ORDINARY MEETING

AGENDA

MEETING DATE: 2 July 2019
INFORMATION ABOUT PROCEDURES FOR THE
ORDINARY MEETING OF COUNCIL

Open Question Time
Open Question Time will be held for a period of 15 minutes commencing at 6.40pm prior to the commencement of a Council meeting scheduled to commence at 7.00pm. Open Question Time is available to Mosman residents and ratepayers. Questions may be in writing. Residents or ratepayers wishing to ask a question will be invited by the Mayor to read out the question. Questions may be on any relevant matter unless it is on the Agenda for this meeting. Council will ensure that questions are responded to.

Ordinary Meeting
The Ordinary Meeting of Council commences in accordance with the Agenda prepared for the Meeting.

Addressing the Council
Prior to the commencement of the Council meeting, residents will be asked if they wish to register to address Council on a General Manager’s and Departmental Report listed on the Agenda. Residents addressing a Council meeting are required to provide their name and address when registering and these details will be recorded in the Minutes of the meeting. Residential addresses will only be withheld from the Minutes if the resident objects at the commencement of their address.

Reports that residents do not wish to discuss or that Councillors and staff have not called will generally be dealt with by Council in globo at the commencement of the meeting.

The Mayor shall invite residents who have registered to address Council to come forward as each remaining report listed on the Agenda is dealt with by Council. Residents are to take a seat at the Council table as directed by the Mayor to address the Council, for Councillor discussion and questioning in relation to the report in which they have an interest. The Mayor reserves the right to limit the number of speakers on a particular item to avoid repetition of issues by different speakers.

Reports on which residents wish to address Council will be dealt with expeditiously as possible from 7.00pm. All reports that residents have registered an interest in will be dealt with first, generally in the order as they appear on the Agenda. All remaining items will be dealt with following resolution of reports which residents have an interest in.

Webcasting
The proceedings of all Council meetings in open session, including all debate and addresses by the public, are recorded and webcast live on Council’s website for the purpose of facilitating community access to meetings by way of reducing physical and geographical barriers that may prevent the public from attending meetings. Webcast archives are stored and available to the public on Council's website for the term of the Council.

Members of the public attending a Council meeting may have their image, voice and personal and health information (including name and address) recorded, publicly broadcast and archived for up to four years. By attending a Council meeting, whether as a proponent or objector addressing the Council or as an observer or other interested party, members of the public consent to this use of their image, voice and personal and health information.

Refreshments Adjournment
At approximately 9.00pm there is usually a recess break for 15 minutes at which time the Mayor will invite those people in the gallery to join the Councillors for refreshments.

Resume Ordinary Meeting
The Ordinary Meeting resumes at the conclusion of the refreshments break.

Audio/Video Recording of Meeting of Council or Committee
Audio/Video Recording of meeting of Council or Committee is prohibited without permission (Clause 273 Local Government (General) Regulation 2005) and Council's Code of Meeting Practice (Part 8 s90).

Emergency Evacuation
In the event of an emergency, please remain seated and await the direction of staff in attendance at the meeting. If the building needs to be evacuated you will be directed to the nearest exit.
AGENDA - ORDINARY MEETING

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6. CONFIRMATION OF MINUTES

That the Minutes of the Ordinary Meeting of Council held on 4 June 2019, as typed and circulated, be confirmed.
7. MAYORAL MINUTES

MM/6 Mayoral Minute: Local Strategic Planning Statement (LSPS)

Mayor: Councillor Corrigan
MOSPLAN: Strategic Direction 4 - An Informed and Engaged Community
Strategic Direction 6 - Well Designed, Liveable and Accessible Places

RECOMMENDATION

That Council:

a) run a public meeting to present the key points on the Local Strategic Planning Statement (LSPS) ahead of the close of public consultation on 7 August 2019.

b) that the details, including date of meeting, format and advertising be delegated to be finalised by the Mayor and the General Manager.

MAYORAL MINUTE

The draft Local Strategic Planning Statement (LSPS) has now been completed by our senior planning staff and has been put on public consultation. This Statement is the strategic planning document that will set out the 20 year vision for land use in our local area.

The objective of the meeting is to provide an informative and accessible overview of strategic planning and planning review in Mosman.
8. REPORTS

GM/4 Strategic Technology and Innovation for Mosman Council

Responsible Officer: General Manager

Executive Summary

At the Council meeting held 5 February 2019 the following motion was adopted:

COUNCIL RESOLUTION

Motion  Sherlock/Moline
That Mosman Council prepare a report to Councillors on:

1. The state of technology and innovation in Mosman Council, referencing example technologies that have been deployed.

2. A high-level summary of opportunities and direction for the future.

3. Alignment of these efforts with state plans and collaboration with other councils.

CARRIED UNANIMOUSLY

In response to the motion this report outlines the progress made by Mosman Council in introducing new technology to improve customer service and the customer experience as well as to improve staff efficiency and establish Mosman Council as an innovator in the local government sector.

Officer’s Recommendation

That the report be received and noted.

Background

Technology is an enabler

Mosman Council has a long and proud history of delivering quality customer service to its community. Following confirmation that Mosman Council would continue as an entity following the forced merger process, Council’s Executive Team considered a range of measures to ensure that the customer service experience for residents, visitors and workers in Mosman was in keeping with technological advances and that a number of services were brought into the digital age. Specific consideration was given to new investment in internal systems to improve speed, efficiency and capacity as well as frontline systems to provide access to a range of services that are on-line, available 24 hours a day and remove the necessity of coming into Council to transact business. Specifically the intention was to achieve the following:

- Establish Mosman Council as a nimble, innovative and forward-thinking council in the local government sector;
- Provide an enhanced streamlined customer experience;
- Create a mobile rich environment;
- Enable Council to be open for business 24 hours a day, 7 days a week;
- Develop easy to understand processes and payments with a goal to become cashless where possible;
- Foster a positive environmental impact by going paperless; and
- Improved efficiency enabling staff greater opportunity to provide value added customer service.
Our ICT Strategy

With this approach in mind Council commissioned an Information and Communication Technology Strategy (ICT). (Refer to Appendix A for a full copy of the ICT Strategy). The ICT is an operational roadmap for Council to make informed and clear decision paths for infrastructure upgrades and business system investments. Part of the challenge was to choose approaches that allow for ongoing service delivery whilst new systems are introduced. Another was to select from a wide range of products in the market but ensure they are able to operate in harmony. Finally, in order to create a ‘smart city’ approach, the benefits had to be obvious and measurable yet the costs affordable. Much of the backend work has been conducted to date without it being apparent to Councillors or the community, however the guiding principles are listed below:

- Future proof IT systems that provide adequate resiliency, agility and scalability
- Consolidate and implement systems that deliver one integrated enterprise suite
- Deploy secure digital ecosystems that provide complete online services where the community can transact anywhere and anytime
- Increase operational effectiveness by implementing business improvement initiatives and foster a culture of continuous improvement
- Improve document workflow by implementing paperless and automated solutions.
- Utilise data and spatial analytics to make informed decisions
- Optimise the use of mobile applications for field staff to access business systems on the go
- Transform the Council website to be a one-stop shop delivering easy to use, innovative tools and services that meet community expectations

