(3,006)	28,197	559	-	(417)	31,762	(3,423)	28,339
Other Structures	154	(82)	72	-	-	(8)	154	(90)	64
Infrastructure									
- Roads, bridges, footpaths	162,607	(45,406)	117,201	1,071	-	(1,621)	163,676	(47,025)	116,651
- Bulk earthworks (non-deprec.)	-	-	-	-	-	-	-	-	-
- Stormwater drainage	48,370	(22,301)	26,069	416	-	(484)	48,787	(22,786)	26,001
Other Assets									
- Heritage Collections	-	-	-	15	-	-	16	(1)	15
- Library Books	2,750	(2,271)	479	153	-	(136)	2,902	(2,406)	496
- Other	4,172	(2,283)	1,889	221	-	(208)	4,393	(2,491)	1,902
<b>Totals</b>	<b>480,126</b>	<b>(82,375)</b>	<b>397,751</b>	<b>3,684</b>	<b>(403)</b>	<b>(3,422)</b>	<b>483,385</b>	<b>(85,776)</b>	<b>397,609</b>

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# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 10 - LIABILITIES

	2007 \$'000		2006 \$'000	
	<u>Current</u>	<u>Non-Current</u>	<u>Current</u>	<u>Non-Current</u>
<b>PAYABLES</b>				
Goods & Services	1,509		1,605	
Payments received in advance	14		31	
Accrued Expenses - Interest on Loans	28		33	
Accrued Expenses - Interest on Other	20		24	
Deposits, Retentions & Bonds	4,665		4,256	
<b>Total Payables</b>	<b>6,236</b>	<b>-</b>	<b>5,949</b>	<b>-</b>
<b>BORROWINGS</b>				
Bank Overdraft				
Loans	1,046	4,706	982	5,252
Deferred Payment Liabilities	323	1,165	323	1,487
<b>Total Borrowings</b>	<b>1,369</b>	<b>5,871</b>	<b>1,305</b>	<b>6,739</b>
<i>All interest bearing liabilities are secured over the future revenues of the Council.</i>				
<b>PROVISIONS</b>				
Annual Leave	1,230		1,142	
Long Service Leave	1,400	120	1,354	113
<b>Total Provisions</b>	<b>2,630</b>	<b>120</b>	<b>2,496</b>	<b>113</b>

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### NOTE 10 - LIABILITIES (cont)

	2007 \$'000		2006 \$'000	
	<u>Current</u>	<u>Non-Current</u>	<u>Current</u>	<u>Non-Current</u>
<b>(1) LIABILITIES relating to RESTRICTED ASSETS</b>				
<i>Domestic Waste Management</i>				
Payables	-	-	-	-
Interest Bearing Liabilities	-	-	-	-
Provisions	-	-	-	-
Subtotal	<hr/>		<hr/>	
<i>Other</i>				
Payables	20	-	24	-
Interest Bearing Liabilities	323	-	323	-
Provisions	-	-	-	-
Subtotal	<hr/>		<hr/>	
<b>TOTAL</b>	<hr/> <b>343</b> <hr/>		<hr/> <b>347</b> <hr/>	

**(2) Current Liabilities not anticipated to be settled within the next 12 months**

*The following liabilities, even though classified as current, are not expected to be settled in the next 12 months;*

	2,007	2,006
<b>Employee Leave Entitlements</b>	<b>1,538</b>	<b>1,428</b>
<b>Security Bonds, Deposits &amp; Retentions</b>	<b>3,965</b>	<b>3,606</b>
	<hr/> <b>5,503</b> <hr/>	<hr/> <b>5,034</b> <hr/>

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 11 - RECONCILIATION TO CASH FLOW STATEMENT

#### (a) Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

	2007 \$'000	2006 \$'000
Total Cash Assets (Note 6)	5,184	4,469
Less: Bank Overdraft (Note 10)	-	-
Balances per Cash Flow Statement	<u>5,184</u>	<u>4,469</u>

#### (b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Operating Result from Income Statement	918	(165)
Add: Depreciation, Amortisation & Impairment	3,422	3,337
Increase in provision for doubtful debts	30	51
Increase in employee benefits provisions	141	177
Decrease in inventories	5	2
Decrease in other assets	23	30
Increase in trade creditors	443	
Fair Value adjustments as revenue items	-	165
Loss on Sale of Assets	66	
	<u>5,048</u>	<u>3,597</u>
Less: Decrease in provision for doubtful debts		
Increase in receivables	220	661
Increase in other assets	-	140
Gain on Sale of Assets	-	128
Equity share of profit in Associates	86	59
<b>Net Cash provided by (or used in) operations</b>	<u><b>4,742</b></u>	<u><b>2,609</b></u>

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 11 (cont) - RECONCILIATION TO CASH FLOW STATEMENT

	2007 \$'000	2006 \$'000
<b>(c) Non-Cash Financing and Investing Activities</b>		
Acquisition of assets by means of:		
- Other	-	963
	-	963
- Finance Leases	-	
- Land taken over for non-payment of Rates	-	-
	-	963

### (d) Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Bank Overdrafts		
Total Facilities	90	90
Corporate Credit Cards	61	61

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice. Interest rates on overdrafts are variable while the rates for loans are fixed for the period of the loan.

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 12 - COMMITMENTS FOR EXPENDITURE

	2007 \$'000	2006 \$'000
<b>(a) Capital Commitments</b>		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Land		500
Construction of Investment Property		
Buildings		
Plant & Equipment	-	500
	-	500
These expenditures are payable:		
Not later than one year		500
Later than one year and not later than 5 years		
Later than 5 years	-	500
	-	500

*Commitments for Capital Expenditures relating to Joint Ventures and Partnerships are set out in Note 19.*

<b>(b) Other Expenditure Commitments</b>		
Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:		
Audit Services		24
Waste Management Services	13,885	15,652
Repairs & maintenance - Investment Property		
Other/Beach Cleaning/Street & Gutter	1,400	1,372
	15,285	17,048
These expenditures are payable:		
Not later than one year	2,777	2,444
Later than one year and not later than 5 years	12,508	14,604
Later than 5 years	-	-
	15,285	17,048

*Commitments for other Expenditures relating to Joint Ventures and Partnerships are set out in Note 19.*

<b>(c) Finance Lease Commitments</b>		
Commitments under finance leases at the reporting date are as follows:		
Not later than one year		
Later than one year and not later than 5 years		
Later than 5 years		
Minimum lease payments	-	-
Less: future finance charges	-	-
Net Lease Liability	-	-
Representing lease liabilities:		
Current	-	-
Non-Current	-	-
	-	-

*No Joint Ventures or Partnerships have any finance lease arrangements.*

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 12 (CONT) - COMMITMENTS FOR EXPENDITURE

	2007 \$'000	2006 \$'000
<b>(d) Operating Lease Commitments (Non-Cancellable)</b>		
Commitments under non-cancellable operating leases at the reporting date but not recognised in the financial statements are payable as follows:		
<u>Total Future Minimum Lease Payments</u>		
Not later than one year	180	190
Later than one year and not later than 5 years		
Later than 5 years	180	190

Council has entered into non-cancellable operating leases for various items of computer and other plant and equipment. Contingent rental payments exist in relation to the lease of one grader if utilisation exceeds 250 hours during any month. No contingent rentals were paid during the current or previous reporting periods. No lease imposes any additional restrictions on Council in relation to additional debt or further leasing. Leases in relation to computer and office equipment permit Council, at expiry of the lease, to elect to re-lease, return or acquire the equipment leased.

*Commitments for Operating Lease Expenditures relating to Joint Ventures and Partnerships are set out in Note 19.*

#### **(e) Remuneration Commitments**

Commitments for the payment of salaries and other remuneration under long-term employment contracts in existence at reporting date but not recognised as liabilities, payable:

Not later than one year	702	675
Later than one year and not later than 5 years	1,066	1,768
Later than 5 years	1,768	2,443

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 13 - STATEMENT OF PERFORMANCE MEASUREMENT

	<u>Amounts</u>	<u>2007 Indicators</u>	2006	2005	2004
<b>Unrestricted Current Ratio</b>					
<u>Unrestricted Current Assets*</u>	<b>\$6,592</b>	<b>1.50:1</b>	1.46:1	1.61:1	1.63:1
Current Liabilities not relating to Restricted Assets	<b>\$4,389</b>				
<b>Debt Service Ratio</b>					
<u>Net Debt Service Cost</u>	<b>\$1,706</b>	<b>6.56%</b>	6.51%	5.11%	4.18%
Operating Revenue	<b>\$26,008</b>				
<b>Rate &amp; Annual Charges Coverage Ratio</b>					
<u>Rates &amp; Annual Charges Revenues</u>	<b>\$16,216</b>	<b>55.33%</b>	56.67%	59.74%	48.14%
Total Revenues	<b>\$29,310</b>				
<b>Rates &amp; Annual Charges Outstanding Percentage</b>					
<u>Rates &amp; Annual Charges Outstanding</u>	<b>\$344</b>	<b>2.06%</b>	2.57%	2.18%	2.05%
Rates & Annual Charges Collectible	<b>\$16,664</b>				

*Detailed methods of calculation of these indicators is defined in the Code.*

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 14 - INVESTMENT PROPERTY

	2007 \$'000	2006 \$'000
<b>At fair value</b>		
Opening balance at 1 July	29,915	30,080
Acquisitions	0	
Capitalised subsequent expenditure		
Classified as held for sale		
Net gain (loss) from fair value adjustment	0	-165
Transfer (to) from inventories or infrastructure, property, plant & equipment	0	
Carrying value of disposals	0	
Closing balance at 30 June	29,915	29,915
 <b>Amounts recognised in profit and loss</b>		
Rental income	1,779	1,704
Outgoings recouped	8	7
Net gain (loss) from fair value adjustment	1,787	1,711
Repairs, maintenance & other operating expenses		
- <i>property generating rental income</i>	-54	-43
- <i>property not generating rental income</i>	1,733	1,668

#### **Valuation basis**

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction and reflects market conditions at the reporting date.

The 2006 valuation was made by Mr Anthony St Leon, AAPI AICV, of Egan National Valuers

## MOSMAN COUNCIL

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

#### Note 15 - FINANCIAL INSTRUMENTS

##### Interest Rate Risk Exposures

2007	Floating Interest Rate '000	Fixed interest maturing in						Non- interest bearing '000	Total '000
		≤ 1 year '000	1 - 2 years '000	2 - 3 years '000	3-4 years '000	4-5 years '000	> 5 years '000		
<b>Financial Assets</b>									
Cash Assets	5,184								5,184
Investment Securities		-						-	-
Receivables									
Rates & Annual Charges		243	81					20	344
User Charges & Fees								1,102	1,102
Accrued Revenues-Fines								730	730
GST Receivable								179	179
Investment Income								25	25
Other levels of Govt.								58	58
Other								418	418
Other Financial Assets								-	-
<b>Total</b>	<b>5,184</b>	<b>243</b>	<b>81</b>					<b>2,532</b>	<b>8,040</b>
<i>Weighted Average Interest Rate</i>		9%	9%						
<b>Financial Liabilities</b>									
Payables									
Goods & Services								1,509	1,509
Payments in advance								14	14
Deposits, Retentions, Bonds	4,665							-	4,665
Other								-	-
Interest Bearing Liabilities		1,239	1,221	1,285	1,058	694	833	910	7,240
Finance Lease Liabilities		-	-					-	-
<b>Total</b>	<b>4,665</b>	<b>1,239</b>	<b>1,221</b>	<b>1,285</b>	<b>1,058</b>	<b>694</b>	<b>833</b>	<b>2,433</b>	<b>13,428</b>
<i>Weighted Average Interest Rate</i>		6.25%	6.27%	6.27%	6.25%	6.37%	6.37%		
<b>NET FINANCIAL ASSETS (LIABILITIES)</b>	<b>519</b>	<b>(996)</b>	<b>(1,140)</b>	<b>(1,285)</b>	<b>(1,058)</b>	<b>(694)</b>	<b>(833)</b>	<b>99</b>	<b>(5,388)</b>
<b>2006</b>									
<b>Financial Assets</b>									
Cash Assets	4,469							-	4,469
Investment Securities		-						-	-
Receivables									
Rates & Annual Charges		288	99					23	410
User Charges & Fees								1,160	1,160
Accrued Revenues - Fines								553	553
GST Receivable								135	135
Investment Income								22	22
Other levels of Govt.								304	304
Other								330	330
Other Assets								-	-
<b>Total</b>	<b>4,469</b>	<b>288</b>	<b>99</b>					<b>2,527</b>	<b>7,383</b>
<i>Weighted Average Interest Rate</i>		9%	9%						
<b>Financial Liabilities</b>									
Payables									
Goods & Services								1,605	1,605
Payments in advance								31	31
Deposits, Retentions, Bonds	4,256							-	4,256
Other								-	-
Interest Bearing Liabilities		1,175	1,158	1,195	1,174	1,059	1,113	1,170	8,044
<b>Total</b>	<b>4,256</b>	<b>1,175</b>	<b>1,158</b>	<b>1,195</b>	<b>1,174</b>	<b>1,059</b>	<b>1,113</b>	<b>2,806</b>	<b>13,936</b>
<i>Weighted Average Interest Rate</i>		6.09%	6.09%	6.25%	6.27%	6.37%	6.37%		
<b>NET FINANCIAL ASSETS (LIABILITIES)</b>	<b>213</b>	<b>(887)</b>	<b>(1,059)</b>	<b>(1,195)</b>	<b>(1,174)</b>	<b>(1,059)</b>	<b>(1,113)</b>	<b>(279)</b>	<b>(6,553)</b>

## MOSMAN COUNCIL

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

#### Note 15 (CONT) - FINANCIAL INSTRUMENTS

##### Credit Risk Exposures

Credit risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any provision for doubtful debts. Except as detailed in Note 7 in relation to individual classes of financial assets, exposure is concentrated within the Council's boundaries within the State of New South Wales, and there is no material exposure to any individual debtor.

##### Reconciliation of Financial Assets & Liabilities

	2007 \$'000	2006 \$'000
Net financial assets from previous page		
Financial Assets	8,040	7,383
Financial Liabilities	<u>13,428</u>	<u>13,936</u>
	-5,388	-6,553
Non-financial assets and liabilities		
Inventories	97	102
Property, Plant & Equipment	397,609	397,751
Investment Property	29,915	29,915
Interest in Associated Bodies	368	313
Other Assets	78	101
Accrued Expenses	-48	-57
Provisions	-2,750	-2,609
Other Liabilities	0	0
	<u>425,269</u>	<u>425,516</u>
Net Assets per Balance Sheet	<u>419,881</u>	<u>418,963</u>

##### Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. With the exception of investments, there is no recognised market for the financial assets of the Council.

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 16 - Significant Variations to Budget

Line items with a differential of greater than 10% to original budget

**User Charges & Fees** - This line item varies from the original budget by \$2.110M (30%) as \$1.779M in investment property income was reallocated to the other revenue line item.

**Investment Revenues** - This line varies from the original budget by \$54K (12.7%). This can be attributed to a less than anticipated investment base over the reporting year.

**Other Revenues** - This line item exceeds the original budget by \$1.904M (105.1%) as \$1.779M in investment property income was reallocated to this line item from the user charges budget.

**Grants & Contributions - Capital** - This line item exceeds the original budget by \$1.484M (182.7%) in the main as a result of the payment of \$1.838M in S94 Contributions.

**Profit /Loss on Disposal of Assets** - The net differential from estimate to actual is a deficit of \$119K and is based on a deficit sale to purchase (turnover) in motor vehicle assets and shortfall in projected land sales to budget.

**Profit from interests in Joint Ventures** - This line item shows a positive result of \$86K as no original estimate was calculated.

**Materials & Contracts** - This line item exceeds the original budget by \$1.161M (15.5%). This can be attributed to costs associated with Audit Fees \$26K, Consultancies \$279K, Legals \$474K, Operating Lease \$119K & Printing & Stationery that were budgeted against the Other Expenses category.

Legal costs associated with the Land & Environment Court exceeded original budget by \$159K.

**Other Expenses** - This line item varies from the the budget by \$769K (15.2%). This can be attributed to costs (as discussed above) budgeted against this item being reallocated to Materials & Contractors.

## MOSMAN COUNCIL

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

#### Note 17 - STATEMENT OF CONTRIBUTION PLANS

##### SUMMARY OF CONTRIBUTIONS

PURPOSE	OPENING BALANCE	CONTRIBUTIONS RECEIVED DURING YEAR		INTEREST EARNED DURING YEAR	EXPENDE D DURING YEAR	INTERNAL BORROW- INGS (to)/from	HELD AS RESTR- ICTED ASSET	WORKS PROVIDE D TO DATE
		CASH	NON-CASH					
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Drainage								
Roads								
Traffic Facilities								
Parking		899			899			2,022
Open Space-S94	522	869		34	447		978	2,061
Open Space-S94A		70		1			71	
Community facilities								
Other								
Subtotal S94 under plans	522	1,838		35	1,346		1,049	4,083
Sec 94 not under plans								
Sec 94A levies								
Planning Agreements								
Sec 64 Contributions								
<b>Total Contributions</b>	<b>522</b>	<b>1,838</b>		<b>35</b>	<b>1,346</b>		<b>1,049</b>	<b>4,083</b>

**Note:** The above summary of contribution plans represents the total of Council's individual contribution plans. Individual plan details are shown below.

##### CONTRIBUTION PLAN - S94 & S94A OPEN SPACE & CAR PARKING

PURPOSE	OPENING BALANCE	CONTRIBUTIONS RECEIVED DURING YEAR		INTEREST EARNED DURING YEAR	EXPENDE D DURING YEAR	INTERNAL BORROW- INGS (to)/from	HELD AS RESTR- ICTED ASSET	WORKS PROVIDE D TO DATE
		CASH	NON-CASH					
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Drainage								
Roads								
Traffic Facilities								
Parking		899			899			2,022
Open Space-S94	522	869		34	447		978	2,061
Open Space-S94A		70		1			71	
Community facilities								
Other								
<b>Total</b>	<b>522</b>	<b>1,838</b>		<b>35</b>	<b>1,346</b>		<b>1,049</b>	<b>4,083</b>

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 18 - CONTINGENCIES & ASSETS & LIABILITIES NOT RECOGNISED IN THE BALANCE SHEET

The following assets and liabilities do not qualify for recognition in the Balance Sheet but knowledge of those items is considered relevant to user of the financial report in making and evaluating decisions about the allocation of scarce resources.

#### **POTENTIAL INSURANCE LOSSES**

Council is a multi-purpose organisation providing a large range of building, parks infrastructure, playgrounds and other facilities accessible to the public. At any time, it is likely that claims will have been made against Council that remain unsettled.

Council insures against all known insurable risks using a range of insurance policies, each of which is subject to a deductible "insurance excess", the amount of which varies according to the class of insurance.

Council has recognised the potential losses arising from claims known at reporting date based on average historical net cost (including insurance excess) of similar types of claims. Other potential claims not reported to Council may have existed at reporting date.

#### **HIH Insurance**

Council's public risk insurance cover in previous years was insured or re-insured with a member of the HIH Insurance Group of companies.

At reporting date, there are no known claims outstanding from that period.

#### **Statewide Mutual**

Council is a member of Statewide Mutual, an organisation formed for the purchase and management of certain insurances on behalf of its members. Council is liable to contribute its proportionate share of any shortfall arising through the scheme.

Statewide Mutual's Directors report that as at the reporting date, Mosman Council has no contingent liability to the scheme.

Details of an agreement between the Commonwealth and State Governments for the partial reimbursement of losses incurred were advised on 22 June 2004. Statewide Mutual is complying with the specified procedures but has not yet been advised whether its claim has been accepted.

#### **Statecover Mutual Ltd**

Council holds a partly paid share in Statecover Mutual Limited, a company providing workers compensation insurance cover for the Council. Council has a contingent liability to contribute further equity in the event of the capital base of the company.

#### **Superannuation - Defined Benefits Schemes**

The Local Government Superannuation Scheme - Pool B is a defined benefit plan that has been deemed to be a "multi-employer fund" for the purposes of AASB 119. Sufficient information is not available to account for the Scheme as a defined benefits plan because the assets to the scheme are pooled together for all Councils. The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 18 March 2004 and covers the period ended 30 June 2003. It found that the Scheme's assets exceeded its past service liabilities by \$202M. This has resulted in Council's annual contributions being at half normal levels. The financial position is monitored annually.

## MOSMAN COUNCIL

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

#### Note 19 - JOINT VENTURES & ASSOCIATED ENTITIES

Council participates in a number of cooperative arrangements with other Councils and other bodies. Depending on the extent of Council's interest and "control", these are set out in the following parts to this Note.

Note 19 (a) - Council's interest and "control" exceeds 50% of the cooperative organisation.

Note 19 (b) - Entities of which no one member has "control".

Note 19 (c) - Entities of which another member has "control".

Note 19 (d) - Joint venture operations not comprising an entity.

Note 19 (e) - Joint ventures not recognised.

#### (a) - Cooperative Organisations "Controlled" by Council

NIL

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 19 (b) (cont) - Entities not "Controlled" by any member

	2007	2006
<b>Shorelink Library Network</b>		
Council's respective interests are:		
- interest in outputs of the joint operation	13%	13%
- ownership interest in the joint operation	17%	17%
- the proportion of voting power in the joint operation	20%	20%
<u>Movements in Investment in Joint Operation</u>	<b>\$'000</b>	<b>\$'000</b>
Opening Balance	65	63
New Capital Contributions		
Share in Operating Result	-1	2
Distributions Received		
Adjustment to Equity Share		
<b>Share in Equity of Joint Operation</b>	<b>64</b>	<b>65</b>

In accordance with the Code of Accounting Practice, reserves other than Asset Revaluation Reserve have been treated as internal restrictions of cash and investments, and are included in the Share in Equity of the Joint Operation.

#### Expenditure Commitments

Expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:

##### Capital Expenditures payable

Not later than one year  
Later than one year and not later than 5 years  
Later than 5 years

	0	0
--	---	---

##### Operating Expenditures payable

Not later than one year  
Later than one year and not later than 5 years  
Later than 5 years

	0	0
--	---	---

#### Contingent Liabilities

Each member of the operation is jointly and severally liable for the debts of the operation

- arising from Council's share of the joint operation
- arising from joint and several liability of all members

Revenues, expenses, assets and liabilities of these operations included within these reports in accordance with Australian Accounting Standard AAS 19 "Accounting for Interests in Joint Ventures" are summarised below. Reporting periods and accounting policies adopted by both joint operations conform to those adopted by Council. No events have occurred after balance date the financial effects of which may materially affect the financial or operating performance of the joint operations for the next reporting period.

	2007 \$'000	2006 \$'000
<b>Operating Statement</b>		
Share of joint venture revenues in operating revenues	74	81
Share of joint venture costs in operating expenses	75	80
<b>Net Contribution</b>	<b>-1</b>	<b>1</b>
<b>Balance Sheet</b>		
Current Assets	38	34
Non-Current Assets	31	35
Share of Assets employed in Joint Ventures	<b>69</b>	<b>69</b>
Current Liabilities	5	4
Non-Current Liabilities		
Share of Liabilities incurred in Joint Ventures	<b>5</b>	<b>4</b>
<b>NET INTEREST IN JOINT VENTURES</b>	<b>64</b>	<b>65</b>

# MOSMAN COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 19 (c) (cont) - Entities "controlled" by another member

<b>Kimbriki Waste Disposal Facility</b>	<b>2007</b>	<b>2006</b>
Council's respective interests are:		
- interest in outputs of the joint operation	4%	4%
- ownership interest in the joint operation	4%	4%
- the proportion of voting power in the joint operation	17%	17%
<u>Movements in Investment in Joint Operation</u>	<b>\$'000</b>	<b>\$'000</b>
Opening Balance	248	403
New Capital Contributions		
Share in Operating Result	62	57
Distributions Received	-31	-212
Adjustment to Equity Share	25	
<b>Share in Equity of Joint Operation</b>	<b>304</b>	<b>248</b>

In accordance with the Code of Accounting Practice, reserves other than Asset Revaluation Reserve have been treated as internal restrictions of cash and investments, and are included in the Share in Equity of the Joint Operation.

#### Expenditure Commitments

Expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:

##### Capital Expenditures payable

Not later than one year

Later than one year and not later than 5 years

Later than 5 years

	0	0
--	---	---

##### Operating Expenditures payable

Not later than one year

Later than one year and not later than 5 years

Later than 5 years

	0	0
--	---	---

#### Contingent Liabilities

Each member of the operation is jointly and severally liable for the debts of the operation

- arising from Council's share of the joint operation

- arising from joint and several liability of all members

Council's interest in these bodies has been accounted for in accordance with Australian Accounting Standard AAS 14 "Accounting for Investments in Associates" and is disclosed as "Interest in Associated Bodies". Reporting periods and accounting policies adopted by both joint operations conform to those adopted by Council. No events have occurred after balance date the financial effects of which may materially affect the financial or operating performance of the joint operations for the next reporting period.

	<b>2007</b>	<b>2006</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Net Surplus (deficit) of Associates</b>	<b>62</b>	<b>57</b>
Share of Assets employed in Associates	<b>343</b>	312
Share of Liabilities incurred in Associates	<b>-39</b>	-64
<b>NET INTEREST IN ASSOCIATES</b>	<b>304</b>	<b>248</b>



**SPENCER STEER**  
CHARTERED ACCOUNTANTS

**MOSMAN COUNCIL**  
**GENERAL PURPOSE FINANCIAL REPORT**  
**INDEPENDENT AUDITORS' REPORT**

**SCOPE**

We have audited the *general purpose financial report* of Mosman Council for the year ended 30 June 2007, comprising the Statement by Councillors and Management, Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and accompanying Notes to the Financial Statements. The financial statements include the consolidated accounts of the economic entity comprising the Council and the entities it controlled at the year's end or from time to time during the year. The Council is responsible for the preparation and presentation of the financial statements and the information they contain. We have conducted an independent audit of these financial statements in order to express an opinion on them to the Council. In respect of the original budget figures disclosed in the Income Statement, Cash Flow Statement and Note 2(a), we have not examined the underlying basis of their preparation. Similarly, we have not examined the variations from the adopted budget disclosed in Note 16 and therefore express no opinion on them.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Accounting Standards and other mandatory professional reporting requirements in Australia and statutory requirements under the Local Government Act 1993 so as to present a view which is consistent with our understanding of the Council's and the economic entity's financial position, the result of their operations and their cash flows.

The audit opinion expressed in this report has been formed on the above basis.

**AUDIT OPINION**

In our opinion,

- (a) the accounting records of the Council have been kept in accordance with the requirements of Division 2 of Part 3 of the Local Government Act, 1993;
- (b) the general purpose financial report
  - (i) has been prepared in accordance with the requirements of Division 2 of Part 3 of the Local Government Act, 1993;
  - (ii) is consistent with the Council's accounting records;
  - (iii) presents fairly the Council's financial position and the results of its operations; and
  - (iv) are in accordance with applicable accounting standards and other mandatory professional reporting requirements.
- (c) we have been able to obtain all the information relevant to the conduct of our audit; and
- (d) there are no material deficiencies in the accounting records or financial reports that we have become aware of during the course of the audit.

**SPENCER STEER**  
Chartered Accountants

**N. MAH CHUT**  
Partner

Dated at Sydney this 17th day of October 2007

ABN 60 234 095 046

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Liability limited by a scheme approved under Professional Standard Legislation.



**SPENCER STEER**  
CHARTERED ACCOUNTANTS

17 October 2007

The Mayor  
Mosman Council  
PO Box 211  
**SPIT JUNCTION NSW 2088**

Mayor,

**Audit Report - Year Ended 30 June 2007**

We are pleased to advise completion of the audit of Council's books and records for the year ended 30 June 2007 and that all information required by us was readily available. We have signed and attached our reports as required under Section 417(1) of the Local Government Act, 1993 and the Local Government Code of Accounting Practice and Financial Reporting to the General and Special Purpose Financial Reports.

Our audit has been conducted in accordance with Australian Auditing Standards so as to express an opinion on both the General and Special Purpose Financial Reports of the Council. We have ensured that the accounts have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS) and the Local Government Code of Accounting Practice and Financial Reporting.

This report on the conduct of the audit is also issued under Section 417(1) and we now offer the following comments on the financial statements and the audit;

**1. RESULTS FOR THE YEAR**

**1.1 Operating Result**

The operating result for the year was a Surplus of \$918,000 as compared with a Deficit of \$165,000 in the previous year, an overall increase of \$1.083 million.



The following table sets out the results for the year and the extent (%) that each category of revenue and expenses contributed to the total.

	2007	% of	2006	% of	Increase
	\$000	Total	\$000	Total	(Decrease)
					\$000
<b>Revenues before capital items</b>					
Rates & annual charges	16,216	60%	15,575	59%	641
User charges, fees & other revenues	8,691	32%	8,460	32%	231
Grants & contributions provided for operating purposes	1,735	6%	1,768	7%	(33)
Interest & investment revenue	372	1%	382	1%	(10)
	<b>27,014</b>	<b>100%</b>	<b>26,185</b>	<b>100%</b>	<b>829</b>
<b>Expenses</b>					
Employee benefits & costs	11,598	41%	11,083	40%	515
Materials, contracts & other expenses	12,970	46%	12,815	46%	155
Depreciation, amortisation & impairment	3,422	12%	3,337	12%	85
Borrowing costs	402	1%	415	2%	(13)
	<b>28,392</b>	<b>100%</b>	<b>27,650</b>	<b>100%</b>	<b>742</b>
<b>Surplus(Deficit) before capital items</b>	<b>\$ (1,378)</b>		<b>\$ (1,465)</b>		<b>\$ 87</b>
Grants & contributions provided for capital purposes	2,296		1,300		996
<b>Net Surplus(Deficit) for the year</b>	<b>\$ 918</b>		<b>\$ (165)</b>		<b>\$ 1,083</b>

### 1.2 Funding Result

The operating result does not take into account all revenues and all expenditures and in reviewing the overall financial performance of Council it is useful to take into account the total source of revenues and where they were spent during the year which is illustrated in the table below.



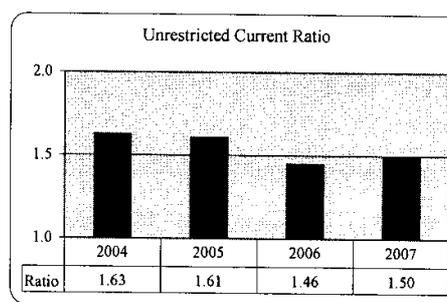
	2007	2006
	\$000	\$000
<b>Funds were provided by:-</b>		
<b>Operating Result (as above)</b>	<b>918</b>	<b>(165)</b>
Add back non funding items:-		
- Depreciation, amortisation & impairment	3,422	3,337
- Book value of non current assets sold	403	374
- (Gain)Loss of fair value to investment properties	0	165
- (Surplus)Deficit in joint ventures	(86)	(59)
	<u>4,657</u>	<u>3,652</u>
New loan borrowings	500	1,313
Transfers from internal reserves (net)	0	550
Distributions from joint ventures	31	212
Net Changes in current/non current assets & liabilities	523	0
	<u>5,711</u>	<u>5,727</u>
<b>Funds were applied to:-</b>		
Purchase and construction of assets	(3,683)	(4,104)
Principal repaid on loans	(1,304)	(1,220)
Transfers to externally restricted assets (net)	(373)	(80)
Transfers to internal reserves (net)	(500)	0
Net Changes in current/non current assets & liabilities	0	(50)
	<u>(5,860)</u>	<u>(5,454)</u>
<b>Increase(Decrease) in Available Working Capital</b>	<b>(149)</b>	<b>273</b>

## 2. FINANCIAL POSITION

### 2.1 Unrestricted Current Ratio

The Unrestricted Current Ratio is a financial indicator specific to local government and represents Council's ability to meet its debts and obligations as they fall due.

After eliminating externally restricted assets and current liabilities not expected to be paid within the next 12 months net current assets amounted to \$2.203 million representing a factor of 1.50 to 1.



### 2.2 Available Working Capital – (Working Funds)

A more meaningful financial indicator specific to local government is the level of **Available Working Capital**. Net Current Assets are adjusted by eliminating both external and internal reserves held for future purposes.