Update on Technology and Innovation at Mosman Council

To date there has been a wide range of initiatives introduced that sit within this approach. Some of these initiatives predated the ICT but are harmonious with the approach, some new initiatives were suggested by Councillors, others by staff and yet others by the community. Council staff have carefully considered what would best suit Mosman within the framework of the ICT and also looked closely at the experience of other Councils where these technologies have been trialled or introduced. Broadly there has been a high level of success in these initiatives and they have been well received by residents, customers and staff alike. Whilst there remains much still to be done, the value has become apparent with positive feedback for most processes from the community (noting some residents struggle with some of the new on-line processes) and from a significant lift in the internal staff survey scores around technology. At a more prosaic level, greater efficiencies have enabled some reallocation of staff resources as well as a significant reduction in staff salary accruals (unused long service and unused annual leave). A wide range of the new technologies both for residents and staff are listed below:

Customer Improvements

Mosman Free Public Wi-Fi – The rollout of the Mosman Free Wi-Fi service has been a success with the uptake of residents/visitors using the Public Wi-Fi service increasing. Council now has access to general statistics such as device types, OS, browser versions and location/dwell time analytics that help with future planning of websites and footpaths. In the next phase, free public Wi-Fi coverage will extend to the Spit Junction retail precinct areas.

Online parking permits – Migrating from paper-based permits to the online permits has been a game changer for Mosman Council. Permits that once required forms to be filled out and permits collected or sent physically now can be applied for and paid online with just a few clicks. This system is still being rolled-out but will significantly diminish the number of residents having to come to Council to replace lost stickers or obtain new ones because they have sold their car or broken a windscreen. Parking permits have been the largest single transaction area for Customer Service.
and the largest single source for customer frustration at the counter. The new system will empower residents to change registrations, make payments and update their details whenever they like, without having to come into Council.

**Venue Booking system** – A seamless integrated venue booking system has been implemented at the Gallery and Sports Centre. This system provides staff full visibility in managing venues and access to an array of dashboards and reporting tools to enable quick decision making. The solution also allows customers to submit enquiries for potential opportunities and pay their invoices online without needing to fill in paper forms or visit customer service to pay.

**Mobile Apps** – A suite of three mobile apps for residents, MyMosman, Park Mosman and Trees Mosman, have been developed for both Android and iOS, and are free to download from Google Play and the App Store.

  *MyMosman* has recently been upgraded to be a native app to enhance ease of use and functionality. It provides residents with convenient and quick access to a range of information and services including personalised waste calendars and collection reminders, local works, interactive maps for reserves, beaches and dog walking areas, a function for reporting issues, direct links to pay rates, apply for parking permits and provide feedback on community consultations, and to search for Development Applications. Future plans for the app include notifications and in-app surveys to enhance community engagement for major consultations and events.

  *Park Mosman* utilises data from Mosman’s parking sensor technology to enable drivers to find available parking in real time along Military Road and in off-street car parks, along with parking bay details such as maximum stay, time restrictions and type such as accessible parking. It makes it easier and faster for drivers to find parking, reduces traffic congestion and helps drivers to avoid overstaying in a parking space.

  *Trees Mosman* enables residents to easily check tree types and protection zones, submit a tree permit application, request a street tree planting, and report suspicious tree work.

**Online forms** – Supporting our paperless strategy, more and more paper-based forms are being converted and published online to the community enabling applicants to request Council services online without having to visit Council. This initiative increases customer satisfaction and increases our service offering to be available 24/7 anytime, anywhere.

**Online Council Business papers solution** - utilising O365, Doc Assembler was implemented to replace an outdated and clunky system. The introduction of Doc Assembler has increased the efficiency of report generation and agenda assembly exponentially.

**Integrated webcasting and wireless Council chambers Audio Visual system** – whilst Council is not the first to implement such technology, it is however seen as a trend setter by other Councils wishing to implement wireless voting and microphone units. Councils such as City of Sydney, Inner West and Lithgow have all approached Mosman to seek advice and demonstrations. The recent upgrade of the system was part of our ICT.

**Online Community Consultation** - A dedicated community engagement microsite – yourvoicemosman.com.au - that links in to the EngagementHQ platform, best in class community engagement software, is used to facilitate community consultations. EngagementHQ provides users with a range of information, analysis and reporting features for projects. Community engagement is also facilitated through the MyMosman app through links, and a user ‘opt-in’ which can be used for notifications to alert users to major consultations.

**Smart Parking Technology** – Council has installed 158 on-street parking bay sensors, 215 off-street parking bay sensors, 509 overhead guidance indicators in three multistorey carparks, 49 LED parking availability signs and plinths, and introduced the Smart Parking mobile app for smart
phones and tablet devices (Park Mosman). For residents and visitors this technology improves the parking user experience, decreases travel time and traffic congestion, and improves access to local businesses. For Council, the accurate and detailed occupancy data enables improved day-to-day management of parking facilities and better informed decisions on parking policies.

**Communicating with Families and Carers** - An online package Storypark was introduced at Mosman Occasional Childcare Centre, allowing staff to record children’s activities during the day and post them immediately for individual parents to see (and also respond if needed), as well as doing group posts about major projects and centre activities. Mosman Community Care (formerly Aged and Disability Services) is now using a similar platform, CareApp that provides information for carers of our more frail residents about how the person they care for spent their day in a Council program, their activities, meals and so on, particularly for clients who may not remember parts of their day.

**Community Transport Management** - A new scheduling system, RouteMatch, has been rolled out to Community Transport services across NSW and is helping Mosman’s Community Transport team with bookings, scheduling, pickups and reporting, facilitating better customer service and improved compliance.

**Youth Services** - A new client management system has been introduced to Youth Services to help manage details of young people who use their services and the Youth Centre, and registrations for MOSCARD. The system also provides a valuable database for distributing important communications and advertising events.

**Improved Grants Processes** - Community grants are awarded annually to community groups who contribute to Mosman life. In 2018 the process of application and grant evaluation was moved online. Feedback from applicants is that the process is simpler and faster. Assessment of the applications is streamlined, resulting in more time for staff to engage with applicants if clarification or additional information is required and much less paper usage.

**Library Innovation** - In 2018 two interactive eKiosks were installed at Barry O'Keefe Library. These eKiosks are used to promote the Library’s programs and events and are also used by customers to search the online catalogue, Council’s website and Readers Advisory resources. An additional eKiosk was installed in June this year in the Mosman Room to be used for Local Studies Exhibitions and to search the Local Studies special site - Mosman Memories of Your Street, Mosman Faces, Doing Our Bit, Trace Digital Archive and Mosman Voices.

Later this month the Library will be launching a specialised Library App, in conjunction with the other Shorelink Libraries. The Shorelink Libraries App will make it easier for customers to place holds, renew loans, manage their account, search the collection and access eBooks, movies, music and more from Apple or Android phones or devices. If customers see an interesting book, magazine or DVD when they are out the new app will allow them to scan the barcode to see if it’s available through the Library. The Library also has two hand-held devices which allow the Staff to search the catalogue and website while assisting customers away from the Customer Service Desk.

In 2019/20 the Library will be upgrading its Self Check-out Kiosks and introducing cashless payment options at the kiosks.

As part of ongoing technology advances a Storytime Pod and Storytime Pads will be introduced in 2019/20 for the Children’s Library. These provide story-time-on-demand to complement the Library’s regular story-time sessions. In 2012/21 it is planned to install interactive discovery tables to highlight the unique Local Studies collection and provide gaming activities for young people.
**Efficiency Improvements**

**Corporate Wireless** – Staff now have access to a corporate wireless network that allows them to stay connected wherever they go. Mobility and connectivity enables collaboration and increases productivity. In stage 1, wireless was implemented throughout the Civic Centre, Library and Depot buildings. Stage 2 starting in 2020 will see coverage in the Gallery, Drill Hall and Sports Centre.

**Digital Interactive Screens** – What was once a separate projector, whiteboard and PC is now an all-in-one digital interactive screen that enables staff to digitally draw and present in 4K resolution. Screens installed in the Civic Centre, Library and Youth Services have seen increased quality of presentations and collaboration between business units.

**Cloud Backup** – Backing up to the cloud means we are backing up to a remote location that offers greater resiliency and redundancy. This project also removed the need for local IT staff to perform backups to local tape drives and carting them around to store in remote locations. As per the ICT strategy, one of IT’s objectives is to consume more cloud services and reduce the administration burden of having to manage local server infrastructure.

**Business Process Improvement** – With the introduction of Promapp, an online process mapping tool, staff can now map their operational processes online promoting collaboration and knowledge sharing. This tool is also used to promote continuous improvement.

**Pulse Project Management** – This software allows tracking of multiple complex projects. Managers can also stay up to date on key milestones through one single dashboard. This tool has improved the ability for Council to deliver projects on time and on budget.

**Pulse Learning Management System (LMS)** – Pulse LMS increases staff knowledge and productivity. It is designed to deliver approved courses to staff so that they can complete them online. These courses can range from council corporate policies, inductions, office productivity or specially designed technical courses to increase knowledge of the system.

**Scout** – Scout eRecruitment was implemented to reduce the time it takes from request to hire. By moving the process online, this has allowed applicants to apply for jobs quickly and easily. The process then flows efficiently to managers who will then review job applications and ultimately allow HR to respond electronically to the successful applicant.

**RFID Tagging Art Gallery** – The Art Gallery collection is in the process of being tagged with new electronic Radio Frequency Identification (RFID) tags to enhance the speed and accuracy to locate, identify and audit art work. With a RFID scanner, multiple artworks can easily be identified with corresponding details such as artist, name of work, location in one swipe so long as they are within the vicinity of the scanner.

**Spatial Analytics** – Spectrum Spatial was implemented to provide Council a one-stop shop online solution to increase Location Intelligence. This solution gives staff the power, control and flexibility to turn data into actionable insights.

**Projects Underway or Targeted**

Below is a small snapshot of the projects currently in progress or targeted to be implemented in the coming years. They are as follows:

**Improved e-services to community** – As Council moves to delivering more and more online services to customers, there needs to be a focus on improving the user experience by introducing interactive chatbots that can help with everyday questions such as, “where can I pay for my parking permits?” which the chatbot will respond with an automated answer such as, “You can find this by clicking on the following link….”.
Open data / Community portal – One of the biggest projects in the pipeline is to deliver a central single source of the truth portal for residents to pull relevant and concise data from relating to their rates or anything to do with their property.

Online Time and Attendance system – Currently a work in progress but once fully implemented this will enable staff to submit their timesheets and leave requests online. The solution also integrates with Council’s payroll system therefore improving process efficiency and accuracy.

Office 365 (O365) – Council is in the midst of implementing O365 to a pilot group of users to understand its benefits. The implementation involves the trial of tools such as SharePoint Online, OneDrive for business, Teams and Exchange Online. These tools enable greater collaboration between business units whilst offering better resiliency through the use of Cloud technology.

Enterprise Voice – As copper phone lines diminish and the costs of maintaining physical phone systems onsite proves unsustainable, the prospect of moving the phone system to the cloud becomes attractive. Moving the phone system to the cloud offers ease of management and also better redundancy allowing the business to continue even during an outage.

Online Requisitioning and Accounts Payable Automation – Council currently has a very paper based, manual workflow process for purchasing, invoice approval through to payment. A solution is targeted to streamline and automate this process ultimately removing paper trails and saving time along the way.

Upgrade of Security system – This project is in its early discovery stages but once installed it will be the next generation in access control systems that replaces traditional mechanical keys with electro-mechanical keys. The solution is cloud based enabling staff to manage keys remotely and allow them to keep track through reportable audit trails online.

Online Mailing system – A new cost-effective mailing system is being looked at that will streamline Council’s correspondence with our customers. This system removes the administrative burden from Council staff onto the vendor allowing staff to contribute their time to other value added activities.

Opportunities and direction for the future

Council’s technologies are currently delivering business system improvements and implementing solutions that benefit both Council staff and the Mosman community. The current focus is to improve Council’s foundational IT infrastructure and at the same time introduce solutions that:

- Improve process workflows;
- Automate processes that are manual and eliminate wastage; and
- Streamline systems to enhance integration.

As the business matures and technology improves the opportunity to take advantage of technologies such as Artificial Intelligence (AI), Machine Learning (ML) and Internet of Things (IoT) will be available. These technologies enhance and automate many Council processes by utilising the computer to do the thinking. With IoT and smart cities, there is an opportunity to install systems such as water and waste meters to collect data and inform staff when field equipment need to be replaced or collected without needing initial physical inspection. The options are numerous and will be explored in the future.

Collaboration with other Councils

Council is involved in many industry forums and regularly attends IT conventions and workshops to ensure awareness of technology trends and best practice standards. Council is also in constant communication with other councils through the NSW Local Government IT group. This group
meets on a quarterly basis to discuss the latest IT trends as well as allow IT managers and technical staff to network with other Councils. The aim of this group is to promote collaboration and the sharing of ideas. As we progress further into these workshops, there is potential to collaborate more on IT strategies, technical design and centralised procurement of hardware and software.

**Relationship with MOSPLAN**

Strategic Direction 4 - An Informed and Engaged Community  
Strategic Direction 5 - A Business-Friendly Community with Sound, Independent Civic Leadership.

**Recommended Action**

That Council notes this report.

**Attachments**

ICT Strategy

FY2019-FY2023
Contents

• Introduction – Why / What (Scope)

• Current State Analysis – Where we are?

• ICT Strategy – Where do we want to be?

• ICT Roadmap – How do we get there?

• Summary / Next Steps
Mosman Council has historically made tactical investment in ICT Systems and Infrastructure. Initiatives have been lead by business units as well as the IT team often in isolation. This has lead to an overly complex mix of technology platforms and applications for Council’s ICT services to staff and community alike.

The following strategic plan provides a roadmap and architectural principles to enable Council to realise the vision of ensuring all interactions can be completed online 24/7 by 2023.