At the close of the year the Available Working Capital of Council stood at \$2.492 million as detailed below;

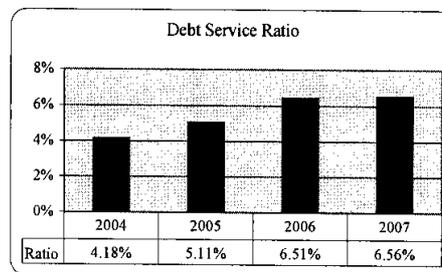


	2007	2006	Change
	\$000	\$000	\$000
<b>Net Current Assets (Working Capital) as per Accounts</b>	<b>(2,146)</b>	<b>(2,263)</b>	<b>117</b>
<i>Add:</i> Payables & provisions not expected to be realised in the next 12 months included above	5,503	5,034	469
Adjusted Net Current Assets	3,357	2,771	586
<i>Add:</i> Budgeted & expected to pay in the next 12 months			
- Borrowings	1,369	1,305	64
- Employees leave entitlements	1,092	1,068	24
- Deposits & retention moneys	700	650	50
<i>Less:</i> Externally restricted assets	(1,154)	(781)	(373)
<i>Less:</i> Internally restricted assets	(2,872)	(2,372)	(500)
<b>Available Working Capital as at 30 June</b>	<b>\$ 2,492</b>	<b>\$ 2,641</b>	<b>\$ (149)</b>

The balance of Available Working Capital should be at a level to manage Council's day to day operations including the financing of hard core debtors, stores and to provide a buffer against unforeseen and unbudgeted expenditures. Taking into consideration the nature and level of the internally restricted assets (Reserves) set aside we are of the opinion that Available Working Capital as at 30 June 2007 was satisfactory.

### 2.3 Debt

Operating revenue (excluding special purpose grants and contributions) required to service debt (loan repayments) was 6.56%.



### 2.4 Summary

Council's overall financial position, when taking into account the above financial indicators is, in our opinion, satisfactory.

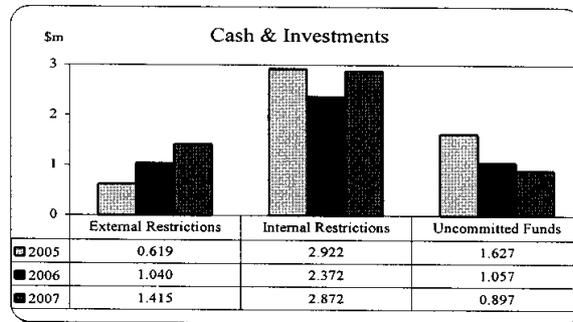
## 3. CASH ASSETS

### 3.1 Cash & Investments

Cash and investments held at the close of the year amounted to \$5.184 million as compared with \$4.469 million and \$5.168 million at the close of financial years 2006 and 2005 respectively.



The chart alongside summarises the purposes for which cash and investments were held.



*Externally restricted cash and investments* are restricted in their use by externally imposed requirements and consist of unexpended development contributions under Section 94 of \$1.049 million, specific purpose grants of \$349,000 and domestic waste management charges of \$17,000.

*Internally restricted cash and investments* have been restricted in their use by resolution or policy of Council to reflect forward plans, identified programs of works, and are, in fact, Council's "Reserves". These Reserves totalled \$2.872 million and their purposes are more fully disclosed in Notes 6 of the financial statements.

*Unrestricted cash and investments* amounted to \$897,000, which is available to provide liquidity for day to day operations.

### 3.2 Cash Flows

The Cash Flow Statement illustrates the flow of cash (highly liquid cash and investments) moving in and out of Council during the year and reveals that Cash Assets increased by \$715,000 to \$5.184 million at the close of the year. In addition to operating activities which contributed net cash of \$4.742 million were the proceeds from the sale of assets (\$585,000), new loans (\$500,000) and distributions from joint venture operations (\$31,000). Cash outflows other than operating activities were used to repay loans (\$982,000) and deferred creditors (\$322,000) and to purchase and construct assets (\$3.839 million).

## 4. RECEIVABLES

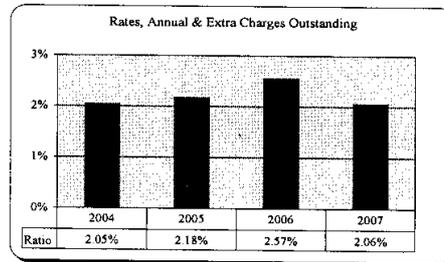
### 4.1 Rates & Annual Charges (excluding interest & extra charges)

Net rates and annual charges levied during the year totalled \$16.216 million and represented 55.33% of Council's total revenues. Including arrears, the total rates and annual charges collectible was \$16.603 million of which \$16.279 million (98.05%) was collected.



**4.2 Rates, Annual & Extra Charges**

Arrears of rates, annual & extra charges stood at \$344,000 at the end of the year & represented 2.06% of those receivables.



**4.3 Other Receivables**

Receivables (other than Rates & Annual Charges) totalled \$2.903 million and mainly consisted of user charges, fees and infringements notices. Those considered to be uncertain of collection have been provided for as doubtful debts and this provision amounted to \$391,000.

**5. PAYABLES**

**5.1 Employees Leave Entitlements**

Council's provision for its liability toward employees leave entitlements and associated on costs amounted to \$2.750 million. A cash reserve of \$400,000 was held at year end representing 14.55% of this liability.

**5.2 Deposits, Retentions & Bonds**

Deposits, retentions and bonds held at year end amounted to \$4.665 million and a cash reserve was held amounting to \$900,000 representing 19.29% of this liability and was sufficient to meet anticipated repayments in the near future.

**6. CONCLUSION**

We wish to record our appreciation to your General Manager and his staff for their ready co-operation and the courtesies extended to us during the conduct of the audit.

Yours faithfully,  
**SPENCER STEER**  
*Chartered Accountants*

**N. MAH CHUT**  
Partner

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# **MOSMAN COUNCIL**

## **Special Purpose Financial Reports and Special Schedules For the year ending 30 June 2007**

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SPENCER STEER  
CHARTERED ACCOUNTANTS

MOSMAN COUNCIL

SPECIAL PURPOSE FINANCIAL REPORT

INDEPENDENT AUDITORS' REPORT

**SCOPE**

We have audited the *special purpose financial report* of Mosman Council for the year ended 30 June 2007, comprising the Statement by Councillors and Management, Income Statement of Business Activities, Balance Sheet of Business Activities, and accompanying Notes to the Financial Statements. The financial statements include the accounts of the declared business activities of the Council. The Council is responsible for the preparation and presentation of the financial statements and the information they contain. We have conducted an independent audit of these financial statements in order to express an opinion on them to the Council.

The special purpose financial report has been prepared for distribution to the Council and the Department of Local Government for the purpose of fulfilling the requirements of National Competition Policy reporting. We disclaim any assumption of responsibility for any reliance on this report or on the financial statements to which it relates to any person other than the Council or the Department of Local Government or for any purpose other than for which the report was prepared.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Accounting Standards and the Local Government Code of Accounting Practice and Financial Reporting so as to present a view which is consistent with our understanding of the business activities of the Council and their financial position and the result of their operations.

The audit opinion expressed in this report has been formed on the above basis.

**AUDIT OPINION**

In our opinion, the special purpose financial report of the Council is presented fairly in accordance with the requirements of those applicable Accounting Standards detailed in Note 1 and the Local Government Code of Accounting Practice and Financial Reporting.

SPENCER STEER  
Chartered Accountants

N. MAH CHUT  
Partner

Dated at Sydney this 17th day of October 2007

# MOSMAN COUNCIL

## SPECIAL PURPOSE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2007

### STATEMENT BY COUNCILLORS AND MANAGEMENT MADE PURSUANT TO THE LOCAL GOVERNMENT CODE OF ACCOUNTING PRACTICE AND FINANCIAL REPORTING

The attached special purpose Financial Statements have been drawn up in accordance with the Local Government Code of Accounting Practice and Financial Reporting and the

- NSW Government Policy Statement "*Application of National Competition Policy to Local Government*"
- Department of Local Government guidelines "*Pricing & Costing for Council Businesses: A Guide to Competitive Neutrality*".
- The Department of Energy, Utilities and Sustainability "*Best Practice Management of Water Supply and Sewerage*" guidelines.

To the best of our knowledge and belief, these reports

- Present fairly the financial position and operating result for each of Council's declared Business Units for the year, and
- Accord with Council's accounting and other records

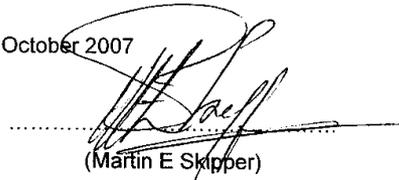
We are not aware of any matter that would render the reports false or misleading in any way.

Signed in accordance with a resolution of Council made on 16 October 2007



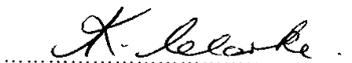
(Denise M Wilton)

**MAYOR**



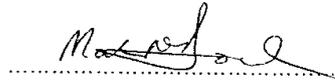
(Martin E Skipper)

**COUNCILLOR**



(Kay Clarke)

**A/GENERAL MANAGER**



(Mark McDonald)

**RESPONSIBLE ACCOUNTING OFFICER**

**MOSMAN COUNCIL**  
**INCOME STATEMENT OF BUSINESS ACTIVITIES**  
**As at 30 June 2007**

	Business Activities					
	Commercial Property Management		Development Approvals		Core Group (Private Works) Activities	
	2007	2006	2007	2006	2007	2006
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>						
Employee costs	46	45	794	728	299	270
Materials & Contracts	23	22	2	2	140	112
Borrowing Costs	NIL	NIL	NIL	NIL	NIL	NIL
Depreciation & Amortisation	29	29	NIL	NIL	10	31
Other Operating Expenses	13	12	447	431	3	13
Loss on Disposal of Assets	NIL	NIL	NIL	NIL	NIL	NIL
NCP Imputation Payments	92	92	NIL	NIL	23	23
<b>TOTAL OPERATING EXPENSES</b>	<b>203</b>	<b>200</b>	<b>1,243</b>	<b>1,161</b>	<b>475</b>	<b>449</b>
<b>REVENUES FROM ORDINARY ACTIVITIES</b>						
Rates & Annual Charges	NIL	NIL	NIL	NIL	NIL	NIL
User Charges & Fees	538	2,348	888	870	NIL	NIL
Interest Received	NIL	NIL	NIL	NIL	NIL	NIL
Grants & Contributions – Operating	NIL	NIL	NIL	NIL	NIL	NIL
Other Operating Revenues	1,780	-165	NIL	NIL	434	405
Gain on Disposal of Assets	NIL	NIL	NIL	NIL	NIL	NIL
<b>TOTAL OPERATING REVENUES</b>	<b>2,318</b>	<b>2,183</b>	<b>888</b>	<b>870</b>	<b>434</b>	<b>405</b>
<b>ORDINARY ACTIVITIES RESULT BEFORE CAPITAL AMOUNTS</b>	<b>2,115</b>	<b>1,983</b>	<b>-355</b>	<b>-291</b>	<b>-41</b>	<b>-44</b>
Grants & Contributions – Capital	NIL	NIL	NIL	NIL	NIL	NIL
Abnormal Items	NIL	NIL	NIL	NIL	NIL	NIL
<b>RESULT FROM ORDINARY ACTIVITIES</b>	<b>2,115</b>	<b>1,983</b>	<b>-355</b>	<b>-291</b>	<b>-41</b>	<b>-44</b>
<b>SURPLUS (DEFICIT) BEFORE TAX</b>	<b>2,115</b>	<b>1,983</b>	<b>-355</b>	<b>-291</b>	<b>-41</b>	<b>-44</b>
Corporate Taxation Equivalent (based on Operating result before capital)	635	595	NIL	NIL	NIL	NIL
<b>CHANGE IN NET ASSETS RESULTING FROM OPERATIONS AFTER TAX</b>	<b>1,480</b>	<b>1,388</b>	<b>-355</b>	<b>-291</b>	<b>-41</b>	<b>-44</b>
<b>Opening Retained Profits</b>	<b>35,389</b>	<b>35,583</b>	<b>-177</b>	<b>-143</b>	<b>1,481</b>	<b>1,442</b>
Adjustments for Amounts Unpaid	N/A	N/A	N/A	N/A	N/A	N/A
*Taxation Equivalent Payments	92	92	NIL	NIL	23	23
*Debt Guarantee Fee	NIL	NIL	NIL	NIL	NIL	NIL
*Corporate Taxation Equivalent	635	595	NIL	NIL	NIL	NIL
*Dividend Payment	-2,136	-2,269	NIL	NIL	NIL	NIL
*Equity Contribution	NIL	NIL	NIL	NIL	NIL	NIL
*Council subsidy	NIL	NIL	335	257	5	60
<b>Closing Retained Profits</b>	<b>35,460</b>	<b>35,389</b>	<b>-197</b>	<b>-177</b>	<b>1,468</b>	<b>1,481</b>
<b>RETURN ON CAPITAL (%)</b>	<b>4%</b>	<b>4%</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>SUBSIDY FROM COUNCIL</b>	<b>NIL</b>	<b>NIL</b>	<b>335</b>	<b>257</b>	<b>5</b>	<b>60</b>

**MOSMAN COUNCIL**  
**BALANCE SHEET BY BUSINESS ACTIVITIES**  
**As at 30 June 2007**

	2007 - \$'000					
	Business Activities					
	Commercial Property Management		Development Approvals		Core Group (Private Works) Activities	
	2007	2006	2007	2006	2007	2006
<b>CURRENT ASSETS</b>						
Cash on hand and at bank	NIL	NIL	NIL	NIL	NIL	NIL
Investments	NIL	NIL	NIL	NIL	NIL	NIL
Receivables	280	189	NIL	NIL	120	96
Inventories	NIL	NIL	NIL	NIL	NIL	NIL
Other	NIL	NIL	NIL	NIL	NIL	NIL
<b>TOTAL CURRENT ASSETS</b>	<b>280</b>	<b>189</b>	<b>NIL</b>	<b>NIL</b>	<b>120</b>	<b>96</b>
<b>NON CURRENT ASSETS</b>						
Cash Assets	NIL	NIL	NIL	NIL	NIL	NIL
Investment Securities	NIL	NIL	NIL	NIL	NIL	NIL
Receivables	NIL	NIL	NIL	NIL	NIL	NIL
Inventories	NIL	NIL	NIL	NIL	53	57
Investment Property	29,915	29,915	NIL	NIL	NIL	NIL
Property, Plant & Equipment	5,545	5,474	NIL	NIL	1,456	1,466
<b>TOTAL NON CURRENT ASSETS</b>	<b>35,460</b>	<b>35,389</b>	<b>NIL</b>	<b>NIL</b>	<b>1,509</b>	<b>1,523</b>
<b>TOTAL ASSETS</b>	<b>35,740</b>	<b>35,578</b>	<b>NIL</b>	<b>NIL</b>	<b>1,629</b>	<b>1,619</b>
<b>CURRENT LIABILITIES</b>						
Payables	280	189	NIL	NIL	NIL	NIL
Interest bearing liabilities	NIL	NIL	NIL	NIL	NIL	NIL
Provisions	NIL	NIL	89	80	47	40
<b>TOTAL CURRENT LIABILITIES</b>	<b>280</b>	<b>189</b>	<b>89</b>	<b>80</b>	<b>47</b>	<b>40</b>
<b>NON CURRENT LIABILITIES</b>						
Payables	NIL	NIL	NIL	NIL	NIL	NIL
Interest bearing liabilities	NIL	NIL	NIL	NIL	NIL	NIL
Provisions	NIL	NIL	108	97	114	98
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>NIL</b>	<b>NIL</b>	<b>108</b>	<b>97</b>	<b>114</b>	<b>98</b>
<b>TOTAL LIABILITIES</b>	<b>280</b>	<b>189</b>	<b>197</b>	<b>177</b>	<b>161</b>	<b>138</b>
<b>NET ASSETS</b>	<b>35,460</b>	<b>35,389</b>	<b>-197</b>	<b>-177</b>	<b>1,468</b>	<b>1,481</b>
<b>EQUITY</b>						
Accumulated Surplus	35,460	35,389	-197	-177	1,468	1,481
Asset Revaluation Reserve	NIL	NIL	NIL	NIL	NIL	NIL
<b>TOTAL EQUITY</b>	<b>35,460</b>	<b>35,389</b>	<b>-197</b>	<b>-177</b>	<b>1,468</b>	<b>1,481</b>

## NOTES TO THE SPECIAL PURPOSE FINANCIAL REPORTS

### Note 1

## SIGNIFICANT ACCOUNTING POLICIES

These financial statements are a Special Purpose Financial Report (SPFR) prepared for use by the Council and Department of Local Government. They have been prepared to report the results of business units determined by Council in accordance with the requirements of National Competition Policy guidelines.

### Basis of Accounting

The financial reports comply with the Local Government Code of Accounting Practice and Financial Reporting and the Local Government Asset Accounting Manual, and with the principles of the June 1996 NSW Government Policy Statement "Application of National Competition Policy to Local Government" and the Department of Local Government's July 1997 guidelines "Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality".

Except where directed to the contrary by the above documents, the financial report also complies with all applicable Australian Accounting Standards and professional pronouncements and is based on information consistent with that forming the basis of Council's general purpose Annual Financial Statements for the year.

The financial report has been prepared on the accrual basis of accounting and except where specifically indicated in these Notes or in the Notes to the general purpose Annual Financial Statements, in accordance with the historical cost convention.

### National Competition Policy

Council has adopted the principle of 'competitive neutrality' to its business activities as part of the national competition policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 Government Policy statement on the "Application of National Competition Policy to Local Government". The "Pricing & Costing for Council Businesses A Guide to Competitive Neutrality" issued by the Department of Local Government in July 1997 has also been adopted.

The pricing & costing guidelines outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents; council subsidies; return on investments (rate of return); and dividends paid.

### Declared Business Activities

In accordance with *Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality*, council has declared that the following are to be considered as business activities:

#### Category 1

Name	Brief Description of Activity
Commercial Property Management	Property Rental Portfolio

## Category 2

Name	Brief Description of Activity
Development Approvals	Local Development Management
Core Group(Private Works)	Private Works

### (i) Taxation Equivalent Payments

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations (General Purpose Financial Report) just like all other costs. However, where council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all council nominated business activities and are reflected in the SPFR. For the purposes of disclosing comparative information relevant to the private sector equivalent the following taxation equivalents have been applied to all council nominated business activities (this does not include council's non-business activities):

	Notional Rate Applied %
Corporate Tax Rate	30
Land Tax	1.4
Stamp Duty	N/A
Payroll Tax	N/A
Other Taxes or Charges	N/A

### **Income Tax**

An income tax equivalent has been applied on the profits of the business. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level (Operating Result before Capital Amounts) as would be applied by a private sector competitor - that is, it should include a provision equivalent to the corporate income tax rate, currently 30%.

Income Tax is only applied where a positive Operating Result before Capital Amounts has been achieved. Since the taxation equivalent is notional, that is, it is payable to the "Council" as the owner of business operations, it represents an internal payment and has no effect on the operations of the council.

### (ii) Subsidies

Government policy requires that subsidies provided to customers and the funding of those subsidies must be explicitly disclosed. Subsidies occur where council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for council to meet its community service obligations. The overall effect of subsidies is contained within the Operating Statement by Business Activities.

### (iii) Dividends

Council is not required to pay dividends to either itself as owner of a range of businesses or to any external entities. Consequently, any form of dividend payment is purely notional.

## **DECLARED BUSINESS ACTIVITIES**

### **Commercial Property Management**

Takes into account Council's Commercial Property Portfolio and includes properties such as Mosman Square and Library Walk shops, Boronia House & Library Walk flats & Balmoral Bathers Pavilion.

Employee costs are broken down between Corporate Services administration staff and property managers.

Depreciation costs are those attributable to Council properties from Council's assets register.

All leave entitlements for this category have been fully expensed and paid to Mosman Council during the year.

The relevant Taxation Equivalent payment for this category is land tax.

### **Development Approvals**

Takes into account the development approvals process within Council.

Employee costs are representative of those staff directly involved in the service. Other operating expenses includes rental, utility costs and a percentage of other operating expenses from Note 4 in the General Purpose Financial Reports.

No Depreciation expenses are attributable as the service is deemed to rent the office area concerned from Council.

### **Core Group (Private Works) Activities**

Represents Council's core outdoor staff and the various contracts undertaken by the group during the financial year.

Depreciation expenses are attributable to Council's Depot & various plant items.

The relevant Taxation Equivalent payment for this category is land tax.

# MOSMAN COUNCIL

## SPECIAL SCHEDULE NO 1 NET COST OF SERVICES for the year ended 30th June 2007

\$'000

Function or Activity	Expenses from continuing operations		Income from continuing operations			NET COST OF SERVICES	
	Expenses	Group Totals	Non-capital revenues	Capital revenues	Group Totals	Net Cost	Group Totals
<b>GOVERNANCE</b>	1,015					1,015	
		1,015			-		1,015
<b>ADMINISTRATION</b>							
Corporate Support	4,537		136			4,401	
Engineering & Works	421		93			328	
Other Support Services	386					386	
		5,344			229		5,115
<b>PUBLIC ORDER &amp; SAFETY</b>							
Statutory Contribution - Fire Service Levy	770					770	
Fire Protection - Other						-	
Animal Control	19		13			6	
Beach Control	17		29			(12)	
Enforcement of Local Govt Regulations	246		136			110	
Emergency Services	53					53	
Other	25		145			(120)	
		1,130			323		807
<b>HEALTH</b>							
Administration & Inspection	137					137	
Immunisations	17		12			5	
Food Control	32		29			3	
Insect/Vermin Control						-	
Noxious Plants	5					5	
Health Centres	8					8	
Other			5			(5)	
		199			46		153
<b>COMMUNITY SERVICES &amp; EDUCATION</b>							
Administration	262					262	
Family Day Care	126		142			(16)	
Child Care	589		563			26	
Youth Services	234		1			233	
Other Families & Children						-	
Aged & Disabled	614		526			88	
Migrant Services						-	
Aboriginal Services						-	
Other Community Services	61					61	
Education						-	
		1,886			1,232		654
<b>HOUSING &amp; COMMUNITY AMENITIES</b>							
Housing						-	
Town Planning	1,591		1,090			501	
Domestic Waste Management	3,666		3,571			95	
Other Waste Management	362		437			(75)	
Street Cleaning	856					856	
Other Sanitation & Garbage	585					585	
Urban Stormwater Drainage	645		1	85		559	
Environmental Protection	1,045		3	40		1,002	
Public Cemeteries						-	
Public Conveniences	197					197	
Other Community Amenities	46			939		(893)	
		8,993			6,166		2,827

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**MOSMAN COUNCIL**

**SPECIAL SCHEDULE NO 1 - NET COST OF SERVICES (cont)**

Function or Activity	Expenses from continuing operations		Income from continuing operations			NET COST OF SERVICES	
	Expenses	Group Totals	Non-capital revenues	Capital revenues	Group Totals	Net Cost	Group Totals
<b>WATER SUPPLIES</b>						-	-
<b>SEWERAGE SERVICES</b>						-	-
<b>RECREATION &amp; CULTURE</b>							
Public Libraries	1,873		182	7		1,684	
Museums						-	
Art Galleries	291		91			200	
Community Centres	125		107			18	
Public Halls						-	
Other Cultural Services	563		176			387	
Swimming Pools	214		201			13	
Sporting Grounds	732		70	15		647	
Parks & Gardens, Lakes	1,437		112	146		1,179	
Other Sport & Recreation	14			20		(6)	
		5,249			1,127		4,122
<b>FUEL &amp; ENERGY</b>							
Gas Supplies						-	-
<b>MINING, MANUFACTURING &amp; CONSTRUCTION</b>							
Building Control	713		119			594	
Abattoirs						-	
Quarries & Pits						-	
Other						-	
		713			119		594
<b>TRANSPORT &amp; COMMUNICATION</b>							
Urban Roads: Local	1,918		716	145		1,057	
Urban Roads: Regional						-	
Sealed Rural Roads: Local						-	
Sealed Rural Roads: Regional						-	
Unsealed Rural Roads: Local						-	
Unsealed Rural Roads: Regional						-	
Bridges - Urban Roads: Local						-	
Bridges - Urban Roads: Regional						-	
Bridges - Sealed Rural Roads: Local						-	
Bridges - Sealed Rural Roads: Regional						-	
Bridges - Unsealed Rural Roads: Local						-	
Bridges - Unsealed Rural Roads: Regional						-	
Footpaths	301		72			229	
Aerodromes						-	
Parking Areas	625		1,667	899		(1,941)	
Bus Shelters & Services	9					9	
Water Transport	2					2	
RTA Works - State Roads						-	
Street Lighting	378		64			314	
Other	352					352	
		3,585			3,563		22

## MOSMAN COUNCIL

### SPECIAL SCHEDULE NO 1 - NET COST OF SERVICES (cont)

Function or Activity	Expenses from continuing operations		Income from continuing operations			NET COST OF SERVICES	
	Expenses	Group Totals	Non-capital revenues	Capital revenues	Group Totals	Net Cost	Group Totals
<b>ECONOMIC AFFAIRS</b>							
Camping Areas						-	
Caravan Parks						-	
Tourism & Area Promotion	132		28			104	
Industrial Development Promotion						-	
Saleyards & Markets						-	
Real Estate Development						-	
Commercial Nurseries						-	
Other Business Undertakings	146		2,680			(2,534)	
		278			2,708		(2,430)
<b>TOTALS - FUNCTIONS</b>		<b>28,392</b>			<b>15,513</b>		<b>12,879</b>
<b>General Purpose Revenues</b>			13,711			13,711	
<b>Equity accounted income (loss)</b>			86			86	
		-			<b>13,797</b>		<b>13,797</b>
<b>NET OPERATING RESULT FOR YEAR</b>							<b>918</b>

## MOSMAN COUNCIL

### SPECIAL SCHEDULE NO 2 (1) STATEMENT OF LONG TERM DEBT (ALL PURPOSE) for the year ended 30th June 2007

\$'000

Classification of Debt	Principal Outstanding at beginning of year			New Loans Raised	Debt Redemption		Tfrs to Sinking Funds	Interest applicable for year	Principal outstanding at end of year		
	Current	Non-Current	Total		From Revenue	Sinking Funds			Current	Non-Current	Total
<b>LOANS (by source)</b>											
Commonwealth Government			-								-
Treasury Corporation			-								-
Other State Government			-								-
Public Subscription			-								-
Financial Institutions	982	5,252	6,234	500	982			356	1,046	4,706	5,752
Other			-								-
<b>Total Loans</b>	<b>982</b>	<b>5,252</b>	<b>6,234</b>	<b>500</b>	<b>982</b>	-	-	<b>356</b>	<b>1,046</b>	<b>4,706</b>	<b>5,752</b>
<b>OTHER LONG TERM DEBT</b>											
Ratepayers' Advances			-								-
Government Advances			-								-
Finance Leases			-								-
Deferred Payment	323	1,487	1,810		322			46	323	1,165	1,488
Other			-								-
<b>Total Other Long Term Debt</b>	<b>323</b>	<b>1,487</b>	<b>1,810</b>	-	<b>322</b>	-	-	<b>46</b>	<b>323</b>	<b>1,165</b>	<b>1,488</b>
<b>TOTAL LONG TERM DEBT</b>	<b>1,305</b>	<b>6,739</b>	<b>8,044</b>	<b>500</b>	<b>1,304</b>	-	-	<b>402</b>	<b>1,369</b>	<b>5,871</b>	<b>7,240</b>

This Schedule excludes Internal Loans and refinancing of existing borrowings.

## MOSMAN COUNCIL

### SPECIAL SCHEDULE NO 2 (2) STATEMENT OF INTERNAL LOANS for the year ended 30th June 2007

\$'000

#### SUMMARY OF INTERNAL LOANS

Borrower (by purpose)	Amount Originally Raised	Total Repaid During Year Principal & Interest	Principal Outstanding at End of Year
General			
Water			
Sewerage			
Domestic Waste Management			
Gas			
Other			
<b>Totals</b>	-	-	-

The above summary of internal loans represents the total of Council's internal loans categorised according to the purpose of the borrower. Details of individual internal loans are set out below.

Borrower (by purpose)	Lender (by purpose)	Date of Minister's Approval	Date Raised	Term (years)	Maturity Date	Rate of Interest	Amount Originally Raised	Paid During Year - Princ and Interest	Principal Outstanding End of Year
<b>Totals</b>							-	-	-

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**MOSMAN COUNCIL**  
**SPECIAL SCHEDULE NO 7**  
**CONDITION OF PUBLIC WORKS**  
**as at 30th June 2007**

Asset Class	Asset Category	Depreciation Rate (%)	Depreciation Expense	Cost	Valuation	Accumulated Depreciation	Carrying Value	Asset Condition (see Notes attached)	Estimated Cost to bring to a Satisfactory Standard	Required Annual Maintenance	Current Annual Maintenance
			'000	'000	'000	'000	'000		'000	'000	'000
	<i>References</i>	<i>Note 9</i>	<i>Note 4</i>		<i>Note 9</i>				<i>Local Govt. Act 1993, Section 428 (2d)</i>		
Public Buildings	Council Offices	1%	53	4,849		695	4,154	4	117	163	120
	Works Depot	1%	10	983		113	870	4	24	33	12
	Houses						-	4	-	-	-
	Bus Shelters	5%	8	154		89	65	2	-	-	-
	Library	1%	83	5,058		571	4,487	4	105	147	110
	Childcare Centres	1%	9	569		118	451	4	10	35	35
	Art Gallery	1%	7	3,348		354	2,994	4	120	168	110
	Amenities/Toilets	2%	13	642		140	502	4	213	290	160
	Other	1%	242	16,313		1,433	14,880	4	45	49	90
	<b>Subtotal</b>		425	31,916	-	3,513	28,403		634	885	637
Public Roads	Sealed Roads						-				
	Unsealed Roads						-				
	Sealed Roads Structure	1%	1,348	135,842		42,951	92,891	4	5,120	1,000	629
	Bridges						-		-	-	-
	Footpaths	1%	144	14,627		2,200	12,427	5	3,072	350	290
	Cycleways	1%	-	201		-	201	1	-	-	-
	Kerb & Gutter	1%	128	12,904		1,841	11,063	4	51	50	41
	Road Furniture	1%	1	102		33	69	3	-	60	60
	<b>Subtotal</b>		1,621	163,676	-	47,025	116,651		8,243	1,460	1,020

*This Schedule is to be read in conjunction with the explanatory notes following.*

**MOSMAN COUNCIL**

**SPECIAL SCHEDULE NO 7 - CONDITION OF PUBLIC WORKS (cont)  
as at 30th June 2007**

Asset Class	Asset Category	Depreciation Rate (%)	Depreciation Expense	Cost	Valuation	Accumulated Depreciation	Carrying Value	Asset Condition (see Notes attached)	Estimated Cost to bring to a Satisfactory Standard	Required Annual Maintenance	Current Annual Maintenance
			'000	'000	'000	'000	'000		'000	'000	'000
	<i>References</i>	<i>Note 9</i>	<i>Note 4</i>		<i>Note 9</i>				<i>Local Govt. Act 1993, Section 428 (2d)</i>		
Water	Treatment Plants						-				
	Water Connections						-				
	Bores						-				
	Reservoirs						-				
	Dams						-				
	Hydrants						-				
	Stop Valves						-				
	Pipelines						-				
	Pump Stations						-				
	<b>Subtotal</b>		-	-	-	-	-		-	-	-
Sewerage	Pump Stations						-				
	Pipelines						-				
	Manholes						-				
	Air Vent Stacks						-				
	Treatment Works						-				
	Connections						-				
	<b>Subtotal</b>		-	-	-	-	-		-	-	-
Drainage Works	Retarding Basins						-				
	Gully Pits	1%	366	31,771		17,277	14,494	4	12,059	174	33
	HW Inlets	1%	22	1,715		1,020	695	3	-	174	33
	HW Outlets	1%	55	7,464		2,593	4,871	3	-	174	33
	Junction Pits	1%	36	2,522		1,670	852	3	-	174	33
	S/W Devices	1%	5	5,315		226	5,089	2	-	174	33
	Converters						-				
	<b>Subtotal</b>		484	48,787	-	22,786	26,001		12,059	870	165
<b>Total Classes - All Assets</b>			2,530	244,379	-	73,324	171,055		20,936	3,215	1,822

*This Schedule is to be read in conjunction with the explanatory notes following.*

# MOSMAN COUNCIL

## SPECIAL SCHEDULE NO 7 - CONDITION OF PUBLIC WORKS (cont) as at 30th June 2007

### "SATISFACTORY" CONDITION OF PUBLIC ASSETS

In assessing the condition of Public Assets Council has had regard to the condition, function and location of each asset, based on the original design standard. Changes in standards or proposed or potential enhancements to the existing asset design standard have been ignored (Code p A702). Assets within each Asset Category have been assessed on an overall basis, recognising that an average standard of "satisfactory" may be achieved even though certain assets may be above or below that standard on an individual basis.

Council recognises that the standard that it considers to be "satisfactory" may be different from that adopted by other Councils.

The information contained in this Schedule comprises accounting estimates formulated in accordance with the NSW Local Government Code of Accounting Practice and Financial Reporting. Nothing contained within this Schedule may be taken to be an admission of any liability to any person under any circumstance.