External factors considered –

1) **Community Expectation** – residents expect council systems to be simple, online and integrated to provide fast, personalised service
2) **Growing dependency on ICT systems** – Will existing platforms cater for Council’s reliance on technology?
3) **Technology** – What benefits can Council leverage from new and next generation technology?
4) **Local government reform** – How can Council continue to provide ICT services in a sustainable and cost effective manner?
5) **Risk** – How does Council ensure the availability of ICT services in the event of catastrophic events or ICT security breaches?

This document aims to summarise Council’s Strategy and Plans for ICT services in the future.
Detailed future architecture, roadmap, costing & resource plan created.
**Approach**

- Business Requirements
- Current State
- Industry Trends and Technologies

**ICT Strategy**

- Initiatives and Outcomes
- Future State Architecture
- ICT Project Roadmap
- ICT Resource & Financial Plan

Council Meeting 2 July 2019

Attachment GM/4.1 Mosman Council

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<th>Stream</th>
<th>Category</th>
<th>Platform Rating (Fit for future)</th>
<th>Use of Platform (Optimised Use)</th>
<th>Current State Analysis (Good/Bad, Health)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate Services</strong></td>
<td><strong>Current State Analysis</strong></td>
<td><strong>Platform Rating (Fit for future)</strong></td>
<td><strong>Use of Platform (Optimised Use)</strong></td>
<td><strong>Current State Analysis (Good/Bad, Health)</strong></td>
</tr>
<tr>
<td><strong>Financials</strong></td>
<td></td>
<td>Civic Authority</td>
<td>Not using Procurement, or Online requisitioning modules</td>
<td>Not using Procurement, or Online requisitioning modules, not intuitive. IT only group using Authority PO, Requires Upgrade &amp; Move to cloud</td>
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<tr>
<td><strong>HRMS</strong></td>
<td></td>
<td>Civic Authority, Pulse - performance management</td>
<td>Not using training &amp; performance module</td>
<td>Not using training &amp; performance module,</td>
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<tr>
<td><strong>Recruitment</strong></td>
<td></td>
<td>Scout Talent - SaaS</td>
<td>Requires Integration to AD</td>
<td>Requires Integration</td>
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<tr>
<td><strong>CRM</strong></td>
<td></td>
<td>Civic Authority, Qflow</td>
<td>Not being used as CRM, Vendor support, projects consistently poorly managed</td>
<td>Simple customer records only, integrated to ECM (Creates customer record in ECM), no workflow or automation. Requires Upgrade &amp; Move to cloud</td>
</tr>
<tr>
<td><strong>Document / Records Management</strong></td>
<td></td>
<td>Techone ECM, Trapeze capture, Minutes Manager</td>
<td>Requires Archiving &amp; improved business paper/meeting management system</td>
<td>Slow search, Manual IT input is required to optimise. Incidents occurring ad-hoc - 2016B (Current Ver) Minutes Manager used for formal meeting capture (Council meetings / agenda’s /actions etc.), Requires Upgrade &amp; Move to cloud</td>
</tr>
<tr>
<td><strong>Payroll</strong></td>
<td></td>
<td>Civic Authority</td>
<td>Not using all modules, Vendor support, lack of online management functionality</td>
<td>Vendor support is currently not meeting needs of council, no integration to other systems Leave currently completed through ECM</td>
</tr>
<tr>
<td><strong>Business Process Mapping</strong></td>
<td></td>
<td>ProMapp</td>
<td>Requires BA to map process consistently, Requires relaunch and training</td>
<td>Technology platform Currently meets requirements</td>
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<tr>
<td><strong>Business Intelligence and Data warehousing</strong></td>
<td><strong>Current State Analysis</strong></td>
<td><strong>Platform Rating (Fit for future)</strong></td>
<td><strong>Use of Platform (Optimised Use)</strong></td>
<td><strong>Current State Analysis (Good/Bad, Health)</strong></td>
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<tr>
<td><strong>Integration and Middleware</strong></td>
<td></td>
<td>No current platform - Point to point integration used</td>
<td>No Single source of data and integration point for systems</td>
<td>No standards / services based integration tool or platform. CI Anywhere SDK gives capability for integration into ECM,</td>
</tr>
<tr>
<td>Stream</td>
<td>Category</td>
<td>Platform Rating (Fit for future)</td>
<td>Use of Platform (Optimised Use)</td>
<td>Current State Analysis (Good/Bad, Health)</td>
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<tr>
<td>Development Assessment</td>
<td>Techone e-planning (Assess, track), Authority, Trapeze Desktop</td>
<td>Complex to use and configure - requires expert knowledge, Online submission of development applications</td>
<td>Requires manual process between systems, Lodgement via USB or paper copy or CD / DVD, Assess reports require enhancement, Assess &amp; Track currently pull information from Authority.</td>
<td></td>
</tr>
<tr>
<td>Waste Management</td>
<td>Outsourced- Data integration (Bin allocation / pricing)</td>
<td>Maintain – Fit for Purpose</td>
<td>Monthly data integration - Bin allocation, yearly - property + waste zones</td>
<td></td>
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<tr>
<td>Compliance</td>
<td>Pinforce for parking infringements</td>
<td>Range of compliance reports required</td>
<td>Used on Androids phones - Requires further integration to Authority and expansion of use - integrated to SDRO, pool inspections are being captured in Authority and re-inspection fees - manual</td>
<td></td>
</tr>
<tr>
<td>Traffic Management</td>
<td>Rapid Plan</td>
<td>Maintain – Fit for Purpose</td>
<td>Fit for purpose, no integration required, Desktop App no server</td>
<td></td>
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<tr>
<td>GIS</td>
<td>Spectrum Spatial</td>
<td>Requires further Integration</td>
<td>Exponare end of life moving to GIS (Spectrum Spatial - Integration to Asset Finda + Authority &amp; ECM &amp; E-planning)</td>
<td></td>
</tr>
<tr>
<td>Asset Management</td>
<td>AssetFinda, Access DB (Work Requests)</td>
<td>Manage Restorations in AssetFinda</td>
<td>Requires further integration to Authority for finance and customer records Ver 4, Integration to GIS (Spectrum Spatial)</td>
<td></td>
</tr>
<tr>
<td>Property &amp; Rating</td>
<td>Civica Authority, ProgenNET</td>
<td>Outdated ProgenET version</td>
<td>ProgenNET (Manages tenancy + Leases) - Integration to Authority for payments (Invoice is raised in progenet - All invoices are then loaded into Authority to take payments at customer services, data is then loaded back into progenet for reconciliation - Integration is run in excel through VBA module - manually run</td>
<td></td>
</tr>
</tbody>
</table>

**Key** - Poor | Satisfactory | Good

---

**Council Meeting 2 July 2019**

**Attachment GM/4.1 Mosman Council**
## Current State Analysis – Business Systems

<table>
<thead>
<tr>
<th>Stream</th>
<th>Category</th>
<th>Platform Rating (Fit for future)</th>
<th>Use of Platform (Optimised Use)</th>
<th>Current State Analysis (Good/Bad, Health)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Development</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Library Management</td>
<td>Aurora, Try Bookings, Cumulus</td>
<td>Requires Integration</td>
<td>Delivered through shorelink, Move to SaaS based</td>
<td></td>
</tr>
<tr>
<td>Volunteer Management</td>
<td>Better Impact (Volunteer information)</td>
<td>Too many methods for managing volunteers, EventPro</td>
<td>Used by Volunteer Co-ordinator (Not used by Admin team) - requires mail out feature, requires ability to store documents against user record</td>
<td></td>
</tr>
<tr>
<td>Childcare</td>
<td>QikKids</td>
<td>Maintain – Fit for Purpose</td>
<td>Fit for purpose - Takes payments, uses Bpoint for payments, QikKids creates invoice - then custom app creates check digit which is copied into QikKids for payment</td>
<td></td>
</tr>
<tr>
<td>Art Centre</td>
<td>Vernon, Vend (POS), Try Booking</td>
<td>EventPro, Vernon is not intuitive and difficult to use, Confusion re which systems to use for which functions - e.g. when is TryBooking used instead of EventPro</td>
<td>New system, need to further take advantage of capability</td>
<td></td>
</tr>
<tr>
<td>Resource Booking</td>
<td>EventPro</td>
<td>EventPro</td>
<td>No online or payment capability currently, currently being rolled out, integration to financials.</td>
<td></td>
</tr>
<tr>
<td>Health services / Aged Care / Disability services</td>
<td>HMS, Route Match, Vend</td>
<td>No integration between specialty systems</td>
<td>Not delivering functionality required, to complicated, made for large health care facilities</td>
<td></td>
</tr>
<tr>
<td>Meals on wheels</td>
<td>N/A</td>
<td>As above</td>
<td>No Current system capability</td>
<td></td>
</tr>
</tbody>
</table>

**Key - Poor | Satisfactory | Good**
## Current State Analysis - ICT components

### End User Productivity

<table>
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<tr>
<th>Stream</th>
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</thead>
<tbody>
<tr>
<td>Email, Calendar, Contacts</td>
<td>Thin Client</td>
</tr>
<tr>
<td>Instant Messaging and Presence</td>
<td>Desktop</td>
</tr>
<tr>
<td>Video Conferencing - Meeting Rooms</td>
<td>Laptop</td>
</tr>
<tr>
<td>Audio Conferencing - Meeting Rooms</td>
<td>BYOD Policy</td>
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<tr>
<td>Audio Conferencing Bridge</td>
<td>Monitors and Peripherals</td>
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<tr>
<td>Web Conferencing (w Video)</td>
<td>Smart Phone</td>
</tr>
<tr>
<td>Office Productivity - MS Office</td>
<td>Tablet</td>
</tr>
<tr>
<td>Intranet</td>
<td>OS Deployment</td>
</tr>
<tr>
<td>Public Websites</td>
<td>Systems Monitoring &amp; Alerting</td>
</tr>
<tr>
<td>Print Management</td>
<td>Network Monitoring</td>
</tr>
<tr>
<td>Branch Contract Printer</td>
<td>Systems Management</td>
</tr>
<tr>
<td>Branch Multi-Function Printers</td>
<td>Patch Management</td>
</tr>
<tr>
<td>Multi-Function Printers</td>
<td>Server OS</td>
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<tr>
<td>File Services</td>
<td>Desktop/Laptop/Thin Client OS</td>
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</tbody>
</table>

### Infrastructure Software and Services

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Database(s)</td>
<td>Software Licensing</td>
</tr>
<tr>
<td>Directory Services</td>
<td>Identity and Access Management</td>
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<tr>
<td>Mobile Device Management</td>
<td>Endpoint Protection</td>
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<tr>
<td>Backup and Recovery</td>
<td>Archiving - Data and Email</td>
</tr>
<tr>
<td>Servers</td>
<td>Storage</td>
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<tr>
<td>SAN Fabric</td>
<td>Server Virtualisation</td>
</tr>
<tr>
<td>Cloud Services</td>
<td>UPS</td>
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### Key

- **Poor**
- **Satisfactory**
- **Good**
## Current State Analysis – ICT components

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<td>Network and Comms</td>
<td>Core Switching</td>
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<td>Access Layer</td>
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<td>Firewall (Security)</td>
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<td>Web Filtering and Proxy</td>
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<td>Email Filtering and Protection</td>
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<td>Remote Access and VPN</td>
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<td>Reverse Proxy</td>
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<td>Internal Wireless Networking</td>
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<td>Public Wireless Networking</td>
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<td>Corporate Telephony</td>
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<td>Telephony - Fixed Lines (Sites)</td>
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<td>Telephony - Handset</td>
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<td>Internet - Corporate</td>
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<td>Wide Area Network</td>
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<td>Facilities</td>
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<td>Change and Release</td>
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<td>Incident and Problem</td>
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<td>Vendor Management</td>
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<td>Knowledge Management</td>
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<td>Disaster Recovery Operation</td>
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<td>Availability and Capacity Management</td>
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<td>IT Asset Management</td>
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<td>IT Operations</td>
<td>IT Governance</td>
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<td></td>
<td>Security / Risk Management</td>
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</table>

**Key**
- Poor
- Satisfactory
- Good
Key Requirements/Recommendations

We want our systems to do more, enhance the functionality.

We want implement new systems to replace manual process

Business engagement examples -

Require a customer request system - currently using ECM, something like pathways

If we could offer online bookings and payments for meals on wheels, it would allow us to stay relevant

Automate and systemise a simple invoice + procurement tool.

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</table>
Future state requirements – What do Council want?

### Key Requirements/Recommendations

We would like to give our community online payment options. 24/7

We would like to collaborate online with residents

Business engagement examples -

Methods of payments - improve choice for residents mobile payments.

Online retail shop - currently only available directly at Art gallery

Open data project - digitise current information, make information available over the internet

Planners require DA process to be online

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</tbody>
</table>

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## Key Requirements/Recommendations

We would like all of our systems to talk to each other to reduce manual input

We want a single source of truth for customer data

Business engagement examples -

Integration is poor between ECM & Authority – no links between customer record vs address record

Event pro integration to authority for online payments

Outlook integration into ECM require - all DA emails need to be manually moved into ECM

Parking permits in Vpermits - turns into paper based form in backend as no integration to ECM

### ICT Category

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</table>
**Future state requirements – What do Council want?**

### Key Requirements/Recommendations

- We want to use our systems to maximum potential
- We want to understand more about what our current systems can do
- Business engagement examples -
  - Tips & tricks weekly for ECM would be very helpful
  - Training on Authority required to understand how to use system
  - Need to map and refine business process first before implementing new systems

#### ICT Category

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</table>
**Key Requirements/Recommendations**

We want to work from anywhere.

We want engage our residents in the field

Business engagement examples -

Young entrepreneurs hub, making a space available to hot desk

Would like to perform In field surveys at events

Require rugged device for our staff outdoors to receive jobs and collaborate with customer service
### Future state requirements – What do Council want?