### ASSET CONDITION

The following condition codes have been used in this Schedule.

- |   |   |
|---|---|
| 1 | Newly constructed   |
| 2 | Over 5 years old but fully maintained in "as new" condition |
| 3 | Good condition  |
| 4 | Average condition   |
| 5 | Partly worn - beyond 50% of economic life.                  |
| 6 | Worn but serviceable  |
| 7 | Poor - replacement required                                 |

## MOSMAN COUNCIL

### SPECIAL SCHEDULE NO 8 - FINANCIAL PROJECTIONS as at 30th June 2007

	2007 \$'m	2008 \$'m	2009 \$'m	2010 \$'m	2011 \$'m	2012 \$'m
<b>Recurrent Budget</b>						
Income from continuing operations	29,310	29,378	29,965	30,564	31,175	31,798
Expenses from continuing operations	28,392	29,812	30,535	31,094	31,325	31,858
Operating result from continuing operations	918	(434)	(570)	(530)	(150)	(60)
<b>Capital Budget</b>						
New Works		1,450	850	2,300		
Replacement of existing assets	3,684	4,965	4,190	4,766	4,064	4,154
	3,684	6,415	5,040	7,066	4,064	4,154
<i>Funded by</i>						
- Loans	500	615		2,300		
- Asset Sales	403	450	450	450	450	450
- Reserves	515	2,199	1,150	790		
- Grants/Contributions	634	500	500	500	500	500
- Recurrent revenue	1,632	2,651	2,940	3,026	3,114	3,204
- Other						
	3,684	6,415	5,040	7,066	4,064	4,154

## **Addendum 2**

### **ENVIRONMENTAL MANAGEMENT PLAN**

# **MOSMAN MUNICIPAL COUNCIL**



## **ENVIRONMENTAL MANAGEMENT PLAN**

**ACTION PLAN  
2007-2010**

**ADOPTED JUNE 2007**

# **PROGRAM 1**

## **CORPORATE ACTIVITIES**

**Convenor: Director Environment & Planning**

## PROGRAM 1: CORPORATE ACTIVITIES

### ***SUB-PROGRAMS***

- 1.01 *Planning and Development***  
*Co-ordinator: Manager Urban Planning*
- 1.02 *Sustainable Procurement***  
*Co-ordinator: Manager Environment and Services*
- 1.03 *Environmental Impact Assessment and Management***  
*Co-ordinator: Manager Environment and Services*
- 1.04 *Property and Asset Management***  
*Co-ordinator: Manager Environment and Services*
- 1.05 *Emergency Preparedness and Response***  
*Co-ordinator: Manager Environment and Services*
- 1.06 *Knowledge, Skills and Training***  
*Co-ordinator: Manager Environment and Services*
- 1.07 *Environmental Performance Evaluation and Reporting***  
*Co-ordinator: Manager Environment and Services*
- 1.08 *Regional Organisations and Industry Associations***  
*Co-ordinator: Manager Environment and Services*
- 1.09 *Legislative Compliance, Regulation and Enforcement***  
*Co-ordinator: Manager Environment and Services*

**PROGRAM 1: CORPORATE ACTIVITIES**

**SUBPROGRAM: 1.01 PLANNING AND DEVELOPMENT**  
*Co-ordinator: Manager Urban Planning*

**10 YEAR OBJECTIVES**

To ensure corporate activities are managed according to the principles of Ecologically Sustainable Development.

**3 YEAR OBJECTIVES**

A	The principles of Ecologically Sustainable Development (ESD) shall underpin all Council planning instruments.
B	To have sustainable design principles incorporated into public domain improvements
C	To have ESD underpinning the development assessment and approvals process.

**ACTIONS**

Objective	ACTIONS	Date	Sections
A	Ensure reviews of Council's LEP and DCPs as identified in Program 2 of MOSPLAN 2005 - 2008 result in planning instruments founded on the principles of ESD.	To be Completed by - December 2007	UP
B	Incorporate sustainable design principles into any redevelopment plans for Spit Junction/Civic Centre and Mosman Junction.	Annual Review - June	UP
C	Enforce the requirements of BASIX for all relevant Development Applications	Ongoing - July	DS

**PROGRAM 1: CORPORATE ACTIVITIES**

**SUBPROGRAM: 1.02 SUSTAINABLE PROCUREMENT**  
*Co-ordinator: Manager Environment and Services*

**10 YEAR OBJECTIVES**

To ensure Council purchases environmentally preferred products.

**3 YEAR OBJECTIVES**

A	To reduce the environmental impact of Council's procurement by applying sustainable purchasing principles.
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**ACTIONS**

Objective	ACTIONS	Date	Sections
A	Review councils existing procurement policy and integrate sustainability principles and procedures into that document.	To be Completed by - Sept 07	E,G
A	Implement the actions in the Greenhouse and Sustainable Purchasing Action Plan.	Ongoing – December review	E,G
A	Lobby for a more comprehensive extended producer responsibility programs, through the LGSA	Ongoing – December review	E
A	Participate in the Sustainable Choice Program	Ongoing – Sept review	E

**ENVIRONMENTAL INDICATORS**

Recycled Paper purchases as a percentage of Council's total paper purchases

The percentage of renewable energy purchased to total energy used.

Proportion of Council products replaced by recyclable, reusable and/or biodegradable products

**PROGRAM 1: CORPORATE ACTIVITIES**

**SUBPROGRAM: 1.03 ENVIRONMENTAL IMPACT ASSESSMENT AND MANAGEMENT**  
*Co-ordinator: Manager Environment and Services*

**10 YEAR OBJECTIVES**

To ensure all Council works and services are managed in an ecologically sustainable manner.

**3 YEAR OBJECTIVES**

A	To have a system which ensures the potential environmental impacts associated with the provision of works and services are appropriately controlled.
---	--

**ACTIONS**

Objective	ACTIONS	Date	Sections
A	Develop an environmental impact assessment manual for council works and services.	To be Completed by - Sept 2007	AS, E

**PROGRAM 1: CORPORATE ACTIVITIES**

**SUBPROGRAM: 1.04 PROPERTY & ASSET MANAGEMENT**

*Co-ordinator: Manager Environment and Services*

**10 YEAR OBJECTIVES**

To ensure all Council assets are managed in an ecologically sustainable manner.

**3 YEAR OBJECTIVES**

A	To manage and control the potential environmental impacts associated with the acquisition, construction and modification of property and facilities.
B	To incorporate sustainable design principles into asset refurbishment and renewal programs.
C	To maintain and operate existing assets so that pollution or environmental harm is avoided.

**ACTIONS**

Objective	ACTIONS	Date	Sections
A,B	Ensure that environmental considerations and guidelines are included in Council's Asset Management System	Annual review December	AS, E
A,B,C	Develop an environmental management policy and guidelines for the leasing of Council property.	To be Completed by – Jan 2008	E, G
C	Conduct an annual compliance audit of the Depot	Annual Review - July	AS

**ENVIRONMENTAL INDICATORS**

Energy Consumption in Council's Buildings  
 Energy Consumption in Streetlighting

**PROGRAM 1: CORPORATE ACTIVITIES**

**SUBPROGRAM: 1.05 EMERGENCY PREPAREDNESS AND RESPONSE**  
*Co-ordinator: Manager Environment and Services*

**10 YEAR OBJECTIVES**

To have no adverse environmental or public health impacts from incidents and emergency situations

**3 YEAR OBJECTIVES**

A	To have an emergency preparedness and response system that prevents and minimises adverse environmental and public health effects associated with unexpected incidents and emergency situations.
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**ACTIONS**

Objective	ACTIONS	Date	Sections
A	Undertake an annual review of Council's Environmental and Public Health Incident Response Plan.	Annual Review - July	E, MRS

**PROGRAM 1: CORPORATE ACTIVITIES**

**SUBPROGRAM: 1.06 KNOWLEDGE, SKILLS AND TRAINING**  
**Co-ordinator: Manager Environment and Services**

**10 YEAR OBJECTIVES**

To have a motivated staff with the knowledge and skills necessary to achieve regulatory requirements, and Council's environmental policy commitments and objectives.

**3 YEAR OBJECTIVES**

A	To conduct appropriate training to allow staff to carry out duties to reduce risks of harm to the environment.
B	To conduct appropriate training so that Authorised Officers can effectively identify and respond to environmental incidents and emergencies.

**ACTIONS**

Objective	ACTIONS	Date	Sections
A	Develop an environmental training plan, consistent with Council's Training and Development Policy, that covers personnel selection, recruitment, employee knowledge and awareness, and individual competency needs.	To be Completed by - Aug07	E
A, B	Deliver environmental awareness and competency based training to Council staff. Deliver environmental training, including spills response, POEO responsibility, and incident response training to staff identified as having responsibilities under council's Environmental and Public Health Incident Response Plan, Depot staff, Rangers, regulatory staff and other council staff as relevant.	Annual Review – Aug 07 - ongoing	E, EO, MRS

**ENVIRONMENTAL INDICATORS**

Environmental or incident response training programs delivered to staff

**PROGRAM 1: CORPORATE ACTIVITIES**

**SUBPROGRAM: 1.07 ENVIRONMENTAL PERFORMANCE EVALUATION AND REPORTING**

**Co-ordinator: Manager Environment and Services**

**10 YEAR OBJECTIVES**

To have an effective system of environmental management that guides Council in addressing its environmental concerns through resource allocation, assignment of responsibilities, and ongoing evaluation of practices, procedures and processes.

**3 YEAR OBJECTIVES**

A	To have an environmental performance evaluation process that provides for comparison of Council's past and present environmental performance and that facilitates decision making.
B	To comply with all external environmental reporting requirements.
C	To ensure all decisions made by Council consider and minimise adverse environmental effects.
D	To have an environmental document control system.
E	To have an audit and review system to ensure Council's environmental performance is continually improved.

**ACTIONS**

Objective	ACTIONS	Date	Sections
A,B	Develop an environmental performance evaluation system that incorporates management, operational and environmental condition indicators.	To be Completed December 2008	E
A,B	Prepare the annual State of the Environment report.	Annual Review - September	E
C	Develop a template - and guidelines for use - for reports submitted to Council meetings to provide for the environmental effects associated with recommendations to Council to be documented.	To be Completed - July 2007	E, EO
A,B,C, D,E	Develop an Environmental Manual that collates and/or makes reference to all key environmental documentation	To be Completed December 2008	E
E	Review Council's Environmental Policy	To be Completed December 2008	E
D	Develop an Environmental Procedures Handbook that collates all technical and administrative procedures	To be Completed December 2008	E
E	Undertake an Audit of Council's environmental liabilities, management systems, and operations and activities	-Annual review December	E
C	Facilitate the Sustainability Advisory Group	Ongoing December	E

**PROGRAM 1: CORPORATE ACTIVITIES**

**SUBPROGRAM: 1.08 REGIONAL ORGANISATIONS AND INDUSTRY ASSOCIATIONS**  
**Co-ordinator: Manager Environment and Services**

**10 YEAR OBJECTIVES**

To implement best practice environmental management through sharing information and approaches with other managers.

**3 YEAR OBJECTIVES**

A	Join and participate in relevant networks and regional organisations
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**ACTIONS**

Objective	ACTIONS	Date	Sections
A	Review costs and benefits of Council's memberships, including SCCG, ICLEI, WMAA and other groups and associations.	To be Completed by - April 2008	E

**PROGRAM 1: CORPORATE ACTIVITIES**

**SUBPROGRAM: 1.09 LEGISLATIVE COMPLIANCE, REGULATION AND ENFORCEMENT**

**Co-ordinator: Manager Environment and Services**

**10 YEAR OBJECTIVES**

To have all breaches of environmental legislation appropriately enforced.

**3 YEAR OBJECTIVES**

A	To have authorised officers respond to environmental incidents in Mosman, using regulatory powers where appropriate.
B	To ensure Councillors and officers are aware of relevant environmental legislation and that Council decisions are made accordingly.

**ACTIONS**

Objective	ACTIONS	Date	Sections
A	Enforce relevant legislation where necessary to reduce pollution and to reduce harm to human health and the environment. (Including Local Government Act, POEO, Noxious Weeds Act, relevant sections of the Sydney Water Act).	Ongoing - September	AS, E, MRS
B	Monitor environmental legislative developments, update the register of environmental legislation and communicate to staff with environmental responsibilities accordingly.	Bi-Annual Review - September	E

# **PROGRAM 2**

# **ATMOSPHERE**

**Convenor: Director Environment & Planning**

## **PROGRAM 2: ATMOSPHERE**

### **SUB-PROGRAMS**

- 2.01 Sustainable Energy Use**  
Co-ordinator: Manager Environment and Services
- 2.02 Sustainable Transport**  
Co-ordinator: Manager Assets and Services
- 2.03 Responding to Climate Change**  
Co-ordinator: Manager Environment and Services

## PROGRAM 2: ATMOSPHERE

### SUBPROGRAM: 2.01 SUSTAINABLE ENERGY USE Co-ordinator: Manager Environment and Services

#### 10 YEAR OBJECTIVES

Reduce the use of fossil fuels and the release of greenhouse gas emissions to a sustainable rate so that current climatic systems are protected.

#### 3 YEAR OBJECTIVES

A	To reduce Council energy consumption and greenhouse gas emissions.
B	To improve the energy efficiency of Council assets, including street lighting and buildings.
C	To increase the percentage of energy purchased by Council from renewable sources.

#### ACTIONS

Objective	ACTIONS	Date	Sections
A,B,C	Develop a plan to progressively improve the efficiency of heating, ventilation and air conditioning systems in Council facilities.	To be Completed - October 2008	AS, E
A,B,C	Set up a revolving energy fund to reinvest savings from improved energy efficiencies into other sustainable energy projects.	To be Completed - July 2008	E, F
A,B	Participate in the Street Lighting Improvement Program by installing energy efficient street lighting.	Ongoing September	AS
A,B	Install energy efficient lighting in Council's Civic Centre and other council buildings	-To be Completed by July 2008	AS, E

#### ENVIRONMENTAL INDICATORS

CO<sub>2</sub> Emissions from Council operations  
 Renewable energy purchased as a proportion of total energy purchases  
 Energy Consumption by Council

## PROGRAM 2: ATMOSPHERE

### SUBPROGRAM: 2.02 SUSTAINABLE TRANSPORT Co-ordinator: Manager Assets and Services

### 10 YEAR OBJECTIVES

To ensure transport needs in Mosman are primarily met by sustainable transport modes that do not emit greenhouse gases, urban air pollutants and are energy and space efficient.

To ensure good air quality in Mosman that does not compromise human health or amenity or ecological processes.

### 3 YEAR OBJECTIVES

A	To reduce pollutant emissions from and the use of energy intensive vehicles in Council's fleet.
B	To provide improved infrastructure and support for sustainable transport in Mosman.
C	To improve the uptake of walking and cycling in the community.
D	To reduce emissions of urban air pollutants associated with fossil fuel combustion.
E	To ensure air pollutants emitted from hazard reduction burning are kept to an acceptable level.

### ACTIONS

Objective	ACTIONS	Date	Sections
A,E	Trial a hybrid electric/petrol fleet vehicle, as resolved by Council, and collect data on its fuel efficiency, running costs and resale value, to compare its performance against current LPG fleet vehicles.	To be Completed by- June 2009	E, F
B,C,D	Report on the feasibility of introducing a car share scheme in Mosman, and providing dedicated car parking spots for a car share vehicle. Investigate other options for reducing the community's reliance on energy intensive motor vehicles.	To be Completed by - March 2008	AS, E, MUP
A,B,C	As a component of the Cities for Climate Protection Sustainable Transport Project, implement the actions in the Sustainable Transport Action Plan	Review November	AS, E, MUP
D	Investigate the idea of developing a roadmap for Mosman to achieve zero (net) greenhouse gas emissions by 2020, ending the contribution to global warming greenhouse gas emissions within 20 years.	Ongoing	E

### ENVIRONMENTAL INDICATORS

Energy use by Council's fleet  
CO2 emissions from Council's fleet  
Daily Traffic (AADT)  
Regional Pollution Index (% low)

**PROGRAM 2: ATMOSPHERE**

**SUBPROGRAM: 2.03 RESPONDING TO CLIMATE CHANGE**  
**Co-ordinator: Manager Environment and Services**

**10 YEAR OBJECTIVES**

Reduce the use of fossil fuels and the release of greenhouse gas emissions to a sustainable rate so that current climatic systems are protected.

**3 YEAR OBJECTIVES**

A	To prepare for and mitigate the negative effects of climate change on Mosman.
B	To reduce Council's greenhouse gas emissions

**ACTIONS**

Objective	ACTIONS	Date	Sections
A	Commence investigations into the risk to Mosman's coastal assets (including environmental assets) and infrastructure from global warming. Use information from SCCG global warming vulnerability mapping project if appropriate.	Annual Review - January	AS, E
B	To implement the Carbon offset and revegetation partnership project in partnership with Glenn Innes Severn shire Council, dependent upon funding opportunities	May 2009	E, TLOS
A,B	Investigate the feasibility of Council's participation in the Local Government Emissions Trading Scheme	Ongoing July	E,F

# **PROGRAM 3**

## **WATER**

**Convenor: Director Environment & Planning**

## **PROGRAM 3: WATER**

### **SUB-PROGRAMS**

- 3.01 Water Conservation**  
Co-ordinator: Manager Environment and Services
  
- 3.02 Water Quality**  
Co-ordinator: Manager Environment and Services

## PROGRAM 3: WATER

### SUBPROGRAM: 3.01 WATER CONSERVATION Co-ordinator: Manager Environment and Services

### 10 YEAR OBJECTIVES

To reduce Council's water consumption to contribute to a sustainable water supply and the long term ecological health of rivers affected by water storages.

### 3 YEAR OBJECTIVES

A	Reduce water consumption by Council and the community.
B	To use alternative sources for water supply including rainwater, stormwater, greywater and sewage where suitable.
C	To have a series of guidelines and programs that advise the community on the installation of water efficiency measures

### ACTIONS

Objective	ACTIONS	Date	Sections
A,B	Undertake the Balmoral Stormwater Reuse project	To be Completed by - June 2008	AS, E, MUP, TLOS
A,B	Research and report upon non-mains based water supply options (including the reuse of sewage) for Council reserves.	To be Completed - December 2008	AS, E, TLOS
A,B	Investigate opportunities for large scale water sensitive urban design asset renewal projects consistent with the development of asset management plans and public domain improvement projects.	To be Completed - September 2007	E, AS, UP, DS
A,C	Develop a Rainwater Tank Policy	To be Completed - December 2006	AS
A	Implement outstanding Every Drop Counts recommendations	To be Completed - September 2007	E, AS
A,B	Implement actions in the Water Savings Action Plan, and provide an Annual report to the State Government Department in March	Annual, March	E, AS

### ENVIRONMENTAL INDICATORS

Council water consumption.  
Mosman-wide water consumption

**PROGRAM 3: WATER**

**SUBPROGRAM: 3.02 WATER QUALITY**  
**Co-ordinator: Manager Environment and Services**

**10 YEAR OBJECTIVES**

To have a water cycle where natural flow regimes, ecological processes and water quality are protected.

**3 YEAR OBJECTIVES**

A	To improve the water quality of Mosman creeks and surrounding harbour waterways
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**ACTIONS**

Objective	ACTIONS	Date	Sections
A	Undertake a monitoring program to evaluate the efficiency and effectiveness of SQIDs in the capture and removal of pollutants.	Ongoing - January	E
A	Monitor effectiveness of changed clean out processes for wet sump SQIDs	Annual review September	AS
A	Council involvement in the Sydney water Overflow Abatement Program	Ongoing December	AS, E
A	Collect, collate and report upon data from the State Government's Beachwatch program.	Ongoing - November	E
A	Implement a program to collect bio-indicator, and physical and chemical data from Mosman creeks / receiving waters dependent upon funding opportunities.	Annual Review - December	E

**ENVIRONMENTAL INDICATORS**

No of times beachwatch/harbourwatch shows compliance with standards at Mosman harbour swimming locations  
 Minor sewer overflows recorded  
 Major sewer overflows recorded  
 Number of algal blooms recorded in harbour waters around Mosman per year  
 Biological, physical and chemical water quality data

# **PROGRAM 4**

## **BIODIVERSITY**

**Convenor: Director Environment & Planning**

## **PROGRAM 4: BIODIVERSITY**

### **SUB-PROGRAMS**

- 4.01 Bushland and Terrestrial Biodiversity**  
Co-ordinator: Manager Assets and Services
- 4.02 Aquatic Biodiversity**  
Co-ordinator: Manager Environment and Services
- 4.03 Intertidal Biodiversity**  
Co-ordinator: Manager Environment and Services

## PROGRAM 4: BIODIVERSITY

### SUBPROGRAM: 4.01 BUSHLAND AND TERRESTRIAL BIODIVERSITY Co-ordinator: Manager Assets and Services

### 10 YEAR OBJECTIVES

To have the integrity and diversity of the indigenous flora and fauna, and the natural landscapes of Mosman sustainably managed.

### 3 YEAR OBJECTIVES

A	To identify, conserve and enhance biodiversity.
B	To protect, restore and create habitat corridors.
C	To protect flora and fauna communities from degradation caused by inappropriate use, invasive weeds, pest animals, and pollution.
D	Develop Council's resource base to enable effective biodiversity management, including scientific research, survey, monitoring and mapping.

### ACTIONS

Objective	ACTIONS	Date	Sections
A,B,C, D	Manage the Middle Harbour catchment Contract for Bushland Restoration 2001 - 2011.	Ongoing - January	TLOS
A,B,C, D	Manage the Port Jackson catchment Contract for Bushland Restoration 2001 - 2011.	Ongoing - January	TLOS
A,B,C, D	Progressively implement the Unmade Roads Rehabilitation Strategy in accordance with the program timetable.	Ongoing - June	TLOS
A,B,C, D	Co-ordinate and support Council's volunteer Bushcare Program.	Ongoing	TLOS
A,B,C, D	Develop a program to identify and map vegetation and habitat in non-bushland areas and on or adjacent to privately owned land in Mosman, and determine its habitat value.	To be Completed - February 2008	TLOS
A,B,C, D	Implement the plan for the future management of <i>Phytophthora cinnamomi</i> as adopted by Council on 4 April 2005.	Quarterly Review - September	TLOS
A,B,C, D	Review, revise and implement the 5 year rolling program for the upgrade of walking tracks and trails through Council's bushland areas.	Annual Review - June	TLOS
A,B,C, D	Implement the feral animal control program	Ongoing - May	TLOS
B	Implement the Urban Forest Policy as identified in Program 5.05 Trees of MOSPLAN.	Quarterly Review - September	TLOS
A, B, C, D	Map on the GIS the location of track upgrade works, soil testing and monitoring sites, and re-vegetation sites.	Annual Review - September	TLOS
C,D	Survey boundaries of Council bushland areas to determine extent and impacts of private property encroachments.	To be Completed - May 2008	TLOS

**PROGRAM 4: BIODIVERSITY**

**SUBPROGRAM: 4.02 AQUATIC BIODIVERSITY**  
**Co-ordinator: Manager Environment and Services**

**10 YEAR OBJECTIVES**

To have the integrity and diversity of the indigenous flora and fauna, and the natural landscapes of Mosman sustainably managed.

**3 YEAR OBJECTIVES**

A	To identify, conserve and enhance biodiversity.
B	To prevent aquatic communities from degradation.
C	To protect aquatic communities for conservation, education and research.

**ACTIONS**

Objective	ACTIONS	Date	Sections
A,B,C	Incorporate environmental considerations into marine assets contracts and the management of marine assets, facility development, and asset refurbishment and renewal.	To be Completed January 2008	E

**PROGRAM 4: BIODIVERSITY**

**SUBPROGRAM: 4.03 INTERTIDAL BIODIVERSITY**  
**Co-ordinator: Manager Environment and Services**

**10 YEAR OBJECTIVES**

To have the integrity and diversity of the flora and fauna, and the natural landscapes of Mosman sustainably managed.

**3 YEAR OBJECTIVES**

A	To conserve intertidal community biodiversity and structure.
B	To protect rocky intertidal shores from illegal harvesting and pollution.
C	To manage Council's seawalls to provide improved habitat for intertidal communities.
D	To conserve and enhance biodiversity in sandy beaches.

**ACTIONS**

Objective	ACTIONS	Date	Sections
A,D	Follow the recommendations of the Chinamans Beach monitoring program to ensure that beach cleaning practices do not negatively affect intertidal biodiversity.	Annual Review - September	E

# **PROGRAM 5**

## **LAND**

**Convenor: Director Environment & Planning**

## **PROGRAM 5: LAND**

### **SUB-PROGRAMS**

- 5.01 Contaminated Lands**  
Co-ordinator: Manager Environment and Services
  
- 5.02 Community Access to Public Land**  
Co-ordinator: Team Leader Open Space

**PROGRAM 5: LAND**

**SUBPROGRAM: 5.01 CONTAMINATED LANDS**  
**Co-ordinator: Manager Environment and Services**

**10 YEAR OBJECTIVES**

To minimise the risk of harm to the environment and human health from contaminated sites.

**3 YEAR OBJECTIVES**

A	To have the management of land contamination integrated into Council's planning and development control system.
B	To ensure land for which Council has care and control of that contains residual contamination is appropriately managed.

**ACTIONS**

Objective	ACTIONS	Date	Sections
A,B	Develop a contaminated lands policy to improve identification and assessment of potentially contaminated sites.	To be Completed - October 2007	E, UP
A,B	Develop site environmental management plans for Council sites where appropriate.	To be Completed - December 2007	E
A,B	Ensure compliance with the Site Environmental Management Plan for Lots 13 - 15 Julian St.	Review - September	AS, E
B	Undertake contaminated lands investigations at Balmoral Oval to satisfy the requirements of Council's contaminated lands auditors.	To be Completed - September 2007	E

**PROGRAM 5: LAND**

**SUBPROGRAM: 5.02 COMMUNITY ACCESS TO PUBLIC LAND**  
**Co-ordinator: Team Leader Open Space**

**10 YEAR OBJECTIVES**

To have a community involved in the management of land in Mosman to improve management of and community understanding of terrestrial processes and biodiversity.

**3 YEAR OBJECTIVES**

A	Establish areas where community members can be involved in the management of gardens, unmade roads or bushland areas.
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**ACTIONS**

Objective	ACTIONS	Date	Sections
A	Investigate and report on the viability of establishing a community garden in Mosman.	To be Completed by - March 2008	TLOS

# **PROGRAM 6**

## **WASTE**

**Convenor: Director Environment & Planning**

## **PROGRAM 6: WASTE**

### **SUB-PROGRAMS**

- 6.01 Littering and Illegal Dumping**  
Co-ordinator: Manager Environment and Services
- 6.02 Resource Recovery and Use of Secondary Resources**  
Co-ordinator: Manager Environment and Services
- 6.03 Waste Prevention and Avoidance**  
Co-ordinator: Manager Environment and Services
- 6.04 Hazardous Materials**  
Co-ordinator: Manager Environment and Services

<b>PROGRAM 6: WASTE</b>
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<b>SUBPROGRAM: 6.01 LITTERING AND ILLEGAL DUMPING</b> Co-ordinator: Manager Environment and Services
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### 10 YEAR OBJECTIVES

To have a local environment free from litter and dumped rubbish.

### 3 YEAR OBJECTIVES

A	To have an integrated approach to minimise littering in the community.
B	Reduce the number of instances of illegally dumped material in Mosman.

### ACTIONS

Objective	ACTIONS	Date	Sections
B	Implement the illegal dumping strategy primarily focussing on units, townhouses and commercial areas.	Ongoing – December-	E, MRS
A	Develop a litter prevention strategy that integrates approaches including; education (leading to behavioural change), regulation and enforcement (penalties), and structural approaches (signage, public place litter and recycling bins).	To be Completed - December 2007	E, MRS
A,B	Provide support for Clean Up Australia Day.	Ongoing - March	E
A	Investigate the viability of installing cigarette bins in public places identified as litter hotspots	To be Completed - September 2007	E

### ENVIRONMENTAL INDICATORS

Dumped rubbish incidents responded to per year, and change on previous year

## PROGRAM 6: WASTE

### SUBPROGRAM: 6.02 RESOURCE RECOVERY AND USE OF SECONDARY RESOURCES

**Co-ordinator: Manager Environment and Services**

### 10 YEAR OBJECTIVES

To improve the recovery of resources so that the extraction, use and disposal of resources and energy is within the sustainable carrying capacity of the environment.

### 3 YEAR OBJECTIVES

A	Maximise the recovery of materials from the waste stream
B	Increase the use of materials recovered from the waste stream.
C	To maximise the percentage of the total waste stream diverted from disposal.

### ACTIONS

Objective	ACTIONS	Date	Sections
A,B,C	Through SHOROC, investigate the viability of a regional waste facility that recovers resources, generates energy and sustainably manages organic by-products.	Annual Review - June	E, GM
A,B,C	Concurrent with the development of the Litter Prevention Strategy review the viability of introducing public place recycling stations in key public access areas.	To be Completed - November 2007	E, MRS
A,B,C	Review and report upon Council's system of collection of organic material under the Waste and Recycling Services Contract.	To be Completed - September 2007	E
B	Investigate opportunities for the use of recovered materials through Council's works and services contracts.	To be Completed - November 2007	As, E

### ENVIRONMENTAL INDICATORS

Total Mass of Waste and recyclables (tonnes)  
 Diversion rate - domestic  
 Recovery rate - domestic

**PROGRAM 6: WASTE**

**SUBPROGRAM: 6.03 WASTE PREVENTION AND AVOIDANCE**  
**Co-ordinator: Manager Environment and Services**

**10 YEAR OBJECTIVES**

To have the extraction, use and disposal of resources and energy within the sustainable carrying capacity of the environment.

**3 YEAR OBJECTIVES**

A	Reduce the amount of waste generated from Council facilities on a per capita basis.
B	To minimise the generation of waste via the management of Council contracts.

**ACTIONS**

Objective	ACTIONS	Date	Sections
B	Develop a sustainable business program to reduce small business resource use and waste generation, including packaging and plastic bags.	Annual review- January	E
A	Undertake regular audits of waste generated from Council facilities.	Ongoing - August	E
A	Based on findings of audits, develop a strategy to reduce the amount of waste generated from Council facilities.	To be Completed - August 2007	E
B	Investigate the opportunities for the prevention of waste generated through Council's works and services contracts.	To be Completed - December 2007	AS, E

**ENVIRONMENTAL INDICATORS**

- Domestic waste collected per annum (tonnes)
- Domestic recycling collected per annum (tonnes)
- Diversion rate (domestic)
- Recovery Rate (domestic)

**PROGRAM 6: WASTE**

**SUBPROGRAM: 6.04 HAZARDOUS MATERIALS**  
**Co-ordinator: Manager Environment and Services**

**10 YEAR OBJECTIVES**

Reduce the extraction, manufacture, use and disposal of hazardous and toxic materials to within the sustainable carrying capacity of the environment.

**3 YEAR OBJECTIVES**

A	Reduce the use of toxic materials and replace with less harmful substances or different procedures.
B	Improve systems for safe disposal and recycling of toxic and hazardous materials.

**ACTIONS**

Objective	ACTIONS	Date	Sections
A,B	Audit toxic and hazardous materials used by Council and contractors and recommend alternatives products or processes.	Annual Review - September	E
B	Promote disposal and recycling schemes for household and commercial hazardous and toxic wastes.	Bi-Annual Review - January	E

**ENVIRONMENTAL INDICATORS**

Hazardous material collected from Mosman residents at annual CleanOut collection (kilograms)

## **PROGRAM 7**

# **ENVIRONMENTAL EDUCATION AND COMMUNITY ACTIVITIES**

**Convenor: Manager Environment and Services**

## **PROGRAM 7: ENVIRONMENTAL EDUCATION AND COMMUNITY ACTIVITIES**

### **SUB-PROGRAMS**

- 7.01 Community Education**  
Co-ordinator: Manager Environment and Services
  
- 7.02 Staff Education and Training**  
Co-ordinator: Manager Environment and Services

## PROGRAM 7: ENVIRONMENTAL EDUCATION AND COMMUNITY ACTIVITIES

### SUBPROGRAM: 7.01 COMMUNITY EDUCATION Co-ordinator: Manager Environment and Services

### 10 YEAR OBJECTIVES

To deliver effective and integrated environmental education that builds the capacity of people in Mosman to move towards more sustainable behaviour.

### 3 YEAR OBJECTIVES

A	To deliver effective education programs that assist in the conservation of natural resources and improvement of environmental quality.
---	--

### ACTIONS

Objective	ACTIONS	Date	Sections
A	Support external programs to publicise adoption by the community of accredited Greenpower.	Ongoing - January	E
A	Publicise violations of environmental laws and successful prosecutions as considered appropriate by the General Manager.	Ongoing - September	E, TLOS
A	Conduct programs to reduce water and energy use in the community, including education programs and retrofit programs.	Annual Review - December	E
A	Promote Sydney Water rainwater tank rebate to residents.	Ongoing - September	AS, E
A	Liaise with local nursery industry to prevent sale of weed plant species.	Ongoing - August	TLOS
A	Conduct bushland and native animal education programs	Ongoing - August	TLOS, E
A	Develop a community waste education program that promotes and encourages; home composting and worm farming, waste avoidance, recovery of recyclables from the waste stream, and increased recycling rates.	To be Completed – September 2007	E
A	Provide information on environmental site management to developers and builders.	Ongoing - January	E, DS
A	Take into consideration the principles and outcomes from the 'Learning for Sustainability NSW Environmental Education Plan 2007-2010' for all environmental education programs conducted across council.	Ongoing - December	E
A	Develop and implement a sustainability workshop series for the community	Ongoing January	E
A	Implement a sustainable Business Program, dependent on funding opportunities	Ongoing January	E

**PROGRAM 7: ENVIRONMENTAL EDUCATION AND COMMUNITY ACTIVITIES**

**SUBPROGRAM: 7.02 STAFF EDUCATION AND TRAINING**  
**Co-ordinator: Manager Environment and Services**

**10 YEAR OBJECTIVES**

To have an informed, aware and motivated staff with sufficient training to perform their duties in a way which minimises risks to the environment.

**3 YEAR OBJECTIVES**

A	To develop and deliver effective staff training.
---	--

**ACTIONS**

Objective	ACTIONS	Date	Sections
A	Continue staff awareness programs about water conservation at work.	Ongoing - August	E
A	Develop an environmental training plan, consistent with Council's Training and Development Policy, that covers personnel selection, recruitment, employee knowledge and awareness, and individual competency needs.	To be Completed – August 2007	E, EO
A	Deliver environmental awareness and competency based training to staff. Deliver environmental training including spills response, POEO responsibility and incident response, to staff identified as having responsibilities under Council's Environmental and Public Health Incident Response Plan, Depot staff, Rangers, other regulatory staff, and environmental training to other council staff where relevant.	Annual review August	E, EO,
A	Implement a staff education program on sustainable transport	Ongoing - November	E

**Addendum 3**

REGIONAL STATE OF THE ENVIRONMENT REPORT  
S428 (2) (C)

# SHOROC

## State of the Environment Report

### 2006/2007



**SHOROC – Shore Regional Organisation of Councils**

Supplementary State of the Environment Report 2006/2007

Compiled by Manly Council

Prepared by Manly, Mosman, Pittwater and Warringah Councils

*Due to the differences in the methodology in reporting by Councils and stakeholders, the figures reported throughout this document may vary slightly. Any comparisons that have been drawn have been performed using the best available data and provide the most current state of an indicator. SHOROC apologise for any errors or exclusions and welcomes comments for future State of the Environment Reports undertaken.*

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[www.manly.nsw.gov.au](http://www.manly.nsw.gov.au)

[www.mosman.nsw.gov.au](http://www.mosman.nsw.gov.au)

[www.pittwater.nsw.gov.au](http://www.pittwater.nsw.gov.au)

[www.warringah.nsw.gov.au](http://www.warringah.nsw.gov.au)

[www.shoroc.nsw.gov.au](http://www.shoroc.nsw.gov.au)

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# 1 Introduction



## 1.1 What is SHOROC?

A Regional Organisation of Councils or ROC is a partnership of local government entities that agree to collaborate on matters of common interest. The SHOROC region comprises the local government areas of Mosman, Manly, Warringah and Pittwater.

SHOROC was launched in August 1994 and became formally incorporated in September 2006 thereby increasing its effectiveness to advocate on behalf of the region. Its mission is to value the individuality of member councils while co-operating to achieve a better deal for the community through networking, resource sharing, shared projects, and lobbying. Progress on projects managed by the various SHOROC Steering Committees is reported to the Board which meets on a regular basis.

SHOROC has and will continue to maintain and improve co-operation and resource sharing between member councils to advocate effectively on social, economic, cultural and environmental issues and to manage sustainable growth so as to protect the environment and lifestyle of our local communities. Recent issues include the NSW State Government's Metropolitan Strategy, transport and land use issues, workforce planning, employment, procurement, waste management, safe communities, sportsfield management and environmental sustainability.

For more information about SHOROC and to view annual reports, visit [www.shoroc.nsw.gov.au](http://www.shoroc.nsw.gov.au).

*Actinotus helianthi. Source: Warringah Council*

## 1.2 What is a State of the Environment (SoE) Report?

A State of the Environment (SoE) Report is an important management tool for councils to determine the effect of management actions on environmental conditions in the local area. It provides a snapshot of the:

- State (or condition) of the environment. i.e. the environmental quality and quantity of natural resources
- Pressures impacting upon the condition of the environment, and
- Response by councils and the community to address the pressures on the environment

In accordance with the requirements of the *Local Government Act 1993* councils are required to produce a comprehensive SoE Report on all major environmental impacts, related activities and management plans. The first SoE report of a council for the year ending after each election of councillors must be a comprehensive SoE. As such a comprehensive SoE is required once every four years. A supplementary report is developed in the intervening years to identify any new environmental impacts since the last SoE Report and update environmental trends. This SoE is a supplementary document that supports the comprehensive 2003-04 SoE reports from Manly, Mosman, Pittwater and Warringah Councils. This report will also make up a component of each Council's individual Annual Report pursuant to S.428 of the *Local Government Act 1993*.

## 1.3 Why a Regional SoE?

This is the first SoE report for the SHOROC region. It was created to enable the community and SHOROC to gain a better understanding of the state of the environment, in a regional context. Working together as a region enables the sharing of ideas and knowledge on sustainability reporting, environmental practices and innovation, the success of collaborative programs and the strengthening of regional links.

This report is designed as a baseline document to provide an accessible environmental reporting tool for the communities of the SHOROC area, assist councils and councillors to identify and monitor key environmental issues and to meet



the legislative reporting requirements of the *Local Government Act 1993*. Each chapter of the report has been structured to reflect the accepted standard for SoE reporting known as the 'State-Pressure-Response' model which is utilised at a state and national level.

As this is a regional SoE, the report focuses on common regional projects and details some of the local projects undertaken by each of the four member councils during the 2006/07 financial year. The limited number of initiatives presented in this report for each member council does not reflect all of the initiatives undertaken by each council during the reporting period. Furthermore, the layout of the regional SoE does not allow for each member council to identify progress on their environmental management plans, which some councils have previously included in their SoE reports.



*Burnt Bridge Creek, Manly. Source: Manly Council*

## 1.4 Environmental Indicators

Indicators are important management tools used in environmental reporting. They summarise and communicate information about the condition of key aspects of complex environments so that our decision making can be better informed.

As this is the first regional SoE Report for the SHOROC area, new indicators have been selected, for which all the member councils can provide meaningful data. As the indicators are new, data from previous years is not available to provide a comparison. For this reason a regional analysis of environmental trends over time will be more evident in future SHOROC SoE reports. This type of analysis will be provided in next year's SoE report, when comparative data will be available.

## 1.5 Consulting with our Communities

Councils often involve the community, including environmental groups, in the preparation of the SoE. Councils carry out this community consultation in a variety of ways such as requesting public submissions, undertaking surveys or including community consultation in the review of council strategies or policies.

Pittwater, for example, is currently developing a new community driven Strategic Plan – Pittwater 2020, within a sustainability framework. This has involved extensive community consultations, including a forum in November 2005 and again in November 2006 to develop strategic goals, actions and initiatives against a range of sustainability themes.

Warringah Council held over 200 face-to-face interviews with residents at council's 2007 Australia Day celebrations. The Survey enabled the community to identify environmental issues of primary concern, respond to a set of indicators that link directly to the SoE Report, and gauge awareness of the SoE Report.



*Pittwater 2020 Strategic Plan Community Consultation. Source: Pittwater Council*

# 1 Introduction

## 1.6 SHOROC at a Glance

### SHOROC Regional Profile

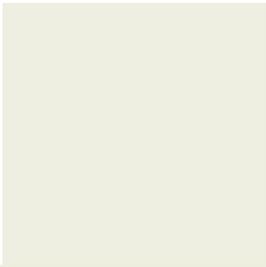
The four SHOROC Councils represent almost 270,000 people. The region, shown in Figure 1, covers an area of 267.26km<sup>2</sup> and is bounded on

three sides by water. Warringah has the highest population in the area, with 143,027 people, followed by Pittwater with 57,944, Manly with 39,805 and Mosman with 28,414 people.

Figure 1: The SHOROC Region



Source: SHOROC website, 15 October 2007



## Manly Council

Manly has an area of 15.14km<sup>2</sup>, incorporating a mix of residential, recreational, bushland, commercial and industrial areas. Approximately 75% of Manly's perimeter is coastline, and its coastal views, bushland areas, beaches and attractions, such as the Manly scenic walkway and Cabbage Tree Bay Aquatic Reserve, make it a scenic place for residents and visitors alike. Manly provides habitat for both terrestrial and aquatic species, some of which are listed as protected, endangered or vulnerable.

For more information about Manly Council, its environment and initiatives, visit [www.manly.nsw.gov.au](http://www.manly.nsw.gov.au).

## Mosman Council

Mosman has a land area of 8.52km<sup>2</sup>, and is bound by the waters of Port Jackson and Middle Harbour, and shares a common boundary with North Sydney Council. There are 13 prominent headlands in Mosman which form defined ridgelines. The steep topography and irregular shorelines are characteristic of Mosman, whilst the harbour views and remnant bushland contribute to Mosman's desirability as a residential area.

Visit [www.mosman.nsw.gov.au](http://www.mosman.nsw.gov.au) for further information on Mosman Council and its surrounding environment and programs.

## Pittwater Council

Pittwater extends from Narrabeen to Palm Beach, with the major centre at Mona Vale, approximately 25km north of Sydney CBD. The Pittwater Council area is approximately 90.6km<sup>2</sup> and is located on a peninsula bounded by the waters of Cowan Creek, Hawkesbury River, Broken Bay, the Tasman Sea and Narrabeen Lagoon. Pittwater's terrain is spectacular, with nine ocean beaches, rugged headlands and sandstone sea cliffs, tranquil waterways and native bushland including two National Parks containing pockets of rainforest. There are extensive wetlands providing sanctuary to many bird species and rock platforms providing habitat for a wide range of marine life.

Further information can be accessed on Pittwater's environment and programs at [www.pittwater.nsw.gov.au](http://www.pittwater.nsw.gov.au).

## Warringah Council

Warringah, the largest of the four areas, is bounded by Cowan Creek in the north, Narrabeen Lagoon and the Pittwater Council area in the north-east, the Tasman Sea in the east, the Manly Council area and Middle Harbour in the south and the Ku-ring-gai Council area in the west. Warringah covers an area of 153km<sup>2</sup> and has a unique and spectacular environment that contributes to a distinctive sense of place and quality of life.

Warringah's 14km coastline contains nine beaches and more than 6,000 hectares of natural bushland and open space. Warringah is home to many threatened plants, animals and vegetation communities.

[www.warringah.nsw.gov.au](http://www.warringah.nsw.gov.au) provides further information on Warringah Council's environment and programs.



Australian Pelican. Source: Warringah Council

## 2 Land and Coastline



This chapter focuses on the condition of our land and coastal foreshores in the SHOROC area. Land is a primary resource that underpins the environment, the economy and society. SHOROC's land and coastline is diverse in character including residential, business, industrial and natural landscapes.

Coastline areas including beaches, rocky intertidal platforms, estuaries and lagoons provide great aesthetic and recreational opportunities for the region's residents and tourists.

A new set of land indicators have been selected to measure and monitor issues of development, land clearing and re-vegetation, which affect the condition of the land.

### 2.1 Condition of our Land and Coastline

Land within the SHOROC region comprises urban areas, interspersed with areas of native bushland and watercourses such as lagoons, estuaries and creeks. This landscape represents a highly modified environment altered from its natural state by human occupation, particularly urban and industrial development, which has occurred since European settlement. Such development has resulted in the replacement of native bushland with the built environment and in some cases the exposure of soils to erosion and contamination.

The data in Tables 1 to 3 shows the condition of the region's land by identifying additional development that has occurred in the region over the past year, which may impact on the condition of the land through land clearing, disturbance of soils and expansion of the built environment. These tables also record the number of native plants distributed by SHOROC Councils to assist in repairing the condition of the land by stabilising and improving the overall quality of soils.

Tables 1 to 3 demonstrate that within each Local Government Area (LGA) and across the SHOROC region, significantly more native plants were distributed for planting on both public and private lands, than trees (exotic and native) were approved for removal on private land. As native plants distributed includes grasses, shrubs and trees, and applications for removal relates only to trees, these two data sets are not easily comparable. There are more native plants being planted compared to the number of trees being removed, indicating a positive move towards revegetation of our region, which will improve soil quality, reduce erosion and increase habitat areas.

*View of Sydney Harbour entrance from Dobroyd Head.  
Source: Manly Council*



## Regional Snapshot

**Table 1: Regional Land Condition**

Indicator	SHOROC Region
Total number of development applications received	3,505
Total number of development applications approved	2,844*
Total trees approved for removal on private land	1,915
Total number of native plants distributed by all Councils (including grasses, shrubs and trees)	102,624

\*Does not include Mosman Council.

## Council Snapshots

**Table 2: Development Applications**

Indicator	Manly	Mosman	Pittwater	Warringah
Number of development applications received	711	486	732	1,576
Number of development applications approved	745	384*	678	1,421

\*This figure for Mosman Council represents determinations rather than approvals. The term determination refers to development applications that have been approved or refused. This figure was not added to the regional total in Table 1.

**Table 3: Land Clearing and Re-vegetation**

Indicator	Manly	Mosman	Pittwater	Warringah
Approvals to remove trees (private land)	159	370	196	1,190
Total number of local native plants supplied to volunteers, contractors and residents	10,679	22,800	33,300	35,845

Figures in these tables represent baseline data. Trends will be reported from 2007/08.

## 2 Land and Coastline

### 2.2 Pressures on our Land and Coastline

Key pressures on the condition of the land in the region include urban development, soil contamination, land degradation, vegetation clearing, coastal hazards, altered habitats, invasive species and bushfire.

There are also a number of environmentally sensitive landscapes in the SHOROC region that constrain land-use and may increase the impact of existing pressures. The region, for example, has areas with high landslip potential, relatively unstable and highly erodible soils, potential acid sulphate soils, and lands subject to flooding or coastal erosion.

Climate change is anticipated to become a further significant pressure on the state of the region's land resources, with particular implications for the coastline. Already, the effects of extended drought, increased storm activity, and more frequent and intense bushfires are evidenced through the region's parched soils, loss of grass in open space areas, erosion, loss of trees from storm events and increased bushfire hazards.

Climate change is also expected to impact on the region's coastal foreshores with predicted sea level rise and a wide range of potential coastal impacts including beach erosion, long-term shoreline recession and coastal inundation into the future.

### 2.3 Responding to Land and Coastline Issues

#### Membership of the Sydney Coastal Councils Group

The Sydney Coastal Councils Group (SCCG) represents 15 councils adjacent to Sydney marine and estuarine environments and associated waterways. All of the SHOROC Councils are members of the SCCG.

The SCCG aims to protect and conserve the coastal zone through lobbying, environmental activities and promotion, the exchange of technical information and advice between member councils, local government, state government organisations and academic research institutes, and the implementation of projects beneficial to coastal councils.

Recent and current projects include the development of a Groundwater Management

Handbook, guidelines and a practice note for landslide risk management and hazard zoning, climate change fact sheets, the Summer Activities Program, and the Systems Approach to Regional Climate Change Adaptation Strategies in Metropolises Project.

#### Summer Activities Program

The Summer Activities Program was originally developed by Coastcare, however the SCCG has continued the initiative over the last five years in the Sydney region. The program aims to coordinate and promote coastal educational activities organised by SCCG member councils. The Summer Activities Program encourages local communities to enjoy the coast and to become involved in the protection, management and rehabilitation of coastal and marine environments.

The 2007 Program ran from 6 to 31 January, featured over 65 events and was attended by over 1,700 people. Each of the SHOROC Councils reported well attended community events for the Summer Activities Program.

#### Bush Fire Hazard Reduction and Fuel Management

The Warringah Pittwater Bush Fire Management Committee has been involved in the compilation and implementation of the 2006/07 Fuel Management Program. This has involved the environmental and risk assessment of bushland areas, in particular areas of bushland that adjoin the urban interface, which required fuel management works during 2006/07.

Within the financial year nine hazard reduction area burns were completed representing 45 hectares. The hazard reduction program was severely restricted due to inclement weather during the weather window available for hazard reductions.

The Manly Mosman District Bushfire Management Committee adopts a hazard reduction burn program each year for the Mosman and Manly local government areas. In 2006/07 Mosman conducted one broad acre burn and pile burn preparation at 11 sites. However due to inclement weather these burns were rescheduled for 2007/08. The program has reduced the fire hazard in selected areas of Manly and Mosman, and increased the number of native plant species in bushland areas exposed to fire.



## Delivering local responses

### Manly Council



Coastline of North Harbour from Fairlight. Source: Manly Council

#### Coastal Zone Management

Since 2000 Manly Council has been developing Coastline Management Plans (CMPs) to encourage current best practice for the management of coastal and estuary foreshores.

Council has established the community based Manly Coastline Management and Manly Harbour Foreshores Management Committees to oversee the preparation and implementation of the various Coastal and Estuary Management Plans and associated Coastline Hazard Definition Studies.

During 2006/07 Manly Council continued to prepare CMPs for Manly Ocean Beach, Manly Cove and North Harbour. Funding was provided under the Department of Natural Resources Estuary Management Program for the development of the Clontarf to Bantry Bay Estuary Management Plan.

In the Keep Australia Beautiful 2006 Clean Beach Challenge, Shelly Beach was awarded the Overall Cleanest Beach (Sydney Region) and Runner-up in NSW. Manly Council was awarded the Local Government Leadership Award for both the Sydney Region and NSW categories. In 2007 Manly Council was presented the Community Action Award for North Steyne Beach.

#### Remediation Works

The NSW Department of Planning, in cooperation with Council, completed additional remediation works at Little Manly Point during 2006/07.

Planning for the remediation of the Addiscombe Road Declared Contaminated Site continued during 2006/07. The site will be remediated to passive open space and nature conservation areas.

### Mosman Council

#### Contaminated Lands Management

Mosman Council engaged consultants to undertake a Contaminated Lands Site Investigation at Balmoral Oval to investigate potential soil and groundwater contamination of the oval and surrounding parkland, and to provide a site environmental management plan to manage the potential risks, to improve the amenity of the area, and reduce potential environmental and health impacts.

A contaminated lands site investigation was undertaken at the Northern Nursery School, a site owned by Council and leased by the School. A site environmental management plan has been completed and remediation actions undertaken. Remediation works were also undertaken at Clifton Gardens in conjunction with the installation of the new playground.



Taylors Bay, Mosman. Source: Mosman Council

## 2 Land and Coastline

### Planning Systems

Mosman Council is in the process of reviewing planning systems and plans that control zoning, development, access and potential environmental impacts. From the review it is likely that Mosman's Local Environmental Plan (LEP) will be amended to include references to climate change that may impact upon foreshore properties and access.

### Public Access

During 2006/07 a stormwater quality improvement device (SQID) was installed at Julian Street to capture pollutants entering the bay, and a water quality monitoring program commenced to evaluate the performance of the SQID. To improve the amenity of the area weeds were removed from the foreshore and native plants were planted on site. A walking track has also been completed along the foreshore to enable greater public access of the site.

### Pittwater Council

#### Coastal Zone Management

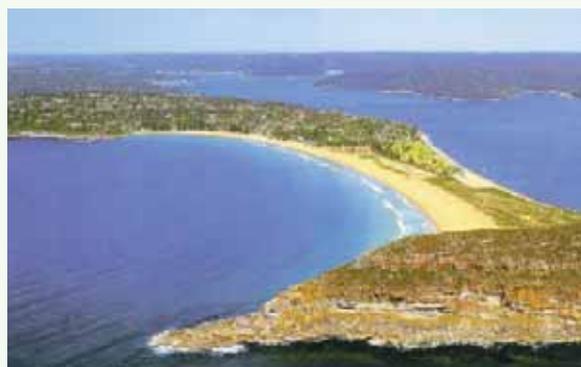
In conjunction with the Pittwater Land, Water and Coastal Portfolio Committee (LWCCPC), Pittwater Council develops its strategic management approach to local and regional coastal land and water management issues.

During 2006/07, Pittwater Council adopted the Pittwater Estuary Management Study that had been prepared with the assistance of the LWCCPC. The study developed and considered some 42 potential management options to sustainably deal with the issues of water quality, sedimentology, ecology, heritage and development.

Council continued to roll out the Plans of Management for individual Pittwater ocean beaches under the Ocean Beaches Plan of Management program. A draft plan of management has been prepared for Avalon Beach and has been extensively exhibited to the local community.

Other projects designed to improve the amenity and ecological value of the Pittwater coastal zone include:

- Council has continued to investigate the potential to create Wildlife Protection Areas on community lands that provide habitat for threatened species, harbour remnant bushland and/or adjoin national parks. A proposal to designate Wildlife Protection Areas on public reserves adjoining Ku-ring-gai Chase National Park behind Mackerel Beach was developed and brought before council in June 2007. The proposal was placed on public exhibition for 60 days. Outcomes will be reported in the next State of Environment Report
- Commenced a project to correct major erosion, sedimentation and shoaling which is occurring at Rowland Reserve, Bayview
- Created a beach dune at the northern end of Bilgola Beach, including extensive replanting of the dune areas with native coastal species and re-routing of stormwater pipes to prevent beach erosion
- Rehabilitated the creekline of Fern Creek upstream of Garden Street in Warriewood Valley. This includes reshaping of the creekline cross-sections and extensive revegetation linking to the adjacent district park
- Track upgrades at south Turimetta and Mona Vale Headlands (both part of the Bicentennial Walkway) which will reduce erosion and trip hazards, and
- Preparation of a first working draft of a Roads Masterplan for Scotland Island which aims to reduce significant soil erosion into the Pittwater Waterway



Barrenjoey Head. Source: Pittwater Council



## Warringah Council

### Coastal Management

The Warringah LGA includes six catchment areas which contain four coastal lagoons, a portion of Middle Harbour and some 50 kilometres of creeks. Narrabeen Lagoon is jointly managed with Pittwater Council and Manly Lagoon is jointly managed with Manly Council. Dee Why and Curl Curl Lagoons are managed solely by Warringah Council.

Warringah continued to actively manage the entrances of its four lagoons in order to minimise flooding and maintain lagoon health. A number of mechanical breakouts were conducted during the year when water levels reached agreed breakout levels.

An aerial survey of the Warringah LGA was completed and the data from this survey will be used to provide detailed 0.5m contours of the land surface, provide information for highly accurate flood mapping and provide for 3D modelling of buildings and terrain in Warringah.

### Narrabeen Lagoon

In order to mitigate and manage flood risk and water quality issues due to lagoon closure, entrance clearance operations were undertaken in Narrabeen Lagoon between October and December 2006. These operations involved the removal of approximately 45,000 cubic metres of sand from the entrance of Narrabeen Lagoon, which was used for beach replenishment works along Collaroy/Narrabeen Beach, and minor replenishment of the beach area adjacent to the Sydney Lakeside Holiday Park.

As part of the Stage 1 activities for the Narrabeen Lagoon Restoration Project, Council prepared a concept design and undertook a preliminary environmental assessment. The Project aims to restore the natural water depths around the Central Basin of Narrabeen Lagoon while protecting and enhancing existing habitats. An investigation was also undertaken into the ecological effects of infilling the deep holes left by former dredging operations adjacent to Wimbledon Island.

In May and June 2007, Warringah Council upgraded a 1km section of the Narrabeen Lagoon Trail in Jamieson Park. The upgrade involved trimming of vegetation to increase visibility and raising the track level with crushed sandstone to improve access.

### Bicentennial Walkway

Warringah commenced work on a new section of the Bicentennial Walkway which runs between McKillop Park at Harbord and South Curl Curl, and provides yet another step in the Coastal Walkway project to create a continuous coastal walkway between Manly and Pittwater.



*Narrabeen Beach storm damage June 2007.  
Source: Warringah Council*



*Dee Why Lagoon. Source: Warringah Council*

# 3 Atmosphere



The atmosphere surrounding the earth consists of a complex balance of gases that support life on earth by providing air for us to breathe and maintaining a suitable temperature. However there are substances in the air which may impair the health of humans, plants and animals, reduce visibility or upset the temperature balance. While these substances, including greenhouse gases and some pollutants such as dust occur naturally, human based activity (such as burning fossil fuels) has rapidly increased the amount of these substances in our atmosphere, which has resulted in impacts to urban air quality and changes to our earth's climate system.

SHOROC has identified urban air quality and greenhouse gas emissions as the two dominant air issues in the region. Indicators have been selected to measure and monitor these issues and activities that contribute to them.

*Hazard reduction burn. Source: Mosman Council*

## 3.1 Condition of our Atmosphere

Atmospheric quality of the SHOROC region is largely typical of Sydney, however being a coastal region, the air quality of the region benefits from the ocean breezes, which clear pollutants from the area by dispersing them out to sea or further inland.

Air quality in the SHOROC region varies considerably depending on natural events such as windy days, bushfires and also human activities such as the use of vehicles, wood heaters and the burning of other fossil fuels. Poor local air quality is generally associated with highly urbanised or industrialised areas where vehicle use, heating and production is high, whereas better air quality is generally associated with open space and bushland areas. Air quality also varies locally, depending on adjoining land uses, and even varies within the home or workplace. Air quality can also impact on human health, and as such a high value is placed on being surrounded by clean, fresh air.

The data presented in Tables 4 to 6 can be useful for identifying the condition of the region's air quality through recording air pollution complaints from the community and tracking community and Council vehicles and emissions.

Figure 2 demonstrates roughly 25% of pollution comes from motor vehicle use across the SHOROC region. This is the most recent information available from the National Pollution Inventory.



*Air travel is a primary source of greenhouse gas emissions. Source: Mosman Council*



## Regional Snapshot

**Table 4: Regional Atmospheric Condition**

Indicator	SHOROC Region
Number of registered vehicles	184,929
Air pollution complaints	142
CO <sub>2</sub> emissions from all Council fleet vehicles (tonnes)	4,131
Electricity use - Councils operations (kilowatt hours)	19,350,334

## Council Snapshots

**Table 5: Air Quality**

Indicator	Manly	Mosman	Pittwater	Warringah
Air Pollution complaints received by Council	20	2	49	71

**Table 6: Greenhouse Gas Emissions**

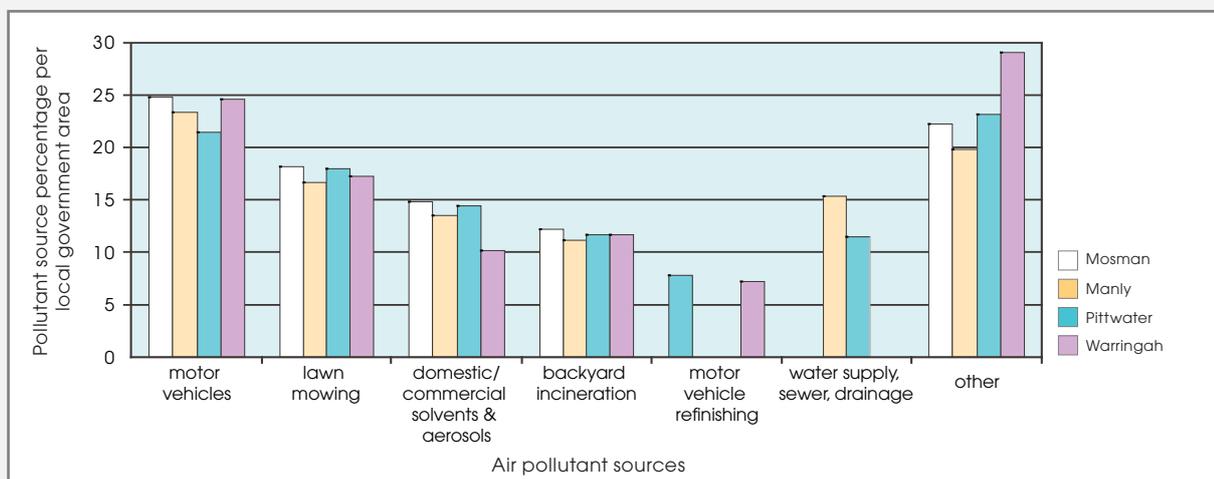
Indicator	Manly	Mosman	Pittwater	Warringah
Registered vehicles in Council LGA*	23,113	16,733	44,968	100,115
Number of Council fleet vehicles^	170	40	146	224
CO <sub>2</sub> emissions from all Council fleet vehicles (tonnes)^	1,335	220	1,071	1,505
Electricity use - Council's operations (kilowatt hrs)	5,697,935	2,808,530	4,924,714	5,919,155
GHG Emissions CO <sub>2</sub> - from kilowatt hrs (tonnes)	5,485	2,915	4,741	6,321

\*Figures provided by NSW RTA 2006/07.

^Includes passenger fleet, light, commercial, heavy truck and plant vehicles (if present in councils fleet).

Figures in these tables represent baseline data. Trends will be reported from 2007/08.

**Figure 2: National Pollutant Inventory Data for the SHOROC Councils (2005/06)**



Source: National Pollutant Inventory, Department of Environment and Water Resources, (<http://www.npi.gov.au/>)

# 3 Atmosphere

## 3.2 Pressures on Atmosphere

Pressures on the atmospheric environment in the SHOROC region include pollutants from motor vehicles, particularly with increasing traffic congestion. Motor vehicle emissions contribute to the production of pollutants and greenhouse gas emissions through the burning of fossil fuels. While the region's public transport systems may contribute to greenhouse emissions, the use of public transport, can reduce private car use and therefore reduce the pressure on air quality. However, the SHOROC area is generally characterised by inadequate public transport away from major trunk routes.

Emissions from bushfires, hazard reduction burning of bushland and industrial processes place further pressure on air quality in the region.

## 3.3 Responding to Atmospheric Issues

### Cities for Climate Protection

The Cities for Climate Protection (CCP) Program is an international program assisting local governments and their communities to reduce greenhouse gas emissions. Over 8.8 million tonnes of CO<sub>2</sub> abatement has been reported since the CCP Australia program started in 1997. This is equivalent to taking 2 million cars off the road for a year.

The CCP Australia program builds local government capacity to address climate change through a strategic milestone framework. This framework empowers councils to establish an inventory of their greenhouse gas emissions, set reduction goals, plan and implement actions, and monitor and review their progress. All four SHOROC Councils are members of the CCP Australia program. Manly and Mosman Councils have achieved the highest milestone 'CCP Plus' while Pittwater has achieved Milestone 5 and Warringah Milestone 4. During 2006/07 each council continued to implement their CCP programs.

## Fridge Buyback Program

During 2006/07 all four SHOROC Councils participated in the Fridge Buyback Program, Manly, Pittwater and Warringah Councils launched their programs together, whilst Mosman launched their program with North Sydney, Willoughby and Lane Cove Councils. The program collected unwanted working second fridges from residential houses, in exchange for energy efficient light bulbs, a triple-A rated showerhead and peace of mind that their fridge would be degassed and recycled. The program was established to reduce energy consumption and greenhouse gas emissions.

SHOROC were leaders in the program with Pittwater, Mosman, Manly and Warringah ranking first, second, fourth and tenth respectively from 36 participating Councils. As identified in Table 7, SHOROC residents recycled 675 fridges, which saved 6,102 tonnes of CO<sub>2</sub> emitted over the expected lifetime of the fridges and recycled 60,750kg of metal.



Program Launch, from left to right: Mayor of Manly Cr Dr Peter Macdonald, Administrator of Warringah Council Dick Persson AM and Mayor of Pittwater Cr Alex McTaggart.  
Source: Warringah Council



**Table 7: Fridges collected over the SHOROC region**

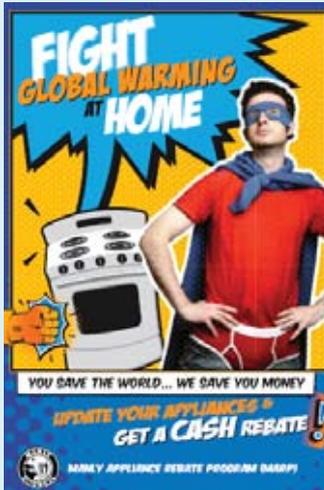
Council	Fridges Collected	CO <sub>2</sub> saved (tonnes)*	Metal recycled (kg)
Manly	73	660	6,570
Mosman	54	488	4,860
Pittwater	244	2,206	21,960
Warringah	304	2,748	27,360
<b>TOTAL</b>	<b>675</b>	<b>6,102</b>	<b>60,750</b>

\*This tonnage is based on an average fridge life of 8 years, plus greenhouse gas benefits of compact fluorescent lights and AAA showerheads distributed to each resident.