**Key Requirements/Recommendations**

We want to automate the new and departing user process

We want to remove the paper based system we used today

Business engagement examples -

Automation of rapid response - Currently Intranet form - causing direct calls to people, emails

Apply for leave form - no confirmation of approval or confirmation of who it's gone to

DA creating paperwork - majority of paperwork come from DA - need to digitise / automate

System is not automated - AssetFinda info gets copied into email and sent to contractor

**ICT Category**

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</table>
We want our systems to help protect our customer’s data

We want to ensure all changes to systems are secure and planned

Business engagement examples -

Need to ensure impacts to assets are taken into account if any changes to other system takes place

New software not talking to each other - need to implement governance across all new systems

Current login is separate in systems - not single sign on to AD, require SSO to ensure governance etc.
Future state requirements – What do Council want?

Key Requirements/Recommendations

We want to be able to see all of our data in one place and view it from different perspectives.

We want to be able to report in real time on key Council performance metrics

Business engagement examples -

All AssetFinda information is also kept in a spreadsheet to provide specific report, and is difficult to use

Reporting is simple and does meet requirements - require custom multi system reporting - currently manual through spreadsheets etc.

Need more IT resource for report writing and development of systems - in turn will free up time of Council staff

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Key Requirements/Recommendations

We want the freedom to work anywhere in council facilities

We want fast reliable connectivity to all systems

Business engagement examples -

Wi-Fi for Art Gallery required & Public spaces

Wi-Fi access, laptops should be available, take to meetings

Poor connectivity results in issue with government system access - missing referrals and losing customers

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### Future state requirements – What do Council want?

#### Key Requirements/Recommendations

- **We want to reduce the complexity of Operations**
- **We want to reduce the time it takes new staff to understand systems / process.**
- **Business engagement examples** -
  - Consolidate websites and mobile applications to 1
  - Authority can do that! (Customer request management)
  - Require early engagement for IT projects to ensure it aligns to council strategy.

#### ICT Category

| Category                  | New System / Enhanced System | Online Payments / Systems | Integration | Training and Change Management | In-Field Devices / Mobility | Workflow Automation | Governance / Security | Reporting / Analytics | Wireless / Network / Connectivity | Standardisation / Rationalisation | Sensors & IoT |
|---------------------------|------------------------------|---------------------------|-------------|--------------------------------|-----------------------------|--------------------|-----------------------|-----------------------|-------------------------------|-------------------------------|----------------|---|
| Community Development     | 12                           | 20                        | 9           | 13                              | 21                          | 7                  | 10                    | 5                     | 13                            | 4                             | 3              |    |
| Corporate Services        | 18                           | 21                        | 23          | 11                              | 6                           | 13                 | 7                     | 6                     | 3                            | 6                             | 6              |    |
| Environment and Planning  | 31                           | 14                        | 17          | 23                              | 8                           | 9                  | 5                     | 6                     | 1                            | 2                             | 3              |    |
| **Council Total**         | **61**                       | **55**                    | **49**      | **47**                          | **35**                      | **29**             | **22**                | **17**                | **17**                        | **12**                        | **6**           |    |

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Document Set ID: 5692927
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**Key Requirements/Recommendations**

We want to enable innovative services to our residents

We want to understand more about what our residents want through data & analytics

Business engagement examples -

Smart poles, lighting smart cities - ability to control online

Digital Signage - Wi-Fi stations - LCD, mapping, POI

Sensors to track use of facilities - smart cities

<table>
<thead>
<tr>
<th>ICT Category</th>
<th>New System / Enhanced system</th>
<th>Online Payments / Systems</th>
<th>Integration</th>
<th>Training and Change Management</th>
<th>In-Field Devices / Mobility</th>
<th>Workflow Automation</th>
<th>Governance / Security</th>
<th>Reporting / Analytics</th>
<th>Wireless / Network / Connectivity</th>
<th>Standardisation / Rationalisation</th>
<th>Sensors &amp; IoT</th>
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</thead>
<tbody>
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<td>Community Development</td>
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<td>Corporate Services</td>
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<td>6</td>
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<td>6</td>
<td>3</td>
<td>6</td>
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</tr>
<tr>
<td>Environment and Planning</td>
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<td>14</td>
<td>17</td>
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<td>8</td>
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<td>3</td>
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<td><strong>17</strong></td>
<td><strong>12</strong></td>
<td><strong>6</strong></td>
</tr>
</tbody>
</table>
Mosman ICT Strategy

Current State

- Inefficient manual processes
- Loosely coupled, disparate systems
- Ad-hoc and under-invested IT
- Paper and people based delivery of services
- Re-active IT, inconsistent IT project delivery
- Loose governance, risk management and compliance

Future State

- Digitisation and Automation
- Integrated & Secure fit for purpose systems
- Modern and functional planned investment
- Streamlined 24x7 online access (MOS 24x7)
- Pro-active IT enabling business innovation consistently
- Secure, protected and governed IT

Based on ICT current state and Council stakeholder requirements. The Current and future state has been summarised into the “Current State” and “Future State” pillars.

In order to achieve this the following ICT Strategic Principles have been developed.
## Mosman ICT Strategic Principles

### Current State
- Inefficient manual processes
- Loosely coupled, disparate systems
- Ad-hoc and under-invested IT
- Paper and people based delivery of services
- Re-active IT, inconsistent IT project delivery
- Loose governance, risk management and compliance

### ICT Strategic Principles
- **Manageable**
  - Ease of management combined with sustainable operations
- **Optimised**
  - Rationalised, consolidated, leveraged investments
- **Simpler**
  - Reduced complexity and increased usability
- **Innovative**
  - Pragmatic use of modern technology to realise benefits/efficiency
- **Transformation**
  - Supporting our users navigate the journey of change and improvement successfully