## Delivering local responses

### Manly Council

#### Manly Appliance Rebate Program (MARP)



During 2006/07 Manly Council developed and implemented an appliance rebate program for residents in the local area. The project was funded by assistance from the Demand Management Planning Project (DMPP). Rebates of \$200 were offered to residents

for the replacement of old air-conditioner units with more energy efficient models and for replacing electric cook-tops and heaters with gas cook-tops and heaters. The aim of the project was to encourage residents to reduce their electrical demand and therefore energy use, thereby reducing impacts on our electricity system and greenhouse gases.

#### Climate Change Working Group

During 2006/07 the Climate Change Working Group (CCWG) was initiated as a council committee. The group meets to identify likely impacts of climate change and to provide advice on prevention and mitigation strategies.

#### Climate Change Forum

On 29 October 2006 Council hosted a Community Climate Change Forum. Author and science commentator, Dr Karl Kruszelnicki, facilitated the free event. The event provided a unique opportunity for a panel of experts to discuss the topic of climate change as it relates to the Manly area.

#### Hop, Skip and Jump – Manly's Free Community Bus

This initiative was ongoing during 2006/07. Residents are encouraged to hop on the Freebie community bus and skip their car. Benefits of the community bus include reducing the amount of cars on the road resulting in less traffic and greenhouse gas emissions.

#### Smoke Free Zones

During 2006/07 Manly Council expanded the Smoke Free Zones campaign to include development of the Smoke Free Zone logo for use by other councils, installation of notices prohibiting smoking at entrances to all beach areas, children's playgrounds on Council land, and at Council's playfields and sporting grounds. Council's events, including the annual International Jazz Festival and the Manly Food and Wine Festivals were smoke free events and smoke free clauses have been included in all agreements with restaurants using Council land for al-fresco dining. Promotion of the Smoke Free Zones campaign has continued through Council's Safe Summer campaigns, Council publications, Council stationery, loudspeaker announcements on Manly Beach and Customer Service surveys.

# 3 Atmosphere

## Mosman Council

### Energy Efficient Products

During 2006/07 Mosman Council promoted the use of energy efficient products and raised awareness of energy consumption and the link to climate change by partnering with Easy Being Green to distribute Climate Change Packs, including energy efficient light globes and showerheads to members of the community. A total of 3,624 packs were given away to residents saving approximately 489 tonnes of CO<sub>2</sub> emissions.

### Sustainable Transport Action Plan

As a component of the CCP Program, Mosman Council developed and adopted a Sustainable Transport Action Plan which aims to raise both staff and community awareness of sustainable transport alternatives and implement sustainable transport measures on the ground that will encourage greater uptake of sustainable transport by both staff and Mosman residents.



Traffic congestion on Military Road. Source: Mosman Council

## Pittwater Council

Council is reducing greenhouse gas pollution from its own operations, fostering energy efficiency in urban design and working with the community through education to encourage energy use efficiency.

### Reduced Carbon Emissions from the Fleet

During 2006/07 Pittwater commenced replacement of its vehicle fleet to 4 cylinder petrol vehicles and Euro IV compliant diesel powered vehicles where practical. This will result in a net reduction of greenhouse gases of 18% once the replacement programme has been completed. Pittwater's Ranger vehicles have also been moved from 6 cylinder light commercial vehicles to small 4 cylinder station wagons resulting in a 38% reduction in greenhouse emissions per vehicle.

### Energy Saving Initiatives

In addition to participation in the CCP program and making significant changes to its fleet, Pittwater has initiated the following programs during 2006/07:

- Trial of more environmentally friendly and energy efficient street-lighting at The Serpentine, Avalon
- Development of a Revolving Energy Fund, with seed funding of \$100,000 to commence in 2007/08. The fund will enable new projects to be initiated, with the energy savings monitored. Savings will be re-invested back into the fund and used for other projects to enable ongoing greenhouse gas emissions reductions to be realized
- Submission of Pittwater's draft Energy Savings Actions Plan (mandated by the NSW State Government) to the Department of Environment and Climate Change
- Upgrading of older style pumps in 4 rock pools and changes to their use such as, adjusting the timers and control clocks and re-housing the pumps, resulting in a 30% energy saving, and
- A range of other initiatives involving heating, cooling and lighting in Council owned buildings



### Climate Action Pittwater

A new community group, Climate Action Pittwater formed in March 2007 to address the challenges posed by global warming. The inaugural meeting attracted over 70 residents, who continue to meet regularly to plan actions, forums and fundraising initiatives.

### Pittwater High School Solar Power Station Project

Pittwater High School has embarked on an ambitious project to become a Solar Power Station by installing 1,000 solar panels to power the school. The project aims to demonstrate to all Australians that we can begin to move away from reliance on fossil fuels, move to renewables and reduce our carbon footprint.

## Warringah Council

### Changes to Warringah Council's Fleet

In July 2006 Warringah Council implemented a new Fleet Strategy with the key objectives to reduce fleet size, fuel consumption and green house gas emissions for both passenger and commercial vehicles. During 2006/07 the Warringah Private Use Fleet has systematically replaced 54 six cylinder vehicles with various four cylinder models, including 19 turbo diesel vehicles. This has led to overall fuel consumption decreasing by 15% per month and instances where CO<sub>2</sub> emissions have almost halved.

Over the same period, eight operational vehicles and two contractor vehicles have also been converted from petrol averaging 14 litres/100 kilometres to turbo diesel vehicles averaging less than 10 litres/100 kilometres. The fleet also includes five LPG vehicles.

The fleet has been reduced in size from 185 vehicles in July 2006 to 178 in June 2007.

### Warringah's Energy Savings Initiatives

In addition to participation in the CCP Program and making significant changes to its fleet, during 2006/07 Warringah also:

- Submitted its draft Energy Savings Actions Plan (mandated by the NSW State Government) to the Department of Environment and Climate Change
- Engaged consultants to undertake a Detailed Facilities Study, as a preliminary to an Energy Performance Contract (EPC), to achieve energy savings at Council's largest energy-using sites
- Established an Energy Revolving Fund to support smaller energy-saving projects outside the EPC
- Began implementing quarterly reporting of energy and water use for all sites, with all our major sites reported separately and benchmarked against equivalent sites across the State
- Set up a Sustainability Management Committee to identify and implement opportunities for energy and water conservation, and promote staff awareness and participation in these programs, and
- Installed power factor correction on the main mechanical services board at the Warringah Aquatic Centre which will save 15-20% of current energy consumption



Warringah students learning about sustainable energy at the World Environment Day Youth Expo June 2007.  
Source: Warringah Council

# 4 Water



This chapter reports on the quality of receiving waters and the consumption of potable water in the SHOROC region. Indicators have been selected to measure and gauge issues of water quality and water consumption.

In this section 'water' refers to the ocean environments, beaches, harbour, lagoons, aquatic habitats, creeks, wetlands, groundwater, dams, wastewater, black water, stormwater, potable water and the catchment activities which may impact upon them.

The SHOROC region is characterised by an abundance of natural water assets, which are highly valued for their aesthetics and recreational purposes and are vital ecosystems for aquatic biodiversity.

The SHOROC region lies within the Sydney Water service area for water and waste water services.

## 4.1 Condition of our Water

For environmental, social and economic reasons, water is one of the SHOROC region's most important natural resources. As one of our life sources, good quality water is a daily necessity for our community. The region's considerable water resources are enjoyed and highly valued by locals and visitors alike. Good water quality is also essential for ecosystem health.

As shown in Tables 8 to 10, the condition of SHOROC's natural waterways is generally affected by pollutants such as sewer overflows and urban runoff carrying pollutants such as heavy metals,

pesticides, fertilisers, sediments, rubbish and weeds. The current drought has also affected the quality and availability of our water resources resulting in water restrictions for potable water use and reducing stormwater flushing for our regional waterways. Water consumption across the region is shown in Table 11.

Beachwatch (including Harbourwatch) routinely monitors faecal coliform and enterococci bacterial levels in water at Sydney's 100 ocean and harbour swimming sites.

Poor water quality is generally linked to rain events, during and after which pollution from stormwater and sewer overflows can make the region's beaches unsuitable for recreation, particularly due to elevated levels of faecal coliforms and enterococci. Faecal coliforms and enterococci are bacteria found in the intestinal tracts of humans and most other mammals. They are used as an indicator of pollution (and potential pathogens) in water.

Results for the SHOROC region demonstrate that water quality is good in the region. Monitoring sites include swimming enclosures, popular harbour beaches such as Balmoral and surf beaches such as Avalon, Dee Why and Queenscliff. Monitoring sites for each LGA are:

### Manly

North Steyne, South Steyne, Queenscliff and Shelly Beach, Clontarf Pool, Little Manly Cove, Manly Cove, Forty Baskets Pool, Fairlight Beach, Sangrado Baths and Gurney Crescent Baths

### Mosman

Chinamans Beach, Edwards Beach, Balmoral Baths, Little Sirius Cove and Clifton Gardens.

### Pittwater

Palm, Whale, Avalon, Bilgola, Newport, Bungan, Mona Vale, Warriewood, Turimetta, Barrenjoey Beach, Paradise Beach Baths, Clareville Beach, Winji Jimmi Bay, Salt Pan Cove, North Scotland Island, South Scotland Island, Bayview Baths, Elvina Bay, The Basin and Great Mackerel Beach.

### Warringah

North Narrabeen, Collaroy, Long Reef, Dee Why, North Curl Curl, South Curl Curl, Freshwater, Birdwood Park (Narrabeen Lagoon) and Davidson Park.



## Regional Snapshot

**Table 8: Regional Water Condition**

Indicator	SHOROC Region
Number of pollutant traps (Council control)	174
Total gross pollutants removed from pollutant traps (tonnes)	1,603
Total domestic potable water use (kilolitres per capita)	376
Total Council potable water use (kilolitres)	349,129

## Council Snapshots

**Table 9: Beachwatch Water Quality Data**

Council Area	Average Water Quality Compliance (all ocean and harbour beaches)
Manly	Summer 2006/07
	<p>Manly's ocean and harbour beaches recorded good summer water quality conditions. All beaches recorded 100% compliance with water quality standards with the exception of Queenscliff, South Steyne and Shelly Beaches and Clontarf Pool.</p> <p><b>Faecal coliforms</b> - 100% compliance except Queenscliff Beach and South Steyne Beach at 97% and Shelly Beach 86%</p> <p><b>Enterococci</b> - 100% compliance except for Shelly Beach 79% and Clontarf Pool 94%</p>
	Winter 2006
	<p>Manly's ocean and harbour beaches recorded good winter water quality conditions. All beaches recorded 100% compliance with water quality standards with the exception of Sangrado Baths.</p> <p><b>Faecal coliforms</b> - 100% compliance except for Sangrado Baths at 65%</p> <p><b>Enterococci</b> - 100% compliance except for Queenscliff and Manly Cove 95%, Clontarf Pool 84%, Forty Baskets Pool 80%, Queenscliff 77% and Sangrado Baths 40%.</p>
Mosman	Summer 2006/07
	<p>Mosman's harbour beaches recorded excellent summer water quality conditions. All beaches recorded 100% compliance with water quality standards, with the exception of Little Sirius Cove, which still reported a good water quality result overall.</p> <p><b>Faecal coliforms</b> - 100% compliance</p> <p><b>Enterococci</b> - 100% compliance all sites except Little Sirius Cove at 94% compliance.</p>
	Winter 2006
	<p>Mosman's harbour beaches recorded good winter water quality conditions. All beaches recorded 100% compliance with water quality standards with the exception of Little Sirius Cove.</p> <p><b>Faecal Coliforms</b> - 100% compliance except Little Sirius Cove at 80% compliance.</p> <p><b>Enterococci</b> - 100% compliance except Little Sirius Cove with 75% compliance.</p>

## 4 Water

Pittwater	Summer 2006/07
	<p>Pittwater's 9 ocean and 11 harbour beaches recorded excellent summer water quality conditions. All beaches recorded 100% compliance with water quality standards, with the exception of Palm Beach, Salt Pan Cove Baths and Elvina Bay.</p> <p><b>Faecal coliforms</b> – 100% compliance except Palm Beach 97%, Salt Pan Cove Baths 93%, Elvina Bay 96%.</p> <p><b>Enterococci</b> – 100% compliance except Salt Pan Cove Baths 93%.</p>
	Winter 2006
	<p>Pittwater's ocean and harbour beaches recorded excellent winter water quality conditions. All beaches recorded 100% compliance with water quality standards except Salt Pan Cove Baths, Bayview Baths and Winji Jimmi Bay.</p> <p><b>Faecal coliforms</b> – 100% compliance.</p> <p><b>Enterococci</b> – 100% compliance except Salt Pan Cove Baths 76%, Bayview Baths 76% and Winji Jimmi Bay 90%.</p>
Warringah	Summer 2006/07
	<p>Warringah's beaches recorded good summer water quality conditions. All beaches recorded 100% compliance with water quality standards with the exception of Birdwood Park which is a lagoon swimming site.</p> <p><b>Faecal coliforms</b> – 100% compliance except Birdwood Park 93%.</p> <p><b>Enterococci</b> – 100% compliance except Birdwood Park 66%.</p>
	Winter 2006
	<p>Warringah's beaches recorded good winter water quality conditions. All beaches recorded 100% compliance with water quality standards, with the exception of Birdwood Park, North Curl Curl and Davidson Park.</p> <p><b>Faecal coliforms</b> – 100% compliance except Birdwood Park 77%, North Curl Curl 91%.</p> <p><b>Enterococci</b> – 100% compliance except Birdwood Park 14%, North Curl Curl 91%, Davidson Park 60%.</p>

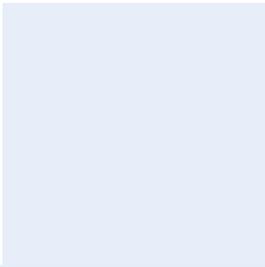
**Table 10: Stormwater**

Indicator	Manly	Mosman	Pittwater	Warringah
Number of gross pollutant traps (council control)	23	30	22	99
Total gross pollutants removed from GPTs (tonnes)	183	377	57	986

**Table 11: Water Consumption**

Indicator	Manly	Mosman	Pittwater	Warringah
Total domestic potable water use*	3,776,919	2,922,325	5,107,867	11,837,398
Total domestic potable water use (kilolitres per capita)	102	103	88	83
Total Council potable water use (kilolitres)	104,967	50,000	83,803	110,359

\*Source: Sydney Water. Water consumption includes commercial, industrial, houses, units/flats and 'other' as classified by Sydney Water  
 Figures in these tables represent baseline data. Trends will be reported from 2007/08.



## 4.2 Pressures on our Water

Our local waterways provide habitat for a range of fauna including fish, frogs, reptiles and birds. Poor water quality can significantly impact on these aquatic habitats. Human activities impact on the condition of these waterways, including stormwater transport, effluent transport and disposal, boating, fishing, swimming and scuba diving.

Other pressures on water quality in the SHOROC region include:

- Increases in impervious surfaces, which reduce infiltration of water and increase the amount of urban stormwater runoff generated
- Sewer overflows resulting from aged infrastructure and illegal connections
- Sewer outfalls and licensed discharges
- Litter
- Nutrient run-off from gardens, industrial estates and animal waste, and
- Water pollution incidents

These pressures on water quality generally increase during times of high rainfall and flooding. Increases in population and demand may also potentially lead to increases in water consumption and result in the generation of higher volumes of waste water and additional pressure on the region's waterways.

## 4.3 Responding to Water Issues

### SQID Working Group

Warringah, Pittwater, Manly and Mosman Council's are represented on the SQID (stormwater quality improvement devices) Working Group, formed by the SCCG to resolve issues related to the installation, maintenance and disposal of water from the SQIDs. Issues and solutions raised by the group will improve the response and decision-making capabilities of Councils and aim to maintain water quality at acceptable levels.

### Every Drop Counts Program

During 2006/07 the SHOROC Councils were involved in the Sydney Water 'Every Drop Counts' Program. As a part of this program Councils have undertaken management diagnostics to determine the areas that need to be addressed to best reduce potable water consumption. A wide range of actions have been put in place by the SHOROC Councils to conserve water.

### WaterFix Program

Interested residents in the SHOROC region have taken up Sydney Water's WaterFix program, which includes do it yourself (DIY) water saving kits (self installation of water saving devices), WaterFixing the home (for \$22 a certified plumber visits residents' homes, checks for minor water leaks and installs water saving devices), \$150 washing machine rebate and \$1500 rainwater tank rebate. The community's interest in reducing their water consumption not only encourages using water wisely but also reduces their water bill and the consumption of water for the region.

Table 12 shows that a significant number of the participants who have taken up various water saving programs through the WaterFix Program, joined during the financial year of 2006/07. The high participation in 2006/07 is a reflection of the growing awareness towards saving water, as a result of water restrictions and water wise programs promoted by SHOROC Councils, and other organisations such as Sydney Water.

### Flooding

Manly, Pittwater and Warringah Councils all experience flooding events due to their location and topography. Low lying areas and the steepness of adjacent land combined with impervious surfaces through urban development and aging stormwater pipes increases the severity of the flooding during high rainfall events. To help combat this problem councils now require new urban developments to include OSD (Onsite Stormwater Detention) tanks. Implementation of this initiative continued during 2006/07.

# 4 Water

**Table 12: Participation in Sydney Water's WaterFix Program**

Water Saving Program	Manly		Mosman		Pittwater		Warringah	
	06/07*	Total 99 to 07						
DIY Kits	668	916	347	523	782	1,190	2,445	3,832
WaterFix your home	631	3,453	293	1,867	701	4,761	2,122	13,223
Washing machine rebate	673	862	459	601	755	942	1,969	2,525
Rainwater tank rebate	88	197	87	185	291	793	472	1,090
<b>Total Participation</b>	<b>2,060</b>	<b>5,453</b>	<b>1,186</b>	<b>3,176</b>	<b>2,529</b>	<b>7,686</b>	<b>7,008</b>	<b>20,670</b>

\*Figures represent residents who joined during the 2006/07 financial period.



Warringah's Stony Range Botanic Garden.  
Source: Warringah Council

## Creek Restoration

In February 2007, Warringah and Pittwater Councils received a \$1.96 million grant from the State government for community environmental education and restoration work on creeks feeding into Narrabeen Lagoon. Remediation work will be carried out at Middle, Mullet and Nareen Creeks, including reducing stormwater pollution, removing excess siltation and weed infestation, and protecting urban bushland and animal habitat. The comprehensive works and education program will help preserve the lagoon and protect one of the last remaining freshwater wetlands in the area. Work will commence on the grant funded project early in 2007/08.



Discovering the upper reaches of Mullet Creek.  
Source: Pittwater Council



## Delivering Local Responses

### Manly Council

#### Water Leak Audit

In 2006/07 Council officers undertook a water leak audit and rectification program for Council facilities. This involved monitoring and modelling actual (observed) and predicted water usage for a range of Council facilities and investigation of suspected unexplained high water usage facilities. To date this process has already identified and repaired concealed water leaks estimated to save 28 million litres a year.

As part of the process key linkages have also been formed with users of sporting facilities and public open spaces in the Manly LGA.

Through undertaking a management review of water usage, awareness of key Council staff, of water savings and usage in all areas of Council has also been raised.

Manly Council was the winner of the Department of Energy, Utilities and Sustainability 'Strategic Urban Water Management Leadership Award' in 2006 for the Energy and Water Green Globe Awards 2006, for 'superior performance in the development and delivery of water efficiency initiatives'.



Low flow shower with water permeable pavers located at Queenscliff.  
Source: Manly Council

### Mosman Council

#### Overflow Abatement Program

During 2006/07 Mosman Council participated in the Sydney Water Overflow Abatement Program. Sydney Water, in consultation with Council, has identified the areas of major concern in terms of dry weather sewer overflows within the Mosman area. These problems will be addressed in the

future through infrastructure upgrades within the Mosman Bay catchment and through the installation of a storage facility in the Little Sirius Cove catchment. This program aims to reduce water pollution from sewer overflows and reduce risks to public health.

#### Stormwater Re-use

In 2006/07 Mosman Council commenced planning for the Cross Street Water Reuse Project. This project will involve the refurbishment of the old Drill Hall leased by Council from the Sydney Harbour Federation Trust, and community sporting facilities. Stormwater will be captured on-site, treated and reused for irrigating Rawson Oval and for possible toilet flushing. This project will reduce Council's water consumption by 4 mega litres per year, and will also improve water quality and reduce impacts of stormwater on bushland.

#### Water Savings Action Plan

Mosman Council developed a Water Savings Action Plan (WSAP) in March 2006, this Plan being approved by the Minister for Water Utilities on 1st November 2006. The WSAP was adopted by Council in February 2007 and incorporated within the Environmental Management Plan. The WSAP sets out water savings initiatives that Council will implement to save water used through its daily operations. During 2006/07 Council began implementing actions in the WSAP including installing water efficient devices in Council buildings and amenities blocks. Mosman Council will submit its first progress report to the State Government in March 2008.



Pollutants captured by the SQID, improving water quality.  
Source: Mosman Council

# 4 Water

## Pittwater Council

### Stormwater Improvements

#### - Careel Creek Baramy Device

Pittwater Council replaced an existing trash rack across Careel Creek with an innovative Baramy Stormwater Quality Improvement Device downstream from the Avalon Shopping Centre. The device, installed in 2006/07, prevents gross pollutants from entering Careel Creek and flowing out to the environmentally sensitive estuarine wetlands at Careel Bay.

The former trash rack trapped pollutants in a wet state, causing vegetation to stagnate. The new device provides a dry clearing bed with cleaner water continuing along the creek. The new device has significantly reduced the smell of decaying organics.



*Pittwater Council staff cleaning Baramy device.  
Source: Pittwater Council*

### Pittwater Community Water Conservation Plan

Following completion of its Water Savings Action Plan in May 2006, Council commenced development of a Community Water Conservation Plan due for completion by October 2007. The plan will set targets, and recommend measures to reduce potable water consumption within the LGA through a range of initiatives including community education and alternative recycled water projects.

Community input to the plan is being obtained through a Working Group of residents together with Sydney Water, councillors and staff, and via a community-wide web-based survey to gauge water savings practices, priorities and ideas from the broader community.

The Web survey, completed by 255 people, was carried out between March and May 2007 and focused on attitudes towards water conservation, household water conservation practices and peoples preferences for strategies and measures to reduce water consumption. A number of conclusions emerged from key findings:

- More progress can be made to conserving water in households
- There is strong support for more community education and information, and
- People support a multi-faceted approach to water conservation



*Residents learning about the wide range of water tanks available.  
Source: Pittwater Council*



## Warringah Council

### Freshwater and Estuarine Water Quality Monitoring Program

In 2006/07, Warringah Council developed a new water quality monitoring program that covers freshwater monitoring and assessment, estuarine monitoring and assessment and event-based monitoring (stormwater). It is anticipated that Council will be reporting on the state of the area's creeks and lagoons in the 2007/08 State of Environment Report.

### Water Savings Actions

Council has achieved three stars under Sydney Water's 'Every Drop Counts Business Program', and during 2006/07, carried out detailed audits of three of its largest water using sites. Council has achieved a total saving of 68,000L/day, since joining the program.

During 2006/07 Council also completed and submitted its Draft Water Savings Action Plan (WSAP) to the Department of Energy, Utilities and Sustainability. This plan included actions to improve management and accountability for water use as well as initiatives to save water at specific sites through conservation and reuse.

During 2006/07 the Warringah Aquatic Centre commenced the process of installing rainwater tanks to help refill the pool, upgraded toilets and installed movement sensors at urinals. Council is now using bore water at a number of sportsgrounds and investigating other opportunities to replace 'town water' on Council sites.



Source: Warringah Council



Dee Why Beach. Source: Warringah Council

In 2006/07 Council undertook a number of audits of sportsgrounds and recreation facilities to determine their present condition and the future works necessary to achieve improved energy and water efficiencies. For example, the urinals at Harbord Oval amenity block are now automatically flushed with wastewater from hand basins. In addition, all beach surf clubs have been fitted with time flow taps and/or flow restrictors while dual-flush cisterns are being phased in slowly. Council is now collating data from all water accounts and using quarterly reports to monitor use and identify excessive consumption and opportunities for improvement.

### Golf Course Partnership Program

Warringah has completed a community partnership program with local golf courses to ensure compliance with environmental legislation and encourage best practices. The project ensures that golf courses on Council owned land, (Long Reef, Wakehurst and Warringah) have or will prepare their environmental management plans/programs that comply with environmental legislation and best practises.

# 5 Biodiversity



Biological diversity (or biodiversity) is defined as the variety of life forms, the different plants, animals and micro-organisms, the genes they contain, and the ecosystems they form. Biodiversity includes genetic diversity, species diversity and ecosystem diversity (Commonwealth of Australia 1996). Biodiversity is essential in forming functioning ecosystems which maintain important processes on which all life depends. Biodiversity also has an intrinsic value and as such conservation of biodiversity is one of the primary principles of ecologically sustainable development.

Biodiversity indicators have been selected to measure and gauge local and regional issues of noxious weeds and pests, Bushcare activities and the condition of threatened species and ecological communities.

Grass Tree *Xanthorrhoea* sp. Source: Warringah Council.

## 5.1 Condition of our Biodiversity

Biodiversity in the SHOROC region incorporates terrestrial (land), aquatic and marine (water) based plants, animals and micro-organisms. Most of this diversity of flora and fauna is contained in the region's bushland areas and waterways, however the region's urban areas including reserves, private gardens and street trees also contain important biodiversity.

The condition of the region's biodiversity is affected by a number of natural and human induced factors such as bushfire, invasion by pests and weeds, land and river bank clearing, development, fragmentation, water pollution and climate change. In some cases, these and other factors have resulted in the loss of biodiversity to the extent that the viability of a species or population is threatened.

Under the NSW *Threatened Species Conservation Act 1995*, the term threatened is used to describe both endangered and vulnerable species, populations and ecological communities. Endangered species are those that are likely to become extinct if threats continue to those species. Vulnerable species are those that are likely to become endangered should those threats continue.

Tables 13 and 14 show the number of threatened species, endangered populations and ecological communities in the SHOROC area. Over time this will allow the region to monitor the biodiversity that is under threat. Noxious weed notices and Bushcare volunteers are also reported to gauge on-the-ground responses to biodiversity issues.



Scarab Beetle. Source: Warringah Council



## Regional Snapshot

**Table 13: Regional Biodiversity Condition**

Indicator	SHOROC Region
Total noxious weed notices to residents	199
Total noxious weed assessments to residents	354
Bushcare program volunteer hours	15,744
Total number of active registered Bushcare volunteers	937

## Council Snapshots

**Table 14: Council Biodiversity Condition**

Indicator	Manly	Mosman	Pittwater	Warringah
Noxious weed notices*	48	0	90	61
Noxious weed assessments issued to residents*	0	25	177	152
Number of registered active Bushcare volunteers	210	177	250	300
Bushcare program volunteer hours	583	2,754	6,207	6,200
Number of active Bushcare groups	16	17	26	51
Number of native plant species recorded in LGA	449 (as of 2003)	454	Unknown	914
Number of threatened flora	6	3	14	20
Number of threatened fauna	6	4	42	54
Number of endangered ecological communities	3	3	9	16
Number of endangered fauna populations	3	0	2	0
Feral Species Programs	2	2	3	6

\*Under the NSW *Noxious Weeds Act 1993*, Councils as the local control authority, may require owners or occupiers of land to control noxious weeds. Under the Act, private occupiers of land must control noxious weeds on their land. A Noxious Weed Assessment gives prior notice that a Weed Control Notice may be issued, and provides information about the weeds of concern to the landholder along with a timeframe for compliance. If the landholder fails to control weeds as required under the Act, a Weed Control Notice may be issued specifying the time (not being less than 14 days) within which action is to be taken. Failure to comply may result in prosecution.

Figures in these tables represent baseline data. Trends will be reported from 2007/08.

# 5 Biodiversity

## 5.2 Pressures on Biodiversity

The most significant pressures identified for the SHOROC region's biodiversity include:

### Terrestrial Biodiversity

- Altered and inappropriate fire regimes
- Clearing and fragmentation of native bushland
- Simplification of ecosystems by a reduction in native diversity of species
- Illegal poisoning of trees
- Decline of street trees and trees on private properties due to age
- Illegal dumping of rubbish in bushland areas
- Spread of invasive weeds
- Predation of native animals by feral animals
- Plant diseases such as Phytophthora root rot caused by the soil fungus *Phytophthora cinnamomi*
- Encroachment of private gardens into native bushlands
- Stormwater flow through bushland causing erosion and carrying nutrients and weeds
- Companion animals disturbing and spreading disease to native fauna, and
- Increasing frequency and intensity of storm events

### Aquatic Biodiversity

- Illegal dumping of rubbish in aquatic areas
- Spread of invasive flora and fauna
- Stormwater discharges reducing water quality
- Anchoring and ballast water from boats spreading weeds and exotic species of fauna
- Increasing frequency and intensity of storm events, and
- Replacement of swimming nets

## 5.3 Responding to Flora and Fauna Issues

### Bushland Management

Bushland regeneration is carried out within the SHOROC region by all Councils, with the aims of restoring and maintaining bushland and parks, controlling the spread of noxious weeds, providing habitat and wildlife corridors for native fauna and to guarantee the long-term viability of our natural heritage. In 2006/07 15,744 hours were dedicated by 937 active registered volunteers across the region towards the rehabilitation of our bushland areas. To ensure effective and holistic bush regeneration practices SHOROC Councils conducted flora and fauna surveys of their bushland areas to identify any areas that contain threatened species, communities or populations. SHOROC Councils' Bushcare programs have shown an increase in the number of fauna and flora species and a decrease in noxious weeds in areas of regeneration.

### Sydney North Regional Weeds Committee

Representatives from the SHOROC Councils attended biannual meetings of the Sydney North Regional Weeds Committee during 2006/07. The aims of the committee are to:

- Promote the coordination of noxious and environmental weed management at a regional and catchment level
- Provide a forum for information exchange
- Increase awareness of noxious and environmental weeds in the community, and
- Identify new weed problems and solutions.

The Committee works on regional projects such as weed brochures for regional distribution and solutions to eradicating terrestrial and aquatic weeds.



## Urban Feral Animal Programs

During 2006/07, representatives from the SHOROC Councils attended quarterly meetings of the Urban Feral Animal Action Group (UFAAG) to discuss and exchange information on feral animal issues across the region and possible solutions/feral animal programs that could be implemented.

All SHOROC Councils are committed to ensuring the protection of native flora and fauna through feral species removal programs. The Manly, Mosman, Pittwater and Warringah threat abatement programs continue to coordinate and implement ongoing feral animal monitoring and control programs. Priority species for the SHOROC region include European red foxes, rabbits, cats, Indian mynas and seagulls. Methods implemented during 2006/07 to control feral animals included trapping and baiting.

All SHOROC Councils continue to encourage their residents to microchip and de-sex their pets to foster responsible pet ownership and reduce the numbers of unwanted strays in the area.

## Aquatic Weed Management - *Caulerpa taxifolia*

In 2006/07 SHOROC Councils Manly, Mosman and Pittwater continued to work with the State Government and Sydney Coastal Councils Group to ensure effective management methods for the removal of the invasive aquatic weed *Caulerpa taxifolia*.

Participating SHOROC Councils and the SCCG continue to support the State Government in educating maritime user groups on the distribution of this invasive marine plant and ways in which its spread may be minimised.

In recognition of the importance of this issue, (with the assistance of the Minister responsible for Fisheries), the SCCG established the SCCG *Caulerpa Taxifolia* Task Force to identify and promote coordinated strategies for the control and eradication of *Caulerpa taxifolia* in partnership with State Government agencies, Local Government, industry and the community.

## Delivering Local Responses

### Manly Council

#### Ecological Burning

Fire is an important part of the Australian landscape and plays a significant role in the germination and survival of many native plants species. Over several years Council has used fire as a successful tool to restore bushland areas. Due to the successful ecological burns undertaken in many of Manly's bushland reserves over the last few years, 2006/07 saw the continuation of the ecological burning program.

During the year Wellings Reserve, Nolans Bush, and Tania Park were the focus of ecological burning activity, in areas where fuel loading of deep leaf litter and timber debris was suppressing native regeneration. Since burning took place, all of these reserves have regenerated well.

#### Wildlife Protection Area - Federation Point

In response to community concern, requests from the Department of Environment and Climate Change NSW (DECC) and Council's responsibility for the conservation of Manly's Endangered Population of Little Penguins, Council designated the foreshore area of Federation Point a Wildlife Protection Area (WPA). The WPA includes the rocky foreshore area from the mean high water mark landward to the cliff top and extends from the tip of Federation Point east along the foreshore behind Manly Pier Restaurant. Administered under the *Companions Animals Act 1998*, the designation of the WPA precludes dogs and cats from the foreshore. To coincide with the designation of the WPA the stairs and boardwalk/walkway around to Ocean World has been made a dog 'on leash area'. Signage has also been installed.



Little Penguin, *Eudyptula minor*.  
Source: Manly Council

# 5 Biodiversity

## Threatened Species



Long-nosed Bandicoot  
*Pameles nasuta*

Threatened populations of Little Penguins (*Eudyptula minor*), Long-nosed Bandicoot (*Pameles nasuta*) and Grey-headed Flying Fox (*Pteropus poliocephalus*) are present in Manly's LGA. Though extensive urban development has occurred within Manly, the presence of these populations indicates that

Manly provides the habitat requirements for these species to survive. Manly Council has sought to protect these habitats through the establishment and management of Federation Point Wildlife Protection Area, Cabbage Tree Bay Aquatic Reserve, North Harbour Aquatic Reserve and ongoing management of our bushland areas, which provide protection for these populations. Council has continued to liaise with the DECC during 2006/07 to ensure ongoing implementation of the Recovery Plan for the Endangered Population of Little Penguins at Manly.

## Mosman Council



Seahorse on the net at Clifton gardens. Source: Iain Grey

### Removal of Swimming Nets

In 2006/07 Mosman Council put forth a motion to remove the swimming net at Edwards Beach. A protocol was also put in place for the maintenance and replacement of the remaining nets at Balmoral and Clifton Gardens, as a method of protecting aquatic organisms, primarily seahorses that may have inhabited the nets. Council has adopted a method of installing the new net prior to removal of the old net so that seahorses have the opportunity to colonise the new net before the old net is removed. The removal of the net is now undertaken one panel

at a time and includes thorough searches of the panels for seahorse and other organisms before they are towed to shore. Existing seahorses are relocated to the seagrass beds nearby or to the new net. During cleaning of the net, only rubbish is removed, small pieces of weed and algae are left in place as habitat for aquatic organisms. During 2006/07 local volunteer divers assisted Council by providing information on aquatic species inhabiting the nets and undertaking inspections and reporting to Council in the periods between formal inspections.

## Chinamans Beach

Signs have been installed at Chinamans Beach to raise community awareness of the Chinamans Beach monitoring and manual cleaning program and its importance to the ecology of the sandy beach. All mechanical beach raking has ceased and the beach is cleaned of rubbish via hand picking. All seaweed, sticks, seeds, shells and aquatic organisms washed onto the beach are left in place to provide habitat and food for insects, crabs, birds and other beach organisms, significantly improving the ecology of the beach. Mosman Council won the Leadership Award for the Keep Australia Beautiful Clean Beach Challenge in 2006/07 for its roll in maintaining a clean beach whilst enhancing biodiversity and the ecology of the beach.

## Pittwater Council

### Threatened Species



Glossy Black Cockatoo – a threatened species.  
Source: Pittwater Council

There are more than 65 recorded threatened plant and animal species and ecological communities in Pittwater. Council works in partnership with



the community to protect, enhance and restore the habitats of these species through a range of programs including Bushcare, native plant-giveaways to residents and enhancement plantings. Endangered species include the Bush Stone Curlew, the Southern Brown Bandicoot, the Regent Honeyeater and the Giant Dragonfly. Endangered populations of animals listed in Pittwater are the Squirrel Glider and the Koala. Vulnerable species include the Spotted-tailed Quoll, the Powerful Owl and the Giant Burrowing Frog. Endangered Ecological Communities include Coastal Saltmarsh, Littoral Rainforest, Pittwater Spotted Gum Forest, Themeda Grasslands and Duffy's Forest.

### **Squirrel Glider and Spotted Gums Workshop**

Survival of fauna depends on the willingness of the local community to be good 'backyard buddies' and help our native wildlife survive. In 2006/07, Council ran several education events, including a free workshop for residents with Spotted Gums or Squirrel Gliders in their backyard or on their land.

The free workshop, jointly delivered by Taronga Zoo Keepers and Council education officers showed residents how to protect and create a wildlife sanctuary in their gardens for these endangered species. Free native plants were given away to Pittwater residents.

### **Pittwater Spotted Gum Forest Restoration**

In 2006/07, Council commenced a major environmental project to protect and restore the endangered Spotted Gum Forest, home to a large number of local native animals, including many bird species and the endangered Squirrel Glider. Over 70% of Pittwater Spotted Gum Forest is found on private land, with only 30% existing in Council bushland reserves.

With the assistance and support of local landowners, Bushcare volunteers and funding support from the Hawkesbury-Nepean Catchment Management Authority (CMA), council is undertaking works to help restore and protect the natural state of the Pittwater Spotted Gum Forest in Avalon, Newport, Palm Beach, Scotland Island, Bayview and the Western Foreshores.

### **Plantfile Online**

Pittwater Council is the first council in Australia to offer PlantFile on-line. The index links plant names with pictures, growth type, water use and other details, making finding the right environmentally friendly plants for a garden easy. Over 200 species are currently detailed on the website.

The system is extremely useful to anyone planning or planting a garden in Pittwater, including residents, landscapers and landscape architects. By selecting a plant which is suitable for a site, the need for watering and soil additives is minimised. PlantFile includes plants which encourage locally native animals and the return of small birds like Blue Wrens.

### **Warringah Council**

#### **Warringah's Biodiversity**



*Black Swans and cygnets nesting at Manly Dam January 2007.  
Source: Warringah Council*

2006/07 saw the return of bandicoots to Dee Why Lagoon. The bandicoot has long been absent from the Dee Why Lagoon area, but due to better environment preservation techniques and pest species control the bandicoot has returned. This is one of a number of species including brush turkeys, wallabies and different varieties of birds that have returned to Warringah's native vegetation communities.

# 5 Biodiversity

## Threatened Species

In 1998 Duffy's Forest was listed as an endangered ecological community under the NSW *Threatened Species Conservation Act 1995*. Council continues to implement the *Grevillea caleyi* Recovery Plan through planning hazard reduction burns, fencing sites in council reserves when required, carrying out weed control and bush regeneration, removing rubbish, managing impacts associated with run-off and identifying newly discovered sites.

Community awareness of *Grevillea caleyi* continues through Council's 'Protecting our Threatened Species Duffy's Forest Environmental Education Program', which is available free to all local primary schools, won the national Silver Environs Sustainability Interface Award in September 2006. The program involves a series of lessons on Warringah's threatened species followed by an excursion to one of the last remaining examples of Duffy's Forest bushland. Some 318 students from five schools were involved in the Duffy's Forest education program during this reporting period, which encourages students to appreciate and care for bushland areas and native animals.



Warringah is home to the threatened Southern Brown Bandicoot. Source: Warringah Council

Warringah Council is also implementing a Recovery Plan for the threatened Southern Brown Bandicoot. Council is an active member of the Southern Brown Bandicoot Working Group and undertakes fox control in Council managed reserves around known populations. Additionally, Council requires Species Impact Statements for new development proposals on known and potential habitat, and Rangers patrol the Duffy's Forest area and issue infringement notices for unleashed dogs.

## Wildlife Protection for Long Reef Headland

The Wildlife Protection Area at Long Reef was extended to cover the entire headland including Long Reef Golf Club in an effort to protect native flora and fauna species and to link with the Dee Why Lagoon Wildlife Refuge.

Over the past ten years Council and dedicated Reefcare volunteers have carried out extensive bush regeneration, revegetation, feral animal control and research with a focus on restoration of natural vegetation and its potential habitat for native fauna.

## Stony Range Becomes a Botanic Garden

In March 2007, Stony Range Flora and Fauna Reserve was officially recognised as a botanic garden. This 3.64 hectare reserve is supported by a committed team of Bushcare volunteers and is an oasis for local native species in the heart of busy Dee Why.



Long Reef Headland. Source: Warringah Council

# 6 Human Settlement



This chapter reports on human settlements including population, noise and waste.

Improving, maintaining and balancing the diverse social, economic and environmental characteristics of the region are crucial in attaining a good quality of life for the community as a whole.

Local Councils are responsible for urban planning, infrastructure, environmental restoration and protection, conservation of resources, provision of community facilities, and community services. Ecologically sustainable development practices are essential in managing and improving services and facilities and should include attributes such as culture, community involvement, facility access, employment opportunities, human health and safety. Community involvement on projects, including the opportunity for volunteering, creates and improves the sense of community for the area.

Human habitat indicators have been selected to measure and gauge local and regional issues of population pressures, noise complaints, waste generation and recycling.

*Composting to reduce waste to landfill. Source: Manly Council*

## 6.1 Condition of our Human Settlement

Human settlement in the SHOROC region is characterised by a variety of land uses incorporating residential, commercial, industrial and open space areas. These highly modified environments are interspersed with remnant bushland and natural waterways, which contribute to the desirable character of the area.

The region has grown recently through development in growth areas, such as Warriewood Valley and Manly Vale. Higher density living and greater community interactions have both positive and negative implications. Negative implications include an increase in waste and noise affecting health and wellbeing. Positive implications include a greater sense of community.



*Urban development in the SHOROC region. Source: Manly Council*

# 6 Human Settlement

## Regional Snapshot

Table 15: Regional Human Settlement Condition

Indicator	SHOROC Region
Estimated population at June 2007	266,767
Total waste to landfill, including general cleanup (tonnes)	58,178
Total waste to recycling including metal and green waste (tonnes)	57,252
General Noise Complaints	1,008
Noise Complaints due to Barking dogs	2,137

## Council Snapshots

Table 16: Population

Indicator	Manly	Mosman	Pittwater	Warringah
Estimated population of each LGA – at 30 June 2007	37,382	28,414	57,944	143,027
Residential density (persons per hectare)*	24.84	33.34	6.40	9.56

\*Population density represents the average number of people per hectare/square kilometre for a region. Residential density figures can be misleading as land included in the calculation may not be used for habitation e.g.: shopping centres, national parks, industrial estates etc. As a result areas with large amounts of residential housing will have higher densities than those where large amounts of land is used for industry or open space.

Table 17: Noise

Indicator	Manly	Mosman	Pittwater	Warringah
General noise complaints received by Council	40	50	188	730
Barking dog complaints received by Council	7	45	260	1,825

Table 18: Waste

Indicator	Manly	Mosman	Pittwater	Warringah
Total waste to landfill including general cleanup (tonnes)	7,922	6,791	12,209	31,256
Total waste to recycling including metal and green waste (tonnes)	7,479	5,637	11,304	32,832
Total waste to landfill including general cleanup per capita (kg)	213	239	208	219
Total waste to recycling including metal and green waste per capita (kg)	202	198	195	230
Green waste diverted from landfill per capita (kg)	43	38	35	99
General cleanup sent to landfill per capita (kg)	23	15	20	32

Figures in these tables represent baseline data. Trends will be reported from 2007/08.



## 6.2 Pressures on Human Settlement

All councils within the region face various pressures on their surrounding environment and communities, such as the pressures of waste, noise and congestion. These pressures impact on the state of our human habitat.

Waste generation is a pressure that is increasing due to growing populations, increases in development, higher use of plastic bags, higher use of packaged foods, illegal and incorrect dumping of waste and littering. This pressure contributes to a higher amount of waste that is sent to landfill.

Busy and congested urban living can create unwanted offensive noise that intrudes on people's daily activities causing stress, affecting people's health and even causing them to relocate. Noise pressures include construction noise, noise from residential air conditioners, mechanical and commercial plant, and barking dogs.

## 6.3 Responding to Human Settlement Issues

### Noise Management

Councils use a range of measures to ensure noise is kept at an acceptable level. Noise pollution is regulated under the *Protection of the Environment Operations (POEO) Act 1997*. Noise impacts are carefully considered during the development approval process and consents are appropriately conditioned to regulate and control noise. SHOROC Councils enforce the legislative requirements through Environmental Compliance Officers who respond to noise complaints as they are received. Noise requirements are also considered and included within planning instruments such as development control plans to reduce and control noise.

### Waste Management and Minimisation

SHOROC Councils all strive to encourage waste reduction and avoidance, prevent littering and illegal dumping, recover resources, and prevent and avoid hazardous materials. The region's growing population places further pressure on correct methods of waste disposal. To provide effective waste management, each Council runs waste initiatives for their residents such as:

- Providing recycling bins and green waste bins for residents
- Providing worm farms and compost bins
- Providing residents with domestic waste calendars outlining residential, garbage, recycling, general and metal clean-up collection dates, and
- Promoting sustainable living and working

These, and other, waste management practices implemented by the SHOROC Councils during 2006/07 aim to significantly reduce the amount of waste sent to landfill, increase the use of secondary resources (such as recycled products), reduce the use of toxic materials and products and reduce litter and illegal dumping.

### Kimbriki Recycling and Waste Disposal Centre

Kimbriki is directed by a Joint Services Committee consisting of Warringah, Manly, Mosman and Pittwater Councils. The Centre is licensed to receive non-putrescible waste such as recycled materials and other dry wastes.

Recycling and re-use processes developed at Kimbriki result in only 26% of the 211,000 tonnes of waste material received at the site being landfilled. In 2006/07 Kimbriki recycled 56,000 tonnes of vegetation, 77,000 tonnes of concrete/brick and 2,800 tonnes of metal products with 48,000 tonnes of waste going to landfill.

During 2006/07 the SHOROC Councils worked closely to establish a company to manage the disposal of waste sustainably into the future. At the time of publication this proposal is awaiting Ministerial approval. In this new structure there will be the opportunity to address long term issues such as the amount of valuable resources going to landfill.

# 6 Human Settlement

During 2006/07 SHOROC Councils engaged consultants Wright Corporate Strategy to complete an initial investigation into the suitability of the Kimbriki site for the development of an alternative waste technology (AWT) facility. The completion of the study will determine the most suitable AWT and site conditions at Kimbriki, gauge community response to alternative waste service arrangements, and demonstrate benefits and costs of an AWT facility.

## SHOROC Waste Audit

Mosman Council, on behalf of SHOROC, contracted EC Sustainable Environmental Consultants to undertake an Audit of the Domestic Putrescible (garbage) Stream in the SHOROC Council Areas between February 2006 and February 2007.

The Audit was carried out in order to assist the SHOROC Councils to:

- Investigate regional alternative waste technology (AWT) solutions
- Compare each Council's current performance in waste diversion from landfill and establish regional waste diversion data
- Develop education strategies
- Compare data to previous and future waste audits
- Improve the quality and performance of existing waste & recycling services, and
- Identify recovery rates (the % of total household waste that is recycled)

The results of the audit are summarised in Figure 3. The audit found that, in total, up to 78% of the material in the putrescible (garbage) stream could be diverted from landfill with appropriate alternate waste technologies (for example Enclosed Municipal Solid Waste composting) and improved kerbside collection systems (for example recycling plastics 1 to 7).

**Figure 3. Recyclables in the Waste Stream for the SHOROC Councils**

Material category	Percentage (%) of Key Recyclables in the Waste Stream by Area Household Type														
	Mosman			Manly			Warringah			Pittwater			SHOROC		
	SODs	MODs	All	SODs	MODs	All	SODs	MODs	All	SODs	MODs	All	SODs	MODs	All
Metals (Aluminium and Steel)	4.10	3.79	3.88	2.68	4.29	3.70	2.31	3.68	3.44	2.95	4.48	4.22	3.01	4.06	3.81
Plastics (1-7)	7.25	8.83	8.41	5.65	8.33	7.34	6.80	9.07	8.67	6.37	9.11	8.65	6.52	8.83	8.27
Recyclable Glass	7.56	3.39	4.49	3.38	2.27	2.68	6.20	2.52	3.17	7.35	2.82	3.57	6.12	2.75	3.48
Paper and Cardboard	11.89	9.04	9.79	5.67	4.12	4.69	8.17	5.11	5.65	6.54	4.65	4.96	8.07	5.73	6.27
Food	37.59	39.07	38.68	36.59	40.06	38.79	41.59	39.40	39.79	40.12	38.88	39.09	38.97	39.35	39.08
Garden Organics and Wood	3.55	4.36	4.15	2.60	2.80	2.72	3.08	5.35	4.95	4.82	8.19	7.64	3.51	5.18	4.87
Clothing (Textiles/Leather/Footwear)	3.40	2.57	2.79	3.65	2.78	3.10	3.55	2.12	2.37	1.71	3.01	2.79	3.08	2.62	2.76
<b>Total</b>	<b>75.34</b>	<b>71.05</b>	<b>72.18</b>	<b>60.21</b>	<b>64.65</b>	<b>63.02</b>	<b>71.70</b>	<b>67.25</b>	<b>68.04</b>	<b>69.86</b>	<b>71.14</b>	<b>70.93</b>	<b>69.28</b>	<b>68.52</b>	<b>68.54</b>

Source: SHOROC Waste Audit (Feb 06-Feb 07), EC Sustainable Environmental Consultants  
 \*SOD = single occupied dwellings, MOD = multiple occupied dwellings



## Rubbish Free Lunch Challenge

During National Recycling Week in November 2006, 4,800 students from 17 schools across Northern Sydney participated in the 'Rubbish Free Lunch Challenge'. The program was a joint initiative of Manly, Warringah, Mosman, Hornsby, Hunters Hill, Ku-ring-gai, Ryde and Willoughby Councils. The event challenged students to reduce their environmental footprint through recycling, reducing and reusing waste at school and at home.

Among the challenges, the program asked students to bring a rubbish-free lunch one day during National Recycling Week. Each school compared their collective rubbish on an ordinary day and on the rubbish free lunch day to determine if lunch waste had been reduced. In between the two audits, schools were given advice on how to reduce their impact on the environment from their own lunchboxes. Local winners of the Rubbish Free Lunch Challenge were Warringah's Narrabeen Lakes and Wakehurst Public Schools in the 'Lowest Weight' category, and Collaroy Plateau Community Kindergarten in the 'Biggest Change' category.

## Waste Wise Councils

SHOROC is committed to being recognised as a leader in corporate sustainability. Each Council undertakes a variety of waste reduction and education initiatives including provision of recycling facilities in Council buildings for staff use, recycling organic food waste, staff training in waste avoidance, reduction, recycling and sustainable purchasing, waste wise meetings and events, and green cleaning.

## Waste Wise Community

SHOROC Councils highlight the importance of avoiding, reducing and recycling waste through waste education teams featured at various community events throughout the year such as Ocean Care Day and National Recycling Week. Through event exhibits and events held by each of the SHOROC Councils, residents have been educated on how to, save water through purchasing rainwater tanks, clean using green-friendly methods, set up worm farms and compost bins, reduce energy consumption, and minimise waste through sustainable shopping. All Councils carry out various residential, business and school waste minimisation education programs and strategies.

## Delivering Local Responses

### Manly Council

#### Litterguards Program

The Litterguards program was developed in response to community pressure for reducing littering incidents on and around the Ocean Beach area of Manly during summer. The main objectives of the program were to decrease litter on the beach and surrounding areas, educate the public about the social, economic and environmental impacts of litter and encourage best practice waste management in public places.

Litterguards work by directly approaching groups and individuals on the beach reminding them to properly dispose of their waste and recycling. The beach areas were patrolled on foot and the non sanded areas in the purpose built Litterguards buggy. Observations of correct waste and recycling disposal, particularly by younger people, were rewarded.

Beach litter levels decreased during the trial period and the response from the community was favourable and well supported.



Manly Litterguard team 2006. Source: Manly Council

#### Waste Wise Events

Manly Council continually strive towards reducing their ecological footprint by promoting waste wise events such as the Manly Food & Wine Festival. This popular event, now in its 21st year, highlights the importance of integrating avoidance, reuse and recycling into activities without compromising hygiene standards or comfort to around 40,000 people over the weekend. This year saw an extension of the festival with the inclusion of the Manly Sustainability Fair - a showcase of environmental products and services. All events in Manly require a waste management plan prior to approval which denies products which are non-biodegradable or non-recyclable, requests waste avoidance and encourages separation of waste at the source.

# 6 Human Settlement

## Mosman Council

### Waste Programs

In 2006/07 Mosman Council commenced a review of public place recycling to determine the need for recycling facilities in public places such as parks and foreshore areas, and the type of system best implemented.

Council took part in the Dumping is Dumb education program, an initiative of the Department of Environment and Climate Change, including a media campaign and advertisement on Sydney buses, to raise community awareness of illegal waste dumping.

Council implemented changes to the residential waste collection service rolling out the Mobile Recycling Bin Project. Crates for commingled recycling and paper were replaced with two mobile recycling bins, one for paper/cardboard and the other for commingled recycling with the service being offered on alternate weeks with the garbage collection.

### Oval Top Dressing

Green waste collected from the kerbside and composted at Kimbriki Recycling and Waste Disposal Centre is purchased by Council and mixed with recycled sand to apply on Council ovals as top dressing. This ensures that the ovals are maintained, whilst reusing natural materials.



Topdressing Allan Border Oval with recycled materials.  
Source: Mosman Council

## Pittwater Council

### Supporting Volunteers

Pittwater is characterised by a high level of community activism and volunteering to help both people and the environment, an important indicator of "social capital". Pittwater Council offered a range of acknowledgements for volunteers throughout the year, including:

- Australia Day Citizen of the Year Award
- Outstanding Community Service Awards, and
- Environmental Volunteer of the Year Award

### Waste Education

Pittwater Council continued to promote community awareness of waste reduction and recycling through print media and at a range of events throughout the year, including Living with Less Chemicals Workshops, and Dog's Day by the Bay, which is run each year as a waste wise event.

Council also developed education strategies and materials to promote the diversion of waste from landfill and to promote increased community participation in domestic and commercial recycling.



Volunteer helping remove Asparagus Fern.  
Source: Pittwater Council

## Warringah Council

### Waste Education

Warringah's Australia Day, World Environment Day Youth Expo and Community Expo were all waste-wise events. The Community Expo attracted more than 20,000 people and waste was minimal due to council's proactive approach in encouraging service providers to provide only compostable cups, plates and cutlery.

### Chemical Collections

This year Warringah Council hosted two free chemical collections at the Warringah Aquatic Centre Car Park, Allambie Heights. The September 2006 Chemical Clean Out saw more than 36.5 tonnes of unwanted chemical waste collected from 1,256 residents. The amount collected for the April 2007 collection almost doubled with more than 27.5 tonnes of waste collected from 845 residents.



Warringah's waste education trailer at Australia Day 2007.  
Source: Warringah Council

# 7 Aboriginal and Non-Aboriginal Heritage



Heritage is defined as places, objects, customs and cultures that have aesthetic, natural, historic or social significance or other special values for present and future generations (Australia ICOMOS, 1999).

Remnants of Aboriginal heritage sites including occupational, ceremonial and midden sites can be found on public and private land where disturbances and development has been limited. Non-Aboriginal heritage refers to use of the land since European settlement. Heritage sites include oldest commercial/industrial and iconic architecture still present and military heritage in the SHOROC region.

Heritage indicators have been selected to measure and gauge both Aboriginal and Non-Aboriginal heritage in the SHOROC region and within individual Council areas.

*Blessing The Barn at it's re-opening 2006. Source: Mosman Council*

## 7.1 Condition of our Heritage

At the time of European settlement, the vast area of land stretching between what is now known as Newcastle through to the southern-most part of modern Sydney was home to the Guringai people. Evidence of Aboriginal occupation includes rock engravings, rock paintings, shell middens, axe grinding grooves, sites of religious significance and various occupation sites. Aboriginal items and culture have been lost – or damaged since European settlement, however today some items and sites of cultural and heritage significance to Aboriginal and Torres Strait Islander people still remain.

Non-Aboriginal settlement has also left a rich heritage in the area including historic sites, modified and built environments with community values, such as townscapes, buildings, roads, and aspects of our current multicultural society involving ethnic traditions, cultural events, national, state, and local symbols, artworks, craft, and literature.



*Aboriginal Heritage was celebrated at Warringah's World Environment Day Expo in May 2007. Source: Warringah Council*

# 7 Aboriginal and Non-Aboriginal Heritage

## Regional Snapshot

Table 19: Regional Aboriginal and Non-Aboriginal Heritage Condition

Indicator	SHOROC Region
Total number of Aboriginal Heritage Sites (including National Parks)	1,002
Total number of Non-Aboriginal Heritage Items	1,027
Heritage conservation areas	20

## Council Snapshots

Table 20: Aboriginal Heritage

Indicator	Manly	Mosman	Pittwater	Warringah
Number of Aboriginal Heritage Sites	110*	107	322	463

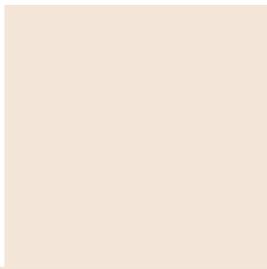
\*Does not include sites within National Parks.

Table 21: Non-Aboriginal Heritage

Indicator	Manly	Mosman	Pittwater	Warringah
Number of Non-Aboriginal Heritage items	306	478	101	142
Breakdown:				
Number of built items	194	437*	69	102
Number of landscape items	78	34*	20	36
Number of archaeological items	34	16	7	2
Heritage conservation areas	2	11	5	2

\*Some items are classified as both built and landscape items, therefore the breakdown figures add up to a number greater than the total number of items.

Figures in these tables represent baseline data. Trends will be reported from 2007/08.



## 7.2 Pressures on Our Heritage

Major threats to the conservation of Aboriginal and Non-Aboriginal heritage in the SHOROC region include:

- Lack of knowledge and recognition
- Vandalism and destruction of sites (deliberate or otherwise)
- Erosion or damage of sites from wind, water, sun and human activities
- Development pressures, and
- Lack of funding to adequately maintain and/or restore heritage items

Overuse of sites by tourists and lack of funding to maintain heritage items also place additional pressure on the region's heritage sites.

## 7.3 Responding to our Heritage Issues

### Aboriginal Heritage Office

The Aboriginal Heritage Office (AHO) is a joint initiative of Manly, Pittwater, Warringah, North Sydney, Lane Cove, Willoughby and Ku-ring-gai Councils and is supported by the NSW Heritage Office and Department of Environment.

The responsibility of the AHO is to monitor Aboriginal sites, develop long term management reports to ensure their protection, involve both Aboriginal and Non-Aboriginal people in discussions concerning heritage issues, communicate with schools and other groups to educate the community in understanding and appreciating the unique culture of Aboriginal people.

The AHO also holds talks, walks and activities to provide awareness of the Aboriginal culture in the wider community.

In 2006/07, the AHO gave heritage advice on development applications to ensure Aboriginal cultural sites were adequately protected, continued to coordinate training for Council staff, primarily those involved in the development of assessment processes, outlined the policies and legislation relating to Aboriginal heritage, and conducted an interactive walk and talk program at various sites around Warringah.

During 2006/07 a NSW Heritage Office grant funded a series of 18 events for schools in the area. The Aboriginal Heritage Office also held a stall and conducted a heritage walk at Manly Dam for the 'Celebrating Manly Dam' Community Day in November 2006. The AHO also received Federal Government funding through the Indigenous Heritage Program funding for a project to review the promotion and user pressures of Aboriginal heritage along the foreshores of Northern Sydney. This has provided options for improving the protection of Aboriginal heritage but not at the expense of community walks and talks.

### Guringai Festival

The Guringai Festival is a cultural celebration of local Aboriginal heritage. It was initiated in 2001 to raise awareness of the unique needs of Aboriginal and Torres Strait Islander people living in the Northern Sydney region and to give the wider community opportunities to engage with Aboriginal culture. The festival committee included ten Councils working in partnership with local reconciliation groups and includes the four SHOROC Councils – Mosman, Manly, Warringah and Pittwater.

The 2007 Guringai Festival program was run between 21 May and 15 July 2007, and included more than 30 events under the theme of 'Corroboree, Culture, Community.' As part of the festival, Warringah Council sponsored an Aboriginal performer and storyteller to visit local primary schools. Each of Warringah Council's five vacation care centres also provided an Indigenous Games Workshop run by staff from the NSW Department of Sport and Recreation. Mosman Council presented an art exhibition and an author talk in collaboration with Mosman Reconciliation Group, while Manly and Pittwater Councils worked with the Aboriginal Support Group to present several screenings of the film "Kanyini", a spiritual celebration of land, spirit and wisdom of the world's oldest living culture.

# 7 Aboriginal and Non-Aboriginal Heritage

## Delivering Local Responses

### Manly Council

#### Manly's Sustainable Heritage Conservation Plan

In 2007 Council commenced a comprehensive review of its heritage listings, strategies and policies. The aim of the Sustainable Heritage Conservation Plan is to assess the values of Manly that should be protected so that both present and future generations will also be able to enjoy Manly as we do today. The review has been undertaken by a team of expert heritage specialists with significant input from Manly's community.

The Plan will have a particular focus in linking heritage and sustainability issues.

The project has been progressed in two parts. The first part is a technical assessment of potential heritage items and conservation areas, again, with a particular focus on heritage and sustainability. The technical assessment is supported by community consultation including intercept interviews of 300 members of the public on street corners, in addition to surveys of business owners, some specific property owners, and children at local schools. The later stages of the consultation will involve further public consultations, listing and strategy recommendations to Council, and an exhibition period in parallel with the new standard LEP.



Manly Council Civic Building. Source: Manly Council

### Mosman Council

#### DVD Mosman's Built Heritage



Mosman Council's Heritage DVD. Source: Mosman Council

As part of Mosman Council's ongoing commitment to the promotion of heritage in the community Council has produced a DVD about Mosman's Built Heritage. The DVD features the words, wisdom and images from Robert Irving OAM, well known architect historian, author and former academic. The DVD is targeted at people who are planning to carry out building work, or who own a heritage property, or those who are just interested in Mosman's beautiful buildings and landscape. The DVD is divided into four short programs which can be viewed separately or all together. They are:

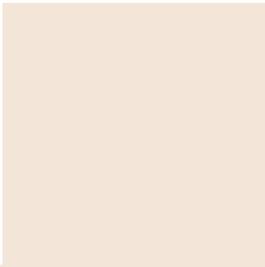
1. What do we value about Mosman's Heritage?
2. Mosman's Federation Past.
3. Mosman Between the Wars.
4. Today's Buildings: Tomorrow's Heritage.

Council has made the DVD available to view on its website, on Google Video or for purchase. The DVD is proving to be very popular among Mosman residents and heritage professionals.

#### Keep Australia Beautiful Sustainable Cities Awards

Mosman Council won a Highly Commended Award for its Heritage Management in the Keep Australia Beautiful Sustainable Cities Awards. The Award recognises the comprehensive framework in place to manage heritage in Mosman. This includes:

- Listing of all heritage items and conservation areas in its Local Environment Plan, and planning guidelines in Development Control Plans
- Ownership of significant heritage buildings, resources of the Local Heritage Fund (\$20000 pa), and ongoing assistance of a heritage advisor



- Awards program to highlight excellence in heritage conservation, and community involvement through the Heritage and Architecture Community Group, and
- Commissioning of heritage studies including an Aboriginal Heritage Study (2005) and Additional Heritage Items (2006)

## Pittwater Council

### Bilarong Cultural Festival

The Bilarong Cultural Festival, celebrating Indigenous spirit and culture was staged for the second year in March 2007, with Aboriginal and other traditional elders hosting workshops. The program also included dance performances, kid's festival, stalls and displays and the popular Parade of Light.



Parade of light at the Bilarong Cultural Festival.  
Source: Pittwater Council

### Pittwater Heritage Festival

The theme of this year's Heritage Festival in March was "Places in Context". The festival program included a range of activities, including guided walks to learn how, when and why Pittwater's landscape has changed from an Aboriginal homeland to 21st Century suburbs and a guided tour of early constructions, terraces and Beechworth cottage as well as other cultural sites at the Basin on Pittwater's Western Foreshores with local historian, Jim Macken.

## Warringah Council

### Ripple Festival

Warringah Council hosted the Ripple Festival, which included a series of concerts, movies and other events at Dee Why beach, Manly Dam, and the Warringah Aquatic Centre. This was an opportunity for residents to celebrate what is unique about our local water - its cultural significance and ecological importance.

As part of the festival more than 1,500 people attended the 'Treasured Water' twilight community event at Manly Dam in March 2007. Over 400 local school students, seniors and residents built colourful lanterns featuring animals that live in, and depend on, the water at Manly Dam. The candle-lit lanterns featured in the event along with Indigenous music and speeches from local school students.



Manly Dam's Treasured Water event celebrating water in Warringah. Source: Warringah Council

# 8 Towards Sustainability



Sustainability refers to the use of current resources in a responsible manner ensuring future generations will also be able to benefit from a safe, healthy, productive and diverse environment.