### Future State
- **Digitisation and Automation**
- **Integrated & Secure fit for purpose systems**
- **Modern and functional planned investment**
- **Streamlined 24x7 online access (MOS 24x7)**
- **Pro-active IT enabling business innovation consistently**
- **Secure, protected and governed IT**
<table>
<thead>
<tr>
<th>People (Staff)</th>
<th>Current State</th>
<th>Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ad-hoc Training</td>
<td>Inconsistent digital literacy</td>
<td>IT Self-Service</td>
</tr>
<tr>
<td>Inconsistent digital literacy</td>
<td>Desk-bound</td>
<td>Knowledge Management</td>
</tr>
<tr>
<td>Desk-bound</td>
<td></td>
<td>Structured culture of training</td>
</tr>
<tr>
<td>Ad-hoc Training</td>
<td></td>
<td>Mobile and Collaborative</td>
</tr>
<tr>
<td>Inconsistent digital literacy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Desk-bound</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Process (IT Ops)</th>
<th>Current State</th>
<th>Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manual</td>
<td>Reactive</td>
<td>Mature IT Operations</td>
</tr>
<tr>
<td>Reactive</td>
<td>Ad-hoc/loose</td>
<td>Mature IT Service Delivery</td>
</tr>
<tr>
<td>Ad-hoc/loose</td>
<td></td>
<td>Service Oriented</td>
</tr>
<tr>
<td>Manual</td>
<td>Reactive</td>
<td>Automated</td>
</tr>
<tr>
<td>Reactive</td>
<td>Ad-hoc/loose</td>
<td></td>
</tr>
<tr>
<td>Ad-hoc/loose</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technology (IT Environment and Team)</th>
<th>Current State</th>
<th>Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Backend Infrastructure</td>
<td>Network and Endpoint focused</td>
<td>Apps, Integration focus</td>
</tr>
<tr>
<td>Network and Endpoint focused</td>
<td>Reactive to requests</td>
<td>Project Support/Delivery focus</td>
</tr>
<tr>
<td>Reactive to requests</td>
<td>Business Hours</td>
<td>Pro-active and aligned</td>
</tr>
<tr>
<td>Business Hours</td>
<td></td>
<td>24x7</td>
</tr>
<tr>
<td>Backend Infrastructure</td>
<td>Network and Endpoint focused</td>
<td></td>
</tr>
<tr>
<td>Network and Endpoint focused</td>
<td>Reactive to requests</td>
<td></td>
</tr>
<tr>
<td>Reactive to requests</td>
<td>Business Hours</td>
<td></td>
</tr>
<tr>
<td>Business Hours</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Applications (Business Systems)</th>
<th>Current State</th>
<th>Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-premise</td>
<td>Unmanaged and growing cloud usage</td>
<td>Cloud Based SaaS</td>
</tr>
<tr>
<td>Unmanaged and growing cloud usage</td>
<td></td>
<td>Integrated, Secure and Governed cloud usage</td>
</tr>
<tr>
<td>Unmanaged and growing cloud usage</td>
<td></td>
<td>Mobility-enabled</td>
</tr>
<tr>
<td>Unmanaged and growing cloud usage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unmanaged and growing cloud usage</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Commercial (IT Procurement)</th>
<th>Current State</th>
<th>Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Siloed IT System Purchases</td>
<td>Unplanned</td>
<td>Strategically lead and governed</td>
</tr>
<tr>
<td>Unplanned</td>
<td>Ad-hoc/loose (Understanding of TCO)</td>
<td>Collaboratively Managed</td>
</tr>
<tr>
<td>Ad-hoc/loose (Understanding of TCO)</td>
<td></td>
<td>“On the Roadmap” &amp; Clear ROI</td>
</tr>
<tr>
<td>Ad-hoc/loose (Understanding of TCO)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ad-hoc/loose (Understanding of TCO)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
How will we get there?

We need to invest and commit to a planned roadmap of initiatives –

- The following roadmaps have been developed in consultation with Council ICT to deliver business outcomes aligned to our future state
- Each initiative has been aligned to deliver on Council requirements and strategy
Why not single integrated system?

- Maturity & Functionality of current single system solutions.
- Single system does not cover all Council requirements
- Vendor resourcing
- Current Investment in systems
- Understanding & complexity of Council process
- Council resources currently do not support a project of this size.
Current State Business Systems - 2018

Numerous P2P Application interfaces, Multiple Data sources

Single server, no redundancy
Each Business Application only requires 1 x Interface to the Integration platform. This ensures any upgrades only require a single interface test.

Shared / Services based Application interfaces, Single Data source for all applications. All new applications require only a single Interface into the platform.
Continue with best of breed point solutions

Integration Platform
- Replace Current point to point integration
- Sustainable connected systems

Single Customer View

Analytics
Page 43 of 136

Insights

Customer
Continue with best of breed point solutions

Single Customer View

Bridge Bardot
03 9876 5432

Mrs B Bardot
bbardot@work.com
03 9876 5432

Bridget
bbardot@work.com
0421 777 555

Bridgitte Bardot
bridge@home.com
0421 777 555
03 9876 5432

Mrs Bridgitte Bardot
bbardot@work.com
bridge@home.com
0421 777 555
03 9876 5432
Digitisation and Automation

Integrated & Secure fit for purpose systems

Modern and functional planned investment

Streamlined 24x7 online access (MOS 24x7)

Pro-active IT enabling business innovation consistently

Secure, protected and governed IT

All initiatives require further – business analysis, costings, resource plan, business change management & business case creation
Digitisation and Automation
Integrated & Secure fit for purpose systems
Modern and functional planned investment
Streamlined 24x7 online access (MOS 24x7)
Pro-active IT enabling business innovation consistently
Secure, protected and governed IT

Requirements Delivery Roadmap

FY18/19 H1 FY18/19 H2 FY19/20 H1 FY19/20 H2 FY20/21 H1 FY20/21 H2 FY21/22 H1 FY21/22 H2 FY22/23 H1

Financials
HMS
CRM
Document Management
Payroll
Business Process
Business Intelligence
Integration
Development Assessment
Compliance / Infringements
Traffic Management
GIS
Asset Management
Property & Rating
Library Management
Volunteer Management
Childcare
Art Centre
Resource Booking
Health services / Aged Care
Meals on wheels

Automate invoice payments & requisitions
Online Portal for Rates
Customer request management and workflow within Authority
Online Leave
ECM Email Add In
Online LMS – Training System
Customer service task flows
Online Timelines
ProMapp
Online Leave

Online automated payments for property
Online GIS
Enhanced Reporting
DA process online

Online bookings and payments for Council facilities
Event Pro

Event Pro

Online bookings and payments for meals on wheels

Civica V7 Upgrade
Formify Integration
Online Timesheets
Pinforce Expansion
ProgenNet Upgrade
Online automated payments for property
Pinforce / Authority Integration for payments

Online GIS
Online LMS
ECM Email Add In
Online Portal for Rates

Online automated payments for property

Civica Cloud – SaaS
TechOne – SaaS
Civica Comply – SaaS Infringements
Civica Cloud – SaaS
TechOne – SaaS
Civica Cloud – SaaS

Online bookings and payments for Council facilities

Online bookings and payments for Council facilities

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We need to lay the foundations for our Business Systems

The following ICT Infrastructure roadmap has been developed as the core scope of this strategy to ensure ICT services are ready for the Mosman Council journey to digital services.

The Roadmap will deliver –

- Move to cloud – *Data Centre to Cloud*
- Security, Risk and Governance – *Single Sign On for Cloud services, Steering Group*
- Mature IT Operations – *Ability to support new systems / functions*
- Mature User Experience – *Modern / Mobile device*
IT Infrastructure Current State

**Civic Centre – DC**
- HP DR SAN
- VMWare Farm x 4
  - No capacity to run Prod VMs
- Layer 2 Fibre 1GB

**Youth Centre**
- DR site – Library DC
  - No Environmental monitoring: Temp, A/C, Humidity, Fire Suppression
- VMWare Farm x 1 – No capacity to run Prod VMs
- HP DR SAN

**DR DMZ**
- WatchGuard XTM810

**Current State Infrastructure / Platform**
- 200 MB TPG Internet
- 200 MB IPVPN

**Internet**
- TPG IPVPN
  - 40 MB IPVPN
  - 200 MB IPVPN
  - 20 MB TPG Internet
  - 200 MB IPVPN

**SAAS Applications**

**Youth Centre**
- 10 GB Layer 2 DF
- Civic Centre – DC
  - Layer 2 Fibre 1GB
- TPG Private Cloud Data Centre - Backups
  - 6 Week Data Retention

**Telephony Lines**
- PSTN / ISDN
- ISDN 10

**Mosman Council**

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Version: 1, Version Date: 26/06/2019
Future State Cloud Architecture