Each of the previous chapters contribute to an understanding of how the SHOROC region and Councils, are moving towards sustainability, however this chapter provides additional information by reporting on Council initiatives as well as the Australian Conservation Foundation (ACF) Consumption Index which provides an assessment of sustainability by identifying our progress in areas of greenhouse pollution, water use and our ecological footprint.

*Peppermint Angophora Forest Manly Dam.  
Source: Warringah Council*

## 8.1 Condition

Our community's level of consumption of natural resources such as water, land and fossil fuels, is key to determining the impact of our community on the state of the environment.

The consumption index identifies the community's use of water and land and the amount of greenhouse gases they emit through human based activities. The index uses three indicators of consumption including greenhouse pollution, water use and our eco-footprint. The results shown in Figure 4 incorporate residential and transport consumption as well as consumption from the production of food, clothing and other manufactured goods.

Figure 4 shows that during 1998-1999 each of the SHOROC areas had a higher level of consumption than the state and national average. Updated figures are being released late in 2007 and these will be able to identify areas of improvement and areas that need attention. This higher level of consumption is being addressed through programs run by each Council. These programs are outlined throughout this SoE Report.

Data provided in Figure 4 is from the ACF's 1998-1999 survey, which is the most current information available for the entire region. This data shows that during this period in time the SHOROC areas were above the state and national averages for greenhouse pollution, water use and eco-footprint. Given that the data is nearly ten years old, it is likely that present-day consumption would be significantly different due to a variety of contributing factors such as population growth, water restrictions and lifestyle changes.

## 8.2 Pressures on Sustainability

Consumption of resources such as fossil fuels, water, paper, packaging, other non-renewable resources, and land, plays a significant part in determining the sustainability of our community. Unsustainable lifestyles and behaviours also place further pressure on the earth. SHOROC Councils are encouraging and supporting sustainability through on-ground actions and education for sustainability programs.



**Figure 4: ACF Consumption Index for the SHOROC region Councils.**

Council	Greenhouse Pollution (tonnes/person/year)	Water Use (usage litres/person/year)	Eco-footprint (hectares/person/year)
Manly	24.02	910,000	7.38
Mosman	27.75	1,040,000	8.07
Pittwater	20.55	810,000	6.73
Warringah	20.70	820,000	6.77
State Average	19.31	740,000	6.33
National Average	18.90	722,500	6.40

Australian Conservation Foundation (source: [www.acfonline.org.au/consumptionatlas](http://www.acfonline.org.au/consumptionatlas)).

## 8.3 Responding to Sustainability Issues

### Walk Against Warming

In November 2006, SHOROC Councils supported the Walk Against Warming event hosted by the Nature Conservation Council. This event was promoted to the community by way of posters and flyers displayed at community venues, advertisements in the local media, on Council websites and through staff newsletters. The event aimed to raise public awareness of global warming and encourage the State and Federal governments to take action.

### Earth Hour

Earth Hour, an initiative of WWF-Australia, was supported by SHOROC Councils through promotion of the event in the local media and direct to residents. Councils wrote to schools and businesses in their areas encouraging them to participate in Earth Hour and contribute to a reduction in greenhouse gas emissions by switching off their lights and appliances for one hour at 7.30pm on 31 March. Some of the SHOROC Councils, including Mosman and Warringah, also participated in Earth Hour by switching off their own lights in the main Council buildings. Earth Hour aimed to raise awareness of energy use and its link to climate change, and to reduce Sydney's greenhouse gas emissions by 5% in 2007.

### An Inconvenient Truth

Free public screenings of Al Gore's 'An Inconvenient Truth' were organised for Manly, Mosman and

Warringah Council residents at select venues. The screening of the film garnered a fantastic response from the community with a total of 944 people attending 9 sessions across the region. The film screening aimed to raise community awareness surrounding the issues of global warming and climate change and to provide information on the causes, scientific evidence available and the environmental and social implications of climate change. Pittwater and Warringah Councils also organised presentations of 'Australia's Inconvenient Truth', an Australian adaptation of Al Gore's slide show to the local community by trained climate change messengers. Pittwater's three presentations were for 95 people including local teachers involved in the Pittwater Climate Change Learning Community Project.

### Eco-Schools Grants

Each year Manly, Pittwater and Warringah Councils provide funding to schools for environmental projects as part of the Eco Schools Grant Program. Schools can apply for funding of up to \$1,500 per school (Manly), \$1,000 (Pittwater) and \$2,500 (Warringah) for the development and implementation of a wide range of environmental projects including establishment of vegetable or native gardens, installation of rainwater tanks or environmental excursions. In 2006/07, Warringah Council provided over \$52,000 to 22 local schools, and Manly is engaging with many local schools to finalise their grants. The Environment and Stormwater Special Rate (ESSR) funds the program and over the past nine years Warringah Council has given local schools over \$300,000.

# 8 Towards Sustainability

## Dogs Big Day Out

Manly, Pittwater and Warringah separately host dog days. These events provide residents and visitors with a forum for canine social interaction. The events also provide Councils with a valuable opportunity to communicate with dog owners and raise awareness of responsible dog ownership. Warringah's seventh annual Dog's Big Day Out was held at Frenchs Forest Showground on 15 October 2006. More than 4,000 people attended on the day.

## Community Ambassador Programs

Both Ambassador programs presented by Manly and Pittwater Councils allow residents to become involved with their local environment, heritage and culture. The Ambassadors programs are a community education initiative engaging local residents in their surroundings, through an educational program.

Manly Council's Ambassador Program was run during the year. Volunteers were invited to a range of workshops, presentations and events that aim to educate this core group of volunteers on local issues such as sustainable living, local flora and fauna, stormwater, catchment management, Little Penguins and coastal management. Ambassadors were encouraged to share this information with their networks and to volunteer at events that enable them to share this knowledge with the wider community. Ambassadors were encouraged to keep watch of our natural resources and were provided with training to report any circumstances that could impact on our natural environment such as pollution incidents and water restriction breaches.

Pittwater Council ran the second Coastal Ambassadors Program in 2006 with sponsorship support from Coastcare and Hanson Constructions. The program is offered regionally to Surf Life Saving Clubs on the Northern Beaches and involved 12 clubs from Manly, Warringah and Pittwater. The focus of the course is on understanding our unique coastal marine systems. Graduates develop outreach activities, and pass their knowledge on to fellow club members and beach visitors. A wide range of initiatives have been developed, including Environmental Audits of Club Facilities and development of

Environmental Management Plans to enhance sustainability of their operations. The Coastal Ambassadors Program was awarded a High Commendation in the Australian Government's Coastal Custodians Awards in December 2006.

## Northern Beaches Sustainable Living Program

Warringah and Pittwater Councils have been working with the Department of Environment and Conservation on an extensive environmental education campaign since October 2005 called the 'Northern Beaches Sustainable Living Program'. The project consisted of a series of workshops and guided tours to reinforce the link between the condition of the natural environment with our choices and behaviours at home. In 2006/07, 16 sustainability workshops and 18 guided walks through natural areas in Warringah and Pittwater were run in this program. A range of topics were covered in the workshops including natural cleaning, sustainable shopping, removing weeds, eco renovations and permaculture gardening.

## Humpback Whale Migration Icon Project

In June 2007, SHOROC Councils participated in the Humpback Whale Migration Icon Project to raise community awareness of the importance of whales, their migration and the threats faced by whales. Each of the SHOROC Councils adopted a whale on behalf of their respective communities, named the whale and created a banner to display and welcome the whales during their migration. The whales were given Aboriginal names with specific meaning. Warringah's whale was named 'Kiah', Manly's whale was named 'Gawura', Pittwater's whale was named 'Kira' and Mosman's whale was named 'Gamarada' by Mosman Reconciliation, meaning friend in the Sydney Aboriginal language. Mosman Council also hosted a Whale Seminar, which included a series of guest speakers from the Department of Environment and Climate Change (DECC), International Fund for Animal Welfare (IFAW), Greenpeace, and the Australian Marine Mammal Research Centre, who discussed whale ecology, migration, threats and conservation measures. The banner created by 1st Mosman Scouts was also unveiled at the seminar.



Council adopted Humpback Whales, top to bottom: 'Gawura' Manly Council, 'Gamarada' Mosman Council, 'Kira' Pittwater Council and 'Kiah' Warringah Council

## Delivering Local Responses

### Manly Council

#### Sustainability Strategy

The 2006 Manly Sustainability Strategy – For Today and Future Generations was developed to ensure that council’s decision making can only result in Ecologically Sustainable Development (ESD). The Strategy’s principal objective is to integrate social, economic and environmental considerations of sustainability and direct council’s initiatives to enable the people of Manly to live and work in harmony with their environment. Originally adopted in 1998, the national and state award winning Manly Sustainability Strategy was developed out of a partnership between council and the community and is reviewed every three years. Most recent review helped to re-affirm and update the community vision *“A vibrant and inclusive community, which values its heritage and works together to create a sustainable lifestyle and environment for all to enjoy”*.

#### Manly’s Sustainability Fair

Manly’s Sustainability Fair is an initiative aimed at educating local residents to become more environmentally (and socially) sustainable in the way they live. 2007 saw the inaugural Manly Sustainability Fair launched where the theme was climate change. It was held in conjunction with the Manly Food and Wine Festival on Manly’s Ocean Beach.

The Fair consisted of sustainability related exhibitors from many different sectors, including Council exhibits. A free tour of a local sustainable house and a free showing of Al Gore’s documentary ‘An Inconvenient Truth’ was offered.

The Sustainability Fair attracted hundreds of people, with very positive comments received on the day from these people and also from exhibitors at the Fair.

Evaluation forms were given to every exhibitor. Feedback was 100% positive and some exhibitors took the opportunity to suggest improvements to the Fair which are being considered in the planning for the Sustainability Fair 2008.

## 8 Towards Sustainability

### Sustainable House Day

Manly Council partnered with The Australian and New Zealand Solar Energy Society (ANZSES) during July 2006 to promote and participate in the national Sustainable House Day by opening three sustainable houses for viewing by the public to encourage residents to adopt sustainable design features in new and existing homes.

### Sea Change for Sustainable Tourism

Sea Change for Sustainable Tourism is an innovative education program and accreditation scheme that has been developed specifically to improve the triple bottom line performance of the tourism business sector in Manly. The program is just one of the strategies adopted by Manly Council to address the many management issues faced as a result of the immense popularity of Manly as a tourist destination.

Sea Change is free to local businesses and involves undertaking a complete business sustainability assessment and development and implementation of an environmental management plan (EMP). Participants are eligible for endorsement under the program's 5-star accreditation scheme - each star represents completion of one stage of the program.

Sea Change commenced in Manly in September 2005. As at the end June 2007 thirty three local operators were participating in the Sea Change program.

Sea Change for Sustainable Tourism was initially developed through a collaborative partnership between Manly Council, the University of Western Sydney and Manly Chamber of Commerce under grant funding from the New South Wales Government's Environmental Trust. Based on the successful outcomes of the program, the Environmental Trust is now pursuing dissemination of the program on a state-wide basis.



Manly's Sea Change for Sustainable Tourism accreditation awards ceremony. Source: Manly Council

### Manly Environment Centre (MEC)

The Manly Environment Centre (MEC) shopfront started in 1991 as a unique combination of community, Council and local corporate sponsors. As the first national suburban environment centre it is well established as a pro-active organisation dedicated to the health of our local environment. An action and education based centre, it houses possibly the largest collection of environmental education materials accessible to the community in Australia. Thousands of free reference materials are available to the community and the MEC organises educational programs, events and projects to protect and enhance the environment. During 2006/07 these activities engaged thousands of local residents, overseas visitors, local tourists, day trippers, students and children. The MEC offers work experience opportunities for a range of overseas, regional and local students in all fields of the environment. The staff and volunteers also actively seek out the community and in the past twelve months the MEC helped inspire and lead the community towards sustainability by presenting a variety of events, talks and workshops.

### Mosman Council

#### Sustainability Advisory Group

In March 2007, Council resolved to establish a Sustainability Advisory Group to assist Council in integrating sustainability into policy, planning, management and operational frameworks, and to provide up-to-date information and advice to Council on present and future sustainability issues and solutions. The Group structure consists of three staff, four councillors, six community members with knowledge and experience in areas of sustainability, and six professional experts in the sustainability field. The first meeting of the Group was held in early July 2007.

#### Greenhouse and Sustainable Purchasing Action Plan

As a component of the CCP Program, Council developed and adopted a Greenhouse and Sustainable Purchasing Action Plan. The Plan was adopted in June 2006 and actions in the Plan have been implemented since July 2006 and will continue until all actions have been completed. Actions that have been implemented include



installation of a more energy efficient econocycle air-conditioning system in the Library, purchase of 100% recycled paper for all office use across Council, lease of office equipment with ability to print/copy double-sided and consist of low power modes, staff education campaign, and the printing of sustainable transport options on Council business cards.

### **An Ecological Tour of Sandy Beaches**

In January 2007, Dr Arthur Dye from EnviroAware presented 'An Ecological Tour of Sandy Beaches', as a component of the Summer Activities Program. The talk provided the community with interesting information and raised awareness on the natural processes that occur on our sandy beaches, and the variety of plants, animals and other organisms that make sandy beaches their home.



*Organisms at Chinamans Beach. Source: Mosman Council*

### **Schools Education**

In July 2006, council finalised the Energy Efficient Schools Project, undertaken in conjunction with Manly, Ku-ring-gai and Hornsby Councils. The project involved an energy audit of two schools per local government area, a report recommending energy efficient measures that could be undertaken by the school, and schools education on energy use, its link to greenhouse gas emissions and climate change, and ways to be energy efficient in the school environment. Using seed funding from the project, each school implemented one recommendation from the report to reduce energy consumption.

### **Ecological Footprint**

To raise awareness of sustainability in Mosman, in 2005 council conducted the Living within the Means of Nature: Ecological Footprint Project. The use of the Ecological footprint to measure the use of resources within Mosman was a successful way in which to quantify the impacts that the daily lives of Mosman residents have

upon the Environment. A booklet produced as a component of the project was distributed across the final section of Mosman in early 2007. The concept of the ecological footprint and the outcomes of the calculation and household project are still being used by council as a method of educating for sustainability.

## **Pittwater Council**

### **Pittwater 2020 Strategic Plan**

Pittwater is currently developing a new community driven Strategic Plan within a sustainability framework. Pittwater 2020 Strategic Plan will set out the vision and strategic direction for the future of the Pittwater LGA. The Strategic Plan will become Pittwater's guiding document and will incorporate all existing planning documents to provide an overarching strategic framework and drive all future planning and direction of both council and the community.

The process has involved extensive community consultations, including a forum in November 2005 and again in November 2006 to develop strategic goals, actions and initiatives against a range of sustainability themes. During 2006/07, a community reference group has been working with councillors and staff to pull the results of the various consultations together to create a "living document" that will directly link the community's vision and priorities with the operation of Council to ensure that these are embedded within Council operations.

### **Coastal Environment Centre**

The Coastal Environment Centre (CEC) promotes sustainable management of the coastal zone on a regional basis through its school environmental education programs such as 'Our Coast', curriculum linked Science and Geography Fieldtrips for high schools and community environmental education programs such as Coastal Ambassadors.



*Learning about endangered saltmarsh at Careel Bay with the CEC. Source: Pittwater Council*

# 8 Towards Sustainability

The CEC engages with and educates people at the local level to equip community members with the knowledge, skills and motivation they need to manage their property, household, business and lifestyle in a more sustainable way. During 2006/07, over 13,000 people undertook environmental education and sustainable living programs through the CEC.

## **Pittwater Sustainability Working Party**

The Pittwater Sustainability Working Party has been meeting monthly since February 2004, and was previously the Local Agenda 21 Committee of Council. The group works in partnership with Council to promote action for sustainability at the local level, through reducing environmental impacts and promoting community well-being within a sustainability framework. Projects in 2006/07 included researching and promoting mobile phone recycling, E-waste recycling, promoting climate action events, making a submission to the Australian Government's Inquiry into a Sustainability Charter, and providing input into development of Pittwater's Sustainability Plan through the community reference group.

## **Industry Audit and Education Program**

During 2006/07 Council continued environmental inspections mainly concentrating on marinas and building sites. The major focus of the marina inspections is to prevent possible pollution from the hardstands and slipways from entering the Pittwater estuary. Council also provided successful builder education nights which mainly focused on sediment control, and responded to pollution complaints.

## **Warringah Council**

### **Awards**

Warringah Council won a number of awards and grants during 2006/07. In August 2006, Council was awarded Runner Up in the Partnership Category of the Keep Australia Beautiful Sustainable Cities Award for the 'Keeping Our Dam Alive' Manly Dam education program. September saw Council take out two awards with the national Silver Environs Sustainability Interface Award for the 'Protecting Our Threatened Species - Duffy's Forest Management Program', and a Highly Commended Award in the Community

Engagement category of the NSW Sustainable Water Challenge for the 'Water Is Life - Don't Waste a Drop' water conservation campaign. In 2007 Warringah's Dee Why/Long Reef Beach won the Keep Australia Beautiful Clean Beach Challenge Award for the overall Cleanest Beach in the Sydney region.

## **Hilltop to Headland Lecture and Workshop Series**

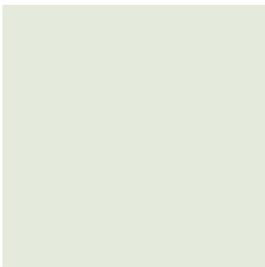
Over 800 Warringah residents enjoyed the eleventh year of the popular Hilltop to Headland Environmental Lecture Series. This year the free lectures were each complemented by a hands-on workshop which enabled residents to really get a grip on sustainability. This Hilltop series covered a wide variety of topics including natural disasters, whale strandings, life under Long Reef, nature photography, growing food in the city, building wildlife friendly gardens, the future of water, eco renovations, amphibians and building a frog pond, green cleaning and nocturnal animals.

## **World Environment Day Community Expo - Sunday 27 May 2007**

Over 20,000 people attended Council's second Expo and enjoyed over 80 environmental stalls and organisations, eco-themed live shows and entertainment, informative workshops, organic food and drink. Issues covered on the day included water management and conservation, native planting, organic materials, recycled clothing, alternative transport, solar power, eco-tourism and conservation volunteering. The Expo was an important partnership endeavour for Warringah Council with almost 100 local businesses and not-for-profit organisations working together to deliver the event. Feedback suggests the Warringah community is very supportive of activities that raise public awareness of sustainability issues and solutions.

## **World Environment Day Youth Expo 2007**

The 2007 World Environment Day Youth Expo was held at James Meehan Reserve, Dee Why Beach on 23 and 24 May. The Expo aimed to assist students, teachers and school communities to understand and participate in sustainable environmental practices in all aspects of their lives. Approximately 1,500 year 5 and year 6 school students and 60 teachers attended



over the two-day period. Twenty-five different workshops were on offer, covering topics such as catchment management, bushland management, sustainable transport, renewable energy, wildlife conservation, sustainable purchasing and native gardening. Manly Council provided a Penguin Aware workshop for attendees. All students attended five of the workshops. Feedback from this event was overwhelmingly positive.



Warringah's Community Expo was a hit with people of all ages.  
Source: Warringah Council

### Manly Dam Education Program

Warringah Council's 'Keeping Our Dam Alive' education program focussing on Manly Dam was extended in May 2006 for an additional year. A specific and varied program was devised to educate local residents and visitors on why Manly Dam is such a special place, and how they can help look after the bushland and water quality of the Dam. The educational campaign included the development of new educational materials such as a 32 page booklet, an 80 page education kit for schools, new maps, posters, educational shelter, interpretive bushwalk and local area signage, community days and school excursions, early-morning bird watching walks, and after-dark spotlight walks, weed workshops, a photography competition, a new page on Council's website, quarterly newsletters, and an advertising campaign.

### Warringah Environmental Education Newsletter (WEEN)

Warringah Council produces the Warringah Environmental Education Newsletter four times each year. This newsletter is a valuable source of information for schools and residents interested in sustainable living and Council's environmental education programs.

### Kids Care Calendar

The Warringah Kids Care Calendar is an annual environmental art competition for primary school students in Warringah. Students are asked to design a poster to highlight how we can all work together to protect our environment and the winning artworks are featured in a 13-page calendar. The 2007 calendar was distributed to all Warringah students in years K – 6.



Warringah Kids Calendar Competition winners 2007.  
Source: Warringah Council

### Industry Audit and Education Program

During 2006/07 Council continued to take a pro-active approach to environmental management of local industries to prevent pollution. Council conducted environmental audits of industrial and commercial premises, concentrating on the auto-servicing sector. The major focus of these audits is preventing contamination of stormwater runoff. Council also responded to pollution spills, the most common being oil and concrete.

### Environmentally Sustainable Design and Management of Council's Built Assets

Council has produced a new Operational Management Standard that aims to ensure that the design and use of Council buildings and other built assets is carried out in an environmentally sustainable manner. This includes new Council assets as well as alterations or additions to existing assets and applies equally to staff and other user groups.

### Environmental Sustainability Policy

Council adopted its Environmental Sustainability Policy which is designed to both recognise the existing practices that Council has in place to consider sustainability in the way Council does business and will also set a policy platform to drive continual change and improvement within the organisation in this important policy area.

## 9 Future Directions

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This report has provided a snapshot of the condition of the SHOROC regional environment during the 2006/07 reporting year. It has identified pressures that have affected the condition of these environments and the responses that have been implemented at both a regional and local level to address those pressures.

During the development of the first regional SoE a number of challenges were encountered, such as the different methodology of all four Council's reporting techniques, which resulted in the comparisons of previous indicators being unachievable. This has been overcome through the development of a new set of environmental indicators, for which all four SHOROC Councils can provide meaningful data. This has meant, however, that no comparisons or trend analysis has been undertaken this year, to provide an indication of whether the state of the environment is improving or not. This report does, however, establish baseline data for trend analysis to be undertaken in future years.

The achievements in sustainability and leadership reported in this document have been possible through SHOROC Councils adopting an holistic approach on environmental issues and involving the community in Council-run environmental awareness programs.

Over the next year the region will continue to face the same pressures on its environment, however, the strengthening of environmental initiatives and programs of the SHOROC Councils, as well as supporting and encouraging residents to change their behaviour will lead to a higher level of sustainability for the community and environment.

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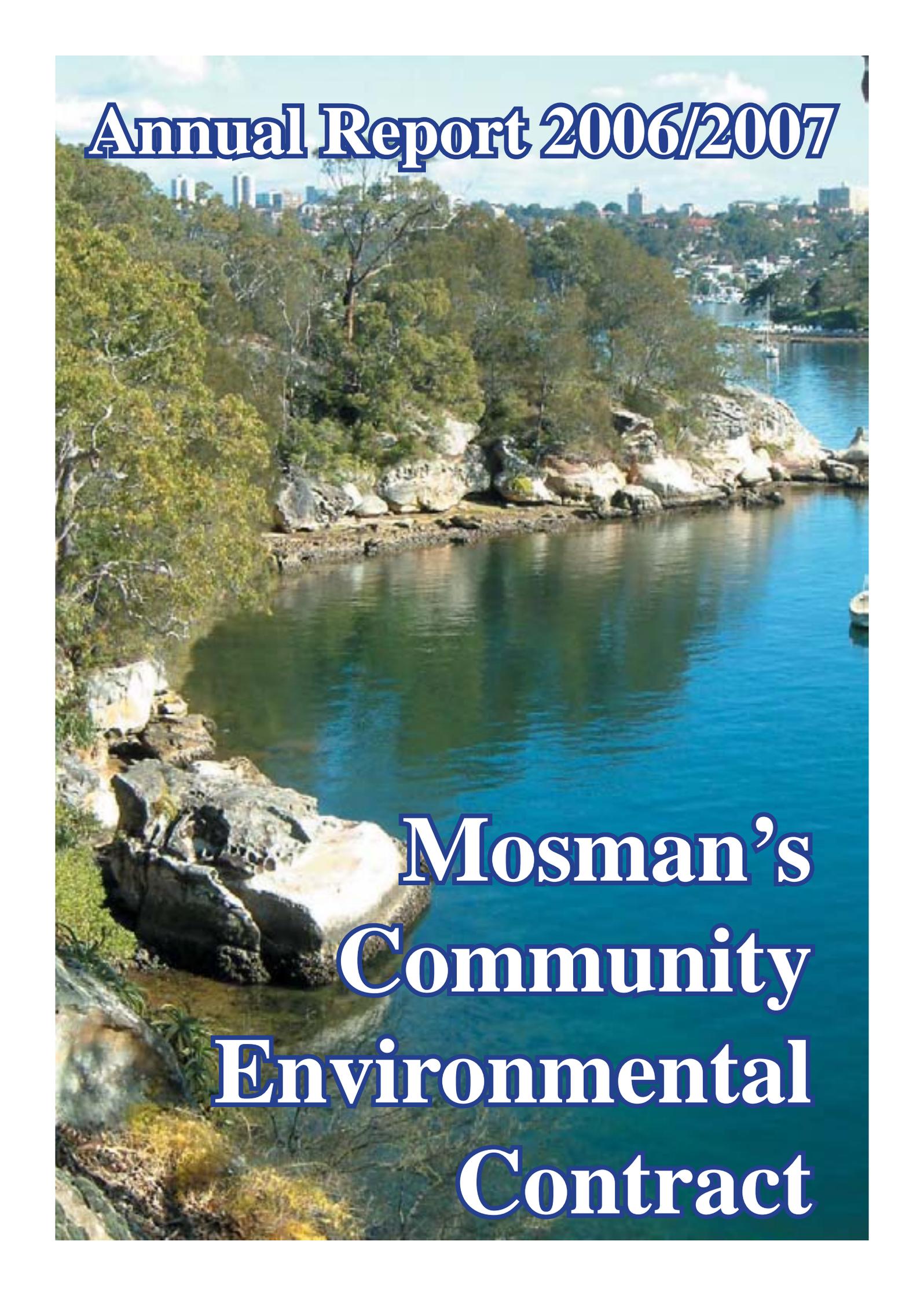
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**Addendum 4**

MOSMAN'S COMMUNITY ENVIRONMENTAL CONTRACT -  
ANNUAL REPORT



**Annual Report 2006/2007**

**Mosman's  
Community  
Environmental  
Contract**



Community Environmental Contract Annual Report 2006/2007

Prepared by Mosman Municipal Council

October 2007

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Published by:

Mosman Municipal Council

Civic Centre Mosman

PO Box 211

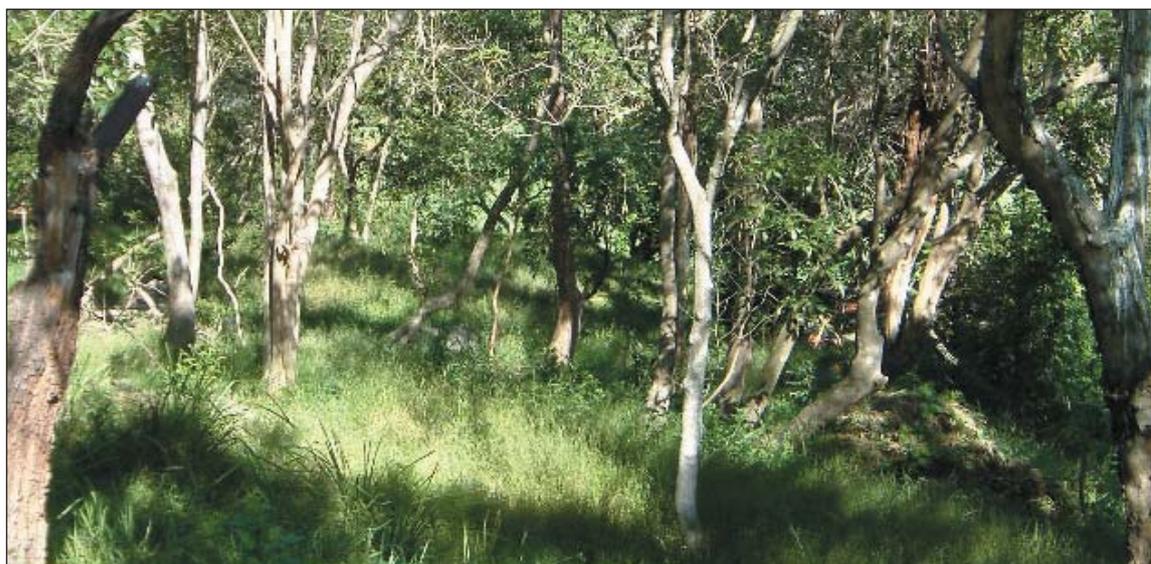
SPIT JUNCTION NSW 2088

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# 1. Introduction

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## 1.1 What is the CEC?

Mosman ratepayers, through the Community Environmental Contract (CEC) have funded a comprehensive program of works which have improved stormwater quality, rehabilitated bushland, restored natural creek lines and rebuilt seawalls.

Mosman's CEC is funded by a 5 percent rate increase over 12 years. The contract is Council's guarantee to residents that all money raised through the rate levy will be spent on specific, budgeted environmental projects. The special rate increase was approved by the Department of Local Government in June 2000.

As a result, of the CEC program of works, Council has collected 1620.35 tonnes of pollutants from stormwater, improved the condition of bushland, restored creeklines, and restored hundreds of metres of seawall.

## 1.2 Future CEC Funding, Projects and Program Direction

When Council began implementing the CEC, it was fortunate that funds were also available through programs such as the Stormwater Trust and the Coasts and Clean Seas. With such programs winding up, the availability of grant funding for single issue on ground environmental projects is more limited.

Council has retained its ability to gain matching funds through programs such as the State Government's Estuary and Coastal Management Programs, for seawall and foreshore works, and will explore these programs for funding opportunities for a wider range of projects.

The state government recently gave local governments the ability to raise stormwater levies from ratepayers. However, Councils that already impose a levy for stormwater works, as Mosman does through its CEC, are unable to apply this new charge whilst the existing levy program is in place.

In October 2007 Council was successful for grants in excess of \$350,000 from the Community Water Grants Round 3 program, for 3 SQIDs, including the Botanic Road stormwater harvesting project and rainwater tank installation for ovals and Council buildings.

## 1.3 Report Structure

Each CEC project that Council plans to conduct, or has already achieved, is listed as a specific statement of means in the CEC attachment to MOSPLAN, Council's strategic management plan.

To allow readers to easily see which statements are being fulfilled by each project, the relevant statements have been listed and boxed at the beginning of each project explanation.

The statement of means also lists the anticipated time of completion for each project - although this timing is necessarily flexible, as some projects have been brought forward, and others moved back, in line with Council's success in receiving grant funding.

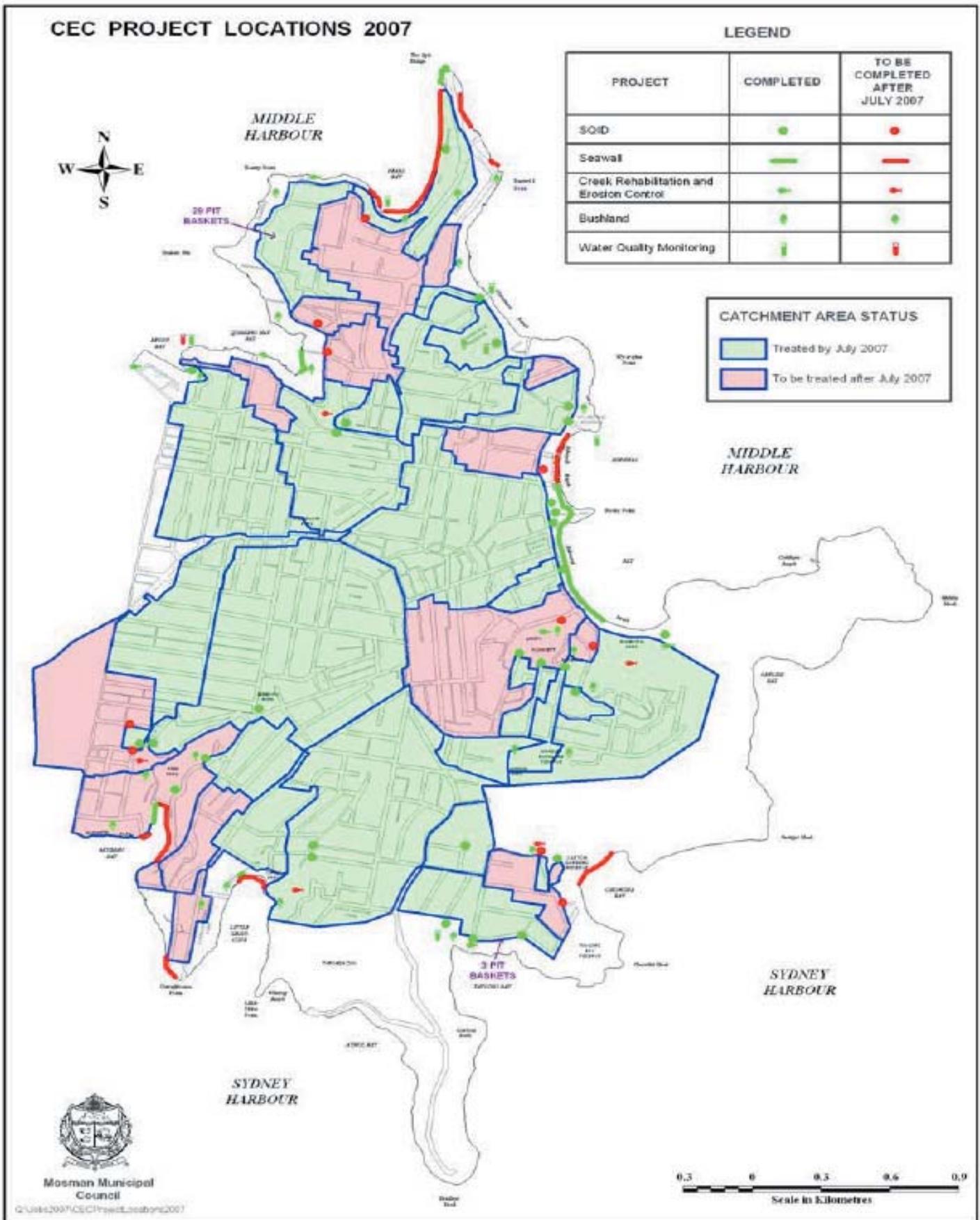
Changes to the timing of projects is reported quarterly to Council as part of the MOSPLAN review process.

The CEC also lists a number of short-term and long-term objectives for each program area. These have been reproduced at the beginning of each chapter, so readers can judge for themselves how well the CEC projects are achieving these objectives.

## 1.4 CEC Project Locations

CEC project locations are shown on the map on the next page.

# 1. Introduction



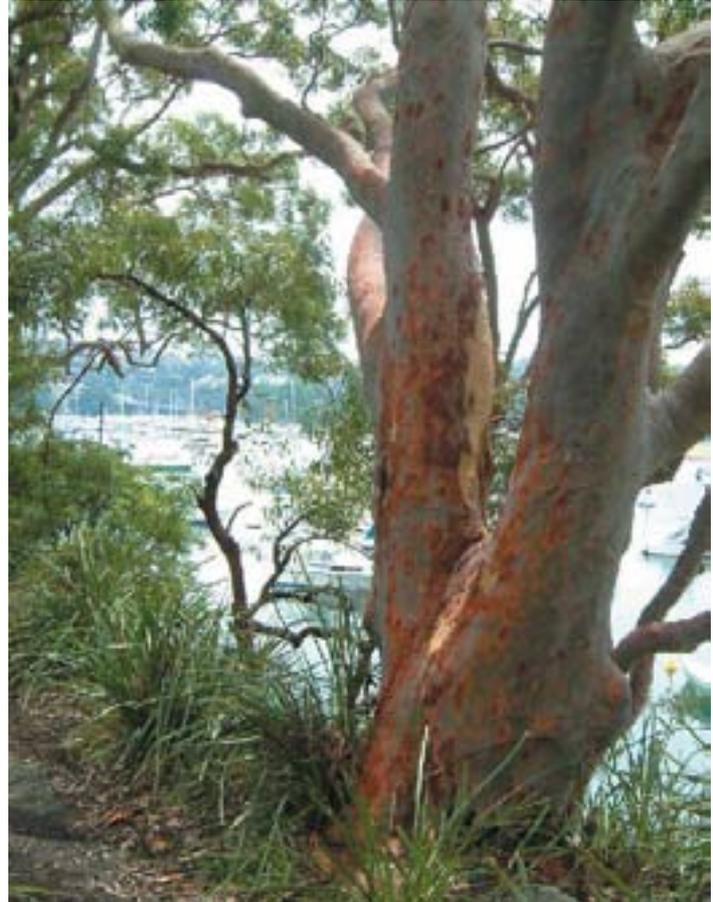
# 2. Administration and Auditing

## 2.1 Management & Administration

To ensure that the CEC proceeds in a controlled manner and is managed transparently, a component of the CEC is devoted to administration and auditing.

The objectives of the CEC are detailed in the CEC attachment to MOSPLAN. These objectives are outlined below.

*Right: Quakers Hat Bay bushland*



## 2.2 Objectives

### 10 YEAR OBJECTIVES

To have Council considered as a leading local government environmental manager committed to continual improvement to meet and exceed community expectations.

### 3 YEAR OBJECTIVES

#### CEC A

Efficient and transparent management of the Community Environmental Contract (CEC)

#### CEC B

Overall funding increased at no additional cost to Mosman ratepayers.

#### CEC C

The community informed of the progress of the CEC.

# 2. Administration and Auditing

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## 2.3 Statement of Means

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**Establish and manage project team over the life of the CEC, including office and IT requirements - Ongoing**

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CEC projects are conducted by multi-disciplinary project teams that bring a range of complementary skills covering the diverse field of environmental management. Staff time committed to the CEC depends upon the requirements of the different projects being undertaken. Staff who dedicated hours working on CEC projects during the reporting period included Project Engineers, Council's Bushland Officer, and Environment Officers.

**Conduct an independent financial audit - Review annually**

---

Council's external auditors must perform an independent audit of the operations of the CEC annually, and provide a statement to Council certifying that all funds collected for the CEC have been quarantined and spent appropriately.

The independent financial audit of the CEC accounts for the 2006/2007 financial year and was conducted by auditors Spencer Steer & Associates, and completed on 5 November 2007.

**Develop and update as required a comprehensive interactive environmental web page as part of Council's web site - Ongoing**

---

Council has continued to use its website to communicate locally relevant environmental information about the CEC.

Its content is regularly updated, and also contains copies of all CEC annual reports and publications for the community.

**Direct savings from infrastructure works (if any) to bushland rehabilitation where possible**

---

In the reporting period, minimal funds were directed to Bushland Management from the CEC budget. With the majority of bushland management now funded by Council's recurring budget. However, many of the projects undertaken in other programs directly and/or indirectly benefit bushland, and will assist in the ongoing management of bushland and the amelioration of the factors that cause bushland degradation.

**Continue to investigate and pursue external funding for CEC projects - Ongoing**

---

Grant funding opportunities for CEC projects have declined over the last few reporting periods. During the 2006/07 financial year \$42,500 was obtained from grants. The total expenditure for the CEC in 2006/07 was \$1,356,767.34.

**To report to Council on the progress of the CEC**

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Financial reports on CEC expenditure are submitted as per Council's requirements.

**To report directly to the community on the progress of the CEC**

---

This annual report helps fulfil Council's commitment to informing the community of the progress of the CEC. Council makes information about the CEC publicly available on the CEC section of Council's website.

## 2. Administration and Auditing

**Investigate opportunities for and develop CEC Projects that combine elements from the different CEC programs and include a comprehensive education component.**

In past years this statement of means has been achieved through projects which integrate bushland, stormwater and creek works, and seawall projects with ecological focus.

Council has implemented a project to restore native vegetation to a degraded site at Julian Street in Mosman, and improve pedestrian access to the Middle Harbour foreshore.

These works are complemented by the operation of a Stormwater Quality Improvement Device (SQID) to reduce the amount of stormwater pollutants flowing into the receiving waters, and a monitoring program to evaluate the performance of the SQID in wet weather.

**To pursue opportunities to work with local community groups on CEC Projects.**

Council has worked with local community groups and individuals during the planning stage of many projects. The community has also been involved in the ongoing maintenance of the CEC projects.



*Above: CEC Team Members at Lawry Plunkett Reserve*

### 2.4 Key Performance Indicators

Indicator	Target 2005/2006	Actual 2005/2006	Target 2006/2007	Actual 2006/2007
Conclusion of financial audits to be that CEC funding is being expended as per this contract	100%	100%	100%	100%

# 2. Administration and Auditing

---

## 2.5 Financial Statement

### Community Environmental Costings for 2006 / 2007

Brought Forward Balance from 2005/2006	\$	525,490.58
INCOME		
Rate Income	\$	595,325.00
Grant Income	\$	42,500.00
	\$	1,163,315.58
EXPENDITURE		
Seawall Projects	\$	99,265.09
Stormwater Projects	\$	403,253.68
Creek Rehabilitation	\$	8,030.90
Bushland	\$	141,804.88
Administration*	\$	77,849.20
Loan Repayments (P&I)	\$	1,356,767.34
DEFICIT	\$	193,451.76

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

#### Auditors Report

We have reviewed the Income & Expenditure Statement of Mosman Council's Community Environmental Contract (CEC) which incorporates projects for the 2006/2007 financial year and state that this report accurately records the financial position as at 30 June 2007

**SPENCER STEER**  
Chartered Accountants



**N MAH CHUT**  
Partner

dated at Sydney this

5/11/07

# 3. Stormwater Quality

## 3.1 Stormwater Quality

Stormwater quality is important because it influences water quality and habitat in freshwater creeks and harbour waters.

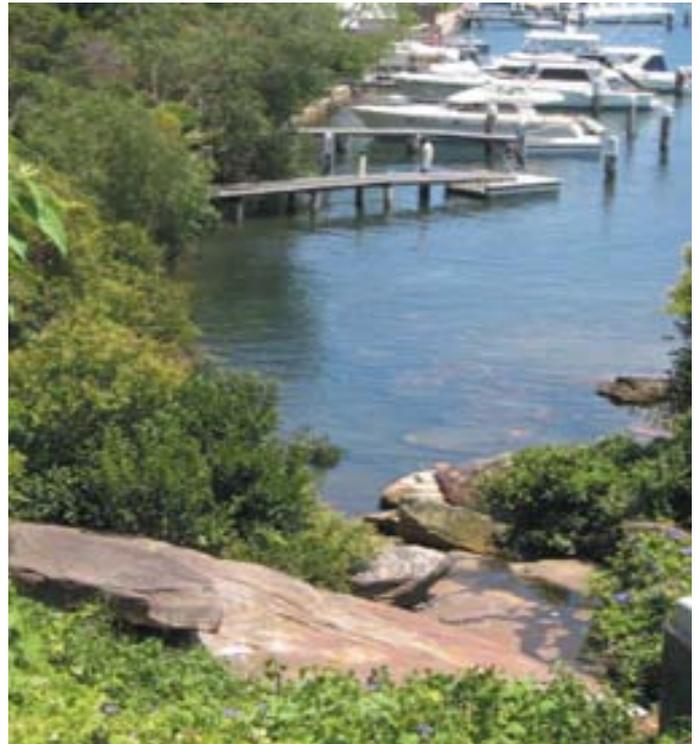
In 2006/07 the percentage of Mosman's catchment area treated by SQIDs rose to 76%.

During the year, the SQID at Julian Street was installed to treat stormwater from the Reddy Bay sub-catchment. This project was the last outstanding task in the Quakers Hat Bay Stormwater Project, which received funding from the Stormwater Trust in 2000.

In the 2006/07 financial year, Council's 30 SQIDs captured more than 377.20 tonnes of pollutants. This is an increase of 64.60 tonnes on the amount captured in the previous financial year.

The total amount of material removed from all Council's SQIDs since installation is 1620.35 tonnes.

Given the substantial investment that Mosman Council has made in SQIDs as a solution to stormwater pollution, water quality monitoring programs are being implemented. These give Council the information needed to ensure that SQIDs are cleaned and maintained in a manner that gives the best contribution to water quality (see 3.3.2).



## 3.2 Objectives

### 10 YEAR OBJECTIVES

To have a water cycle, which is managed in a sustainable manner, which protects natural flow regimes, ecological processes and enhances water quality.

### 3 YEAR OBJECTIVES

#### CEC A

Port Jackson North and Middle Harbour Stormwater Management Plan management options implemented.

#### CEC B

Effective and efficient SQIDs installed on all major stormwater catchments within the Mosman Council Local Government Area.

# 3. Stormwater Quality

## 3.3 Projects Underway

### 3.3.1 Botanic Road SQID & Stormwater Harvesting Project

**HB2. Install a SQID in Botanic Road to filter Balmoral Beach South sub catchment.**

The Botanic Road catchment is the largest untreated sub-catchment that drains to Balmoral Beach.

In October 2007 the project was awarded a substantial Federal Government grant for \$227,273 under the Community Water Grants - Round 3 program to expand the project to include stormwater harvesting. The project will now capture and treat stormwater before it is reused for irrigation of the Balmoral Beach Foreshore along The Esplanade.

This project will be one of the largest stormwater projects under the CEC. Detailed Design work is underway and construction is anticipated to commence in March 2008.



*Above: Automatic water samplers at Julian Street*

### 3.3.2 CEC Water Quality Monitoring Program

**Undertake a monitoring program to evaluate the efficiency and effectiveness of SQIDs in the capture and removal of pollutants**

**Implement monitoring program  
– August 2002 & ongoing**

The Botanic Road SQID was to be the final SQID monitored under the Water Quality Monitoring Program. However, due to delays with the Botanic Road SQID to investigate inclusion of stormwater harvesting (see 3.3.1), the subject SQID was changed to the Julian Street SQID due to its similar landuse characteristics and existence of commercial landuse.

Monitoring of the Julian Street SQID commenced in February 2007. A minimum of six storm events are to be monitored over a nine month period. Thus far two storm events have been monitored on 12th February and 24th February 2007.

Due to repairs of construction defects with the SQID, monitoring was postponed for the remainder of the 2006/2007 financial year. Monitoring resumed in October 2007 and is expected to be complete by the end of the 2007/2008 financial year.

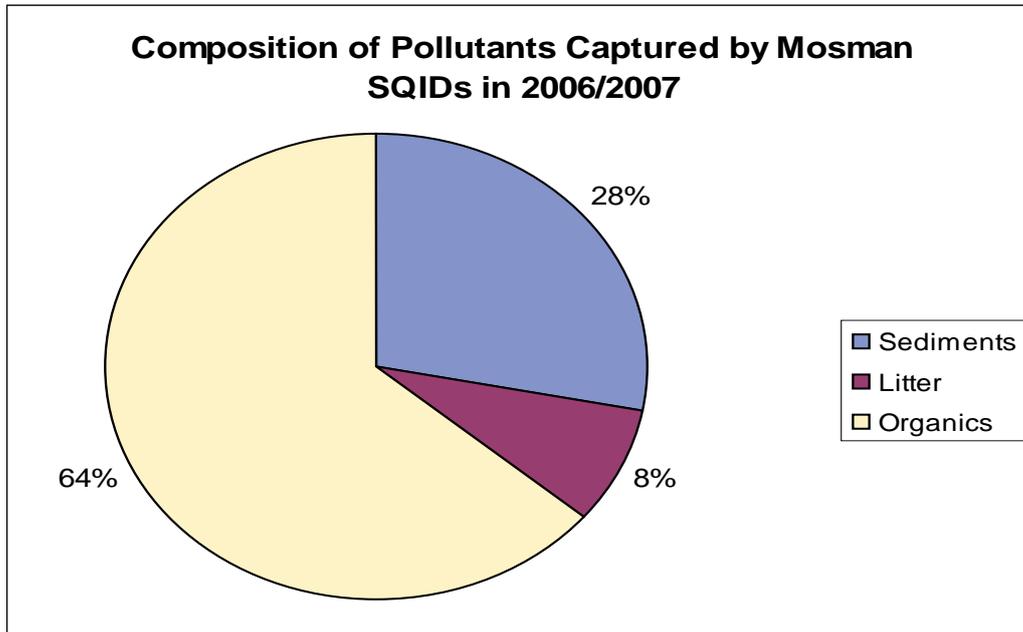


*Above: Julian Street Site prior to works*

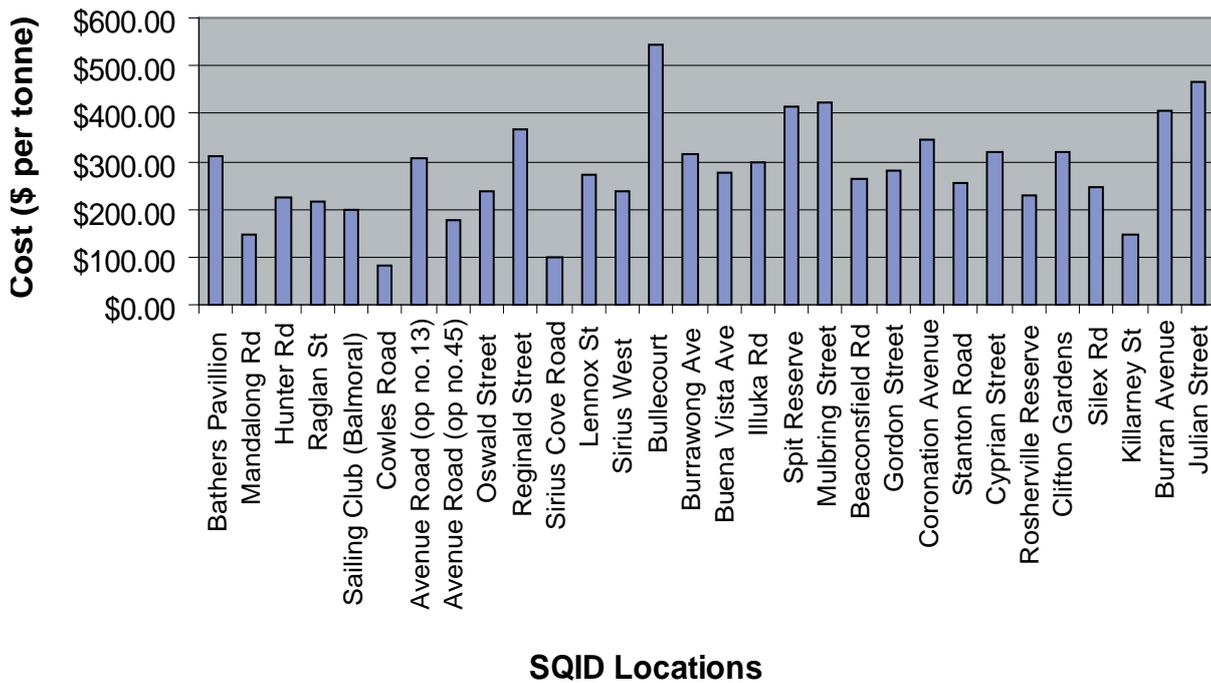


# 3. Stormwater Quality

## 3.4.2 Composition of Pollutants Captured by Mosman SQIDs in 2006/07



**Cost Per Tonne of Materials Removed from Mosman SQIDs in 2006/2007**



# 3. Stormwater Quality

## 3.5 SQID Clean Out Costs, Maintenance Procedures and Performance Evaluation

Council has increased the frequency of its SQID clean outs, particularly those which have been exhibiting odours as a result of being a waste collection point and also due to the gradual breakdown of these pollutants as they are held in the SQID until the next clean-out.

Another issue in the maintenance of the SQIDs is dealing with the disposal of the liquids and the solid pollutants. The majority of material captured in SQIDs is generally vegetation and much of this vegetation material is recycled, resulting in a significant reduction in the amount of waste being sent to landfill.

For the long term, Council is undertaking an ongoing investigation into the issues relating to odours and clean-outs of SQIDs, and through the Sydney Coastal Councils Group, has initiated a working party, including representatives from other Councils, relevant water and waste authorities, and the stormwater pollution control industry. The first meeting of the working party was held in September 2007.



*Above: Cleaning the SQID by lifting out the trash basket from the SQID at Sirius Park.*



*Above: Cleaning the Nettek device at Gordon Street, upstream of Lawry Plunkett Reserve.*

# 3. Stormwater Quality

## 3.6 Key Performance Indicators & Activity Information

Indicator	Target 2005/2006	Actual 2005/2006	Target 2006/2007	Actual 2006/2007
Tonnes/year of pollutants removed	200 tonnes	312.6 tonnes	160 tonnes	377.2 tonnes
Percentage of Mosman Council Local Government Area draining through SQIDs	90%	72%	90%	76%
Cost/tonne/year of removal of pollutants	\$300	\$345	\$350	\$280.81

Photo below: Stormwater Flow at Wyargine Reserve



# 4. Bushland

## 4.1 Bushland Management

The Mosman peninsula contains approximately 143 hectares of bushland. Of this, Mosman Council controls 39 hectares whilst Sydney Harbour National Park has 88 hectares and the Sydney Harbour Federation Trust controls 20 hectares.

Most of the bushland in Mosman is classified as Sydney Sandstone Gully Forest, however, small remnants of Coastal Sandstone Heath still exist in the area.

The small size of the bushland reserves controlled by Council and their proximity to urban areas make them vulnerable to problems including nutrification, stormwater damage, weed invasion, loss of habitat, changed fire regime, and the decline in genetic biodiversity due to loss of native vegetation and habitat fragmentation.

At present 33.85 hectares of bushland is currently under active management.

A Flora and Fauna Survey was undertaken in 2006/2007, to firstly replicate the 2001 study and secondly to evaluate the success of bushland management in Mosman under the existing bushland contracts which have been part funded by the CEC program.

Results from the 2006/07 Flora and Fauna Survey indicate that current bushland management activities are achieving the desired outcomes in that weed percentage cover is reducing but more importantly native vegetation cover is increasing.

At the start of the current bushland contracts (i.e. 2001) 30% of bushland had > 90% native vegetation cover and this is now at 45% which is significant considering the size, shape, location and constant pressures on our bushland sites. If this success is continued our bushland sites will in total provide structured and sustainable native plant communities that will attract the local fauna for the long-term.

In 2006/07, the CEC funded bush regeneration contracts at Clifton Gardens and around Sirius Cove. It also provided funds for the purchase of native tubestock which included the planting of approximately 22,150 plants across all bushland sites in Mosman.

This was the last financial year bushland sites and re-vegetations works will be funded under the CEC program. Council has committed funds for the works to continue under Councils recurring budget.

## 4.2 Objectives

### 10 YEAR OBJECTIVES

To have the integrity and diversity of the indigenous flora and fauna of Mosman sustainably managed.

### 3 YEAR OBJECTIVES

#### CEC A

Protect, restore and enhance existing remnant indigenous vegetation communities in Mosman

# 4. Bushland

## 4.3 Bushland Management 2006/2007

Implement an expanded sustainable bushland management program which systematically addresses priority areas and threatening process based on:

- Community type
- Rare or threatened species
- Critical habitat
- Location

### 4.3.1 Funding

The CEC contributed approximately \$94,000 to bushland management this financial year.

Expenditure on bushland from the CEC has now stopped. The bushland sites are considered sufficiently stable state that Council's recurrent contribution will be sufficient to manage them.

### 4.3.2 Bushland Restoration Contracts

Mosman's Bushland Management contracts are managed on a catchment basis – one contractor manages all reserves in Port Jackson catchment, and another manages all reserves in Middle Harbour.

A comprehensive review of contract performance was undertaken using the results of the Flora and Fauna survey completed in 2007. The findings of the Flora and Fauna survey indicated that both contractors are meeting their objectives. They are targeting the right areas and native vegetation percentage cover has increased significantly from the start of the contracts.

### 4.3.3 Replanting

During the reporting year, Council planted 1200 trees in bushland where natural regeneration was not likely. This represented 5.4% of total planting, with shrubs, sedges, grasses and climbers accounting for 94.6% of planting.

### 4.3.4 Bushland Affected by Stormwater

There are a number of impacts on bushland from stormwater including waterlogging, nutrient loading, physical erosion, and the dispersal of weeds. Urban stormwater is one of the main degrading factors for bushland in Mosman.

A survey undertaken in 2005/2006 indicated that 14% of bushland was affected by stormwater. In 2006/2007 no work was undertaken to reduce this impact.

### 4.3.5 Threatened Species, Threatening Processes, and Critical Habitat

#### Threatening Processes - Phytophthora

Council continued to ensure that contractors and Bushcare volunteers observed Phytophthora control protocols when working in Bushland. Greater detail on these protocols is contained in the 2003-04 State of the Environment Report.

#### Threatened Species - *Acacia terminalis* subsp. *terminalis*

Mosman's bushland contains a number of species of the native wattle, *Acacia terminalis* subsp. *terminalis*, which is a listed threatened species. NSW National Parks and Wildlife Service recently released the draft recovery plan for this species, which will guide efforts to restore its habitat, and remove threatening factors.

Council's Bushland Management Activities, such as improved fire frequency, weed removal, and stormwater management, have significantly improved conditions for *Acacia terminalis* subsp. *terminalis* and allowed it to regenerate from the natural seed bank. It is now found at more bushland sites and in greater numbers especially at sites that have been exposed to fire.

# 4. Bushland

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*Above: Council has continued to restore bushland as well as provide walking tracks to improve access to bushland reserves. This track provides greater access to Pearl Bay and Quakers Hat Bay.*

## 4.4 Key Performance Indicators 2006/2007

Indicator	Target 2005/2006	Actual 2005/2006	Target 2006/07	Actual 2006/07
Percent of bushland affected by uncontrolled stormwater run off	45% of bushland. 17.5ha	14% of bushland 5.46 ha	10% of bushland 3.9 0 ha	14% of bushland. 5.46 ha

# 5. Seawalls

## 5.1 Seawall Restoration

The coastal boundaries of Mosman are surrounded by over 3km of seawall. Prior to the CEC, many of these walls were up to a century old and in a poor condition after years of exposure to salt water and wave action.

In keeping with the environmental objectives of the CEC, Council has placed emphasis on the restoration of seawalls to provide habitat for intertidal creatures, similar to that which would be found on natural rocky shores.



*Above: Seawalls at Pearl Bay, which will be the site of an upcoming restoration project.*

## 5.2 Objectives

### 10 YEAR OBJECTIVES

To have a terrestrial environment which is managed consistently with the principles of Total Catchment Management and Ecologically Sustainable Development.

### 3 YEAR OBJECTIVES

#### CEC A

Council's seawall survey management options implemented.

#### CEC B

Seawalls under Mosman Council control rated as being in good condition by June 2007.

#### CEC C

Ecological values of seawalls enhanced.

# 5. Seawalls

## 5.3 Projects in Progress

Council has received grant funding from the Department of Environment & Climate Control to integrate intertidal habitat restoration with seawall remediation projects. The grant funding will be matched by CEC funds.

Additionally, Council has formed a partnership with the Research Centre for the Ecological Impacts of Coastal Cities (EICC). The EICC was successful in gaining grant funding from the Australian Research Council for a regional study into the impact of seawalls on intertidal ecology, and the effectiveness of different types of seawall design or modification in sustaining intertidal biodiversity. The EICC will be monitoring the recolonisation of seawalls with intertidal species before and after Council's remediation projects. The results of the project will give seawall authorities, such as Mosman Council better evidence on which to design ecological seawall projects.

### 5.4.1 Pearl Bay Seawall

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#### SW11. Pearl Bay. Stabilise and reset stones.

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Works at Pearl Bay involve rehabilitation of the seawall at Pearl Bay, in conjunction with works to improve the condition of the wall for intertidal habitat. The project will address both the older sandstone block section of seawall, and the more modern concrete seawall, which is about 900 metres long.

The sandstone block seawall is about a century old, and was used as a berthing place for steamers transporting people to the 'Pearl Bay Pleasure Grounds', which opened in 1896.

The very steep slope of both sections of the seawall is inadequate for the site. The seawalls do not dissipate wave energy well, and instead waves are deflected either downwards causing significant toe erosion, or in larger seas, deflected upwards, causing erosion of the ground areas behind the seawall. Some sections of the seawall have already failed, with collapsed blocks, significant cracking and spalling, and evidence of significant sediment loss through failed areas of the seawall from large depressions of ground areas behind the seawall.



*Above: While some colonisation has occurred on the new seawall at Quakers Hat Bay, the density of intertidal life is, to date, less than that found on existing natural rocky shores in Middle Harbour (Below).*



# 5. Seawalls

## 5.4.2 Musgrave Street

### SW9 Musgrave Street - Face or replace eroded stones

The Musgrave Street seawall is located near the Musgrave Street ferry wharf at Curraghbeena Point. The existing seawall is decades old with a length of 60-70m and comprised of sandstone block construction at a vertical profile with a tiered lower level.

This project involves an existing deteriorating seawall with similar ecological and intertidal habitat problems as seen at Pearl Bay. .

The seawall is also in declining conditions, exacerbated by decades of tidal and wave forces, wash from watercraft and ferry movements, and sandstone deterioration from weathering in marine conditions.

The stepped design of the existing seawall may create opportunities for the creation of an intertidal habitat pool, similar to one created at the Spit.



Above: The steep, blank face of the seawall at Pearl Bay does not provide habitat for intertidal life.



Above: Pearl Bay seawall in about 1900.

# 6. Creeks

## 6.1 Objectives

### 10 YEAR OBJECTIVES

To have the integrity and diversity of the indigenous flora, fauna and aquatic environment of Mosman sustainably managed

### 3 YEAR OBJECTIVES

#### CEC A

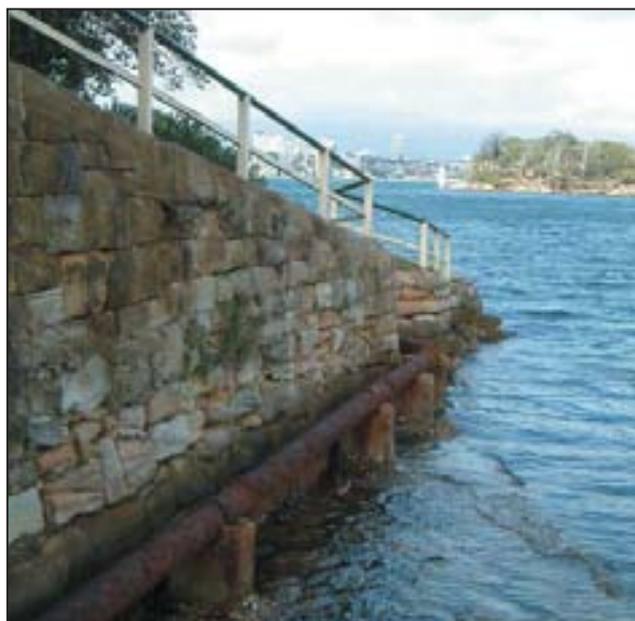
Creek rehabilitation management options in the Port Jackson North and Middle Harbour Stormwater Management Plans implemented.

#### CEC B

Stormwater impacts on bushland within Mosman reduced.

## 6.2 Projects in Progress

Council has received grant funding from the Department of Environment & Climate Control to rehabilitate Mosman Bay Creek. The grant funding will be matched by CEC funds.



*Above: Seawall near Musgrave Street Wharf.  
Works may include the creation of a habitat pool.*

# 7. Integrated Projects

## 7.1 Introduction

Mosman Council has been one of the most successful Councils in NSW for obtaining external grant funding for environmental projects from State and Federal Government Departments.

Our secret to this success has been to expand and add value to single issue projects to achieve a multitude of sustainability objectives. These projects are termed Integrated Projects.

This has been usually achieved on a site or catchment basis to integrate as many of the CEC project areas together, ie stormwater quality, creek rehabilitation, bushland and/or seawall projects, and where possible to also include non structural activities, such as Community Education campaigns, Water Quality Monitoring, Heritage Restoration and Intertidal Habitat Research.

However, such an approach and expansion of projects requires additional funds, which has in turn been met by the aforesaid grants.

Consequently, Council has added substantial value to the CEC, which was originally set out to only implement structural measures, and represents a win-win for all 3 levels of government and ultimately the community and our environment.

## 7.2 Projects in Progress

- 1) Botanic Road SQID and Stormwater Harvesting Project (see 3.3.1).
- 2) Pearl Bay Seawall and Inter-tidal Habitat Restoration Project (see 5.4.1)
- 3) Musgrave Wharf Seawall and Inter-tidal Habitat Restoration Project (see 5.4.2).



*Above: CEC Staff at Quakers Hat Bay. The installation of SQIDs is improving water quality in the Bay, and was accompanied by an education program. The Quakers Hat Bay Seawall project was also undertaken and incorporated repairs to the seawall, creation of habitat in the intertidal zone, and replanting of foreshore bushland. Re-colonisation of the intertidal area is occurring, but is slower than expected.*

# 7. Integrated Projects

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## 7.3 Objectives

### **10 Year Objective - Creek Rehabilitation**

To have the integrity and diversity of the indigenous flora, fauna and aquatic environment of Mosman sustainably managed

### **10 Year Objective - Stormwater Quality**

To have a water cycle, which is managed in a sustainable manner, which protects natural flow regimes, ecological processes and enhances water quality.

### **10 Year Objective - Bushland**

To have the integrity and diversity of the indigenous flora and fauna of Mosman sustainably managed.

### **10 Year Objective - Seawalls**

To have a terrestrial environment which is managed consistently with the principles of Total Catchment Management and Ecologically Sustainable Development.

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