- > 12 Months – TPG Private Cloud / Partner managed Internet breakout @ PC
- Meets future business requirements
  - 24/7 Monitored Data Centre
  - Managed Cloud security

- Move all production workloads to TPG Private Cloud
- Move Veeam Backup to Civic Centre
- Repurpose Prod and DR SAN to be Backup / DR SAN
- Internet Breakout @ TPG Private Cloud
- Internet Breakout @ Civic Centre

Youth Centre
- Layer 2 Fibre 1GB
- Increased Environmental monitoring - Temp, A/C, Humidity, Fire Suppression
- 1 x HP SAN
- 1 x HP SAN Backups
- 7 Year Data Retention

Library
- Layer 2 Fibre 1GB
- Shorelink F/W
- Shorelink F/W

Civic Centre – DR Site
- Layer 2 Fibre 1GB
- Managed F/W / VPN / Reverse Proxy
- VMWare Farm x 6
- Veeam Backup
- 10 GB Layer 2 DF

Drill Hall
- 1 GB Internet
- 200 MB Internet
- 200 MB IPVPN
- 50 MB IPVPN
- 50 MB IPVPN

Gallery
- Layer 2 Fibre 1GB
- TPG Private Cloud Data Centre
- 1 GB IPVPN
- Cross Connect

Depot
- TPG Private Cloud / Partner managed Internet breakout @ PC
- Meets future business requirements
- 24/7 Monitored Data Centre
- Managed Cloud security

TPG IPVPN
- TPG Private Cloud
- Data Centre
- SaaS Applications
- Office 365
- Skype for Business
  - With PSTN
- Internet
- 1 GB Internet
- Internet Breakout @ Civic Centre
- Internet Breakout @ TPG Private Cloud

SaaS Applications
- Office 365
- Skype for Business
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TPG IPVPN
- TPG Private Cloud
- Data Centre
- SaaS Applications
- Office 365
- Skype for Business
  - With PSTN
- Internet
- 1 GB Internet
- Internet Breakout @ Civic Centre
- Internet Breakout @ TPG Private Cloud

SaaS Applications
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- Move all production workloads to TPG Private Cloud
- Move Veeam Backup to Civic Centre
- Repurpose Prod and DR SAN to be Backup / DR SAN
- Internet Breakout @ TPG Private Cloud
- Internet Breakout @ Civic Centre
Cloud Approach / Guiding Principles

- Right size or retire servers and systems not in use
- All new systems - SaaS / Convert current to SaaS
- Transition current systems to Cloud Hosting
- <5% to stay on premise

**From...**
- Office servers
- Portals and SPS
- Any relationship mgmt
- Active Source Control + work item type
- Data warehouses
- Industry standard verticals

**To...**
- Office 365
- SharePoint Online
- CRM Online
- Visual Studio Online
- Azure Data Lake + Power BI
- Best third-party SaaS

---

Mosman Council
At the completion of the initiatives outlined in this Roadmap, Council will have a full Cloud based platform, in turn allowing ICT staff to concentrate on value add business initiatives and not have to worry about keeping the lights on in a data centre.
Key Recommendations –

- Implement ICT Steering Group to ensure alignment of project initiative priorities

- Steering Group to act as “Gate Keepers” to ensure alignment to Cloud / Digital / ICT Principles & Strategy

- All Initiatives need to be a part of the roadmap
Summary -

- We can’t keep going the way we are (Siloed systems, legacy high risk infrastructure hosted in Council facilities)

- We need to have planned governed way forward (Endorse roadmap & Implement Steering Group)

- The ICT Infrastructure Strategy will lay the platform for a cloud / digital future through the implementation of
  - Cloud based single sign on
  - Secure Cloud connectivity from Council premise
  - Removal of the burden of on premise servers and storage
  - Freeing up ICT resource over time to enable ICT focus on Integration & Business Systems

- We need to manage our risks in transitioning to a digital based service provider (DR, BCP, Compliance)

- Not just all on ICT shoulders
  - We need your help ICT System owners, power users / champions – understand the system and process deeply.
- Endorse ICT Infrastructure Roadmap
  - Financial Plan already approved in capital budget
  - Resource & Opex plan to be approved

- Implement ICT Steering Group and Checklist
  - Agree Roles and Responsibilities
  - Develop Framework

- Further Develop Business System Detailed Implementation Plan
  - Business Case
  - Resourcing
  - Scoping
ICT Target Operating Model Overview

Key Points:
- User centric
- Business value driven
- IT service management to drive continuous improvement (introduce selectively)
- Delivered through prioritized program methodology
- Platform abstracted to focus on business value
- Responsibilities and ownership realigned
- Network critical to allow for cloud and workplace expectations
- No silver bullet on application delivery – hybrid required

Introduction of new functions:
- Enterprise Architecture and business analysis key
- Business Enablement Focus
- Collaboration toolsets
- Electronic forms and workflow
- Multi-faceted application delivery
- Multiple delivery platforms (on-premise, IAAS, SAAS etc.)

Customer facing services
- Improved customer connectivity (web, social, self-service)
- IT self-service and specialized support for flexible workspace
- NAR improvement – singular is the target

Staff impacts
- New roles – PM, BA + EA
- Deeper mobility capability required – training or new roles
- Re-shuffle to service delivery methodology
- Reduction in key-man dependence
- Improved documentation and operating procedures
• Over the next 3-5 years as part of the MOSIT Strategy the use of Cloud (or externally hosted and delivered IT solutions/services) will increase significantly. The MOSIT Cloud journey is to leverage these services when they are in direct support of the core principles (Manageable, Optimised, Simpler, Innovative & Transformation)

**Why Choose Cloud Solutions?**

- Simplify and **reduce operational support** leading to a sustainable service
- **Improve quality of service** (availability, reliability, functionality)
- Industry trend – Vendors are increasingly developing cloud service **functionality** only and removing support and development of on premise solutions
- Increase the ability to **scale services quickly and provide agility** to move between services as CCC requirements evolve over time
- Removing location restraints for system / service access - **Accessibility**
- **Better value** of services through a reduced total cost of ownership

**Considerations**

- **Integration** – AD authentication, database / data extraction and ingestion (API), network.
- **Security** – Does the cloud service meet industry standard security controls (ASD, ISO, PCI etc)
- **Compliance** – Backup, DR, Legislative Standards
- **Service levels** – Ensure SLA’s meet business and community requirements / expectations, understand how the provider will meet these service levels
- **Contract Management** – Understand all terms and conditions within contracts and ensure an appropriate exit plan and clause is included.
CS/16 Investments June 2019

Responsible Officer: Chief Financial Officer

Executive Summary

The Schedule of Investments held by Council for the month of June 2019 is provided for adoption by Council.

Officer's Recommendation

The Chief Financial Officer recommends that the Schedule of Investments for the month of June 2019 be adopted.

Background

In accordance with Clause 212 of the Local Government (General) Regulation 2005, a listing of all investments made in the preceding month pursuant to Section 625 of the Local Government Act 1993 (the Act) is provided for the information of Council.

Council's surplus funds are invested in accordance with the Act and the Minister for Local Government's Orders. Further, funds are placed to meet the requirements of Council's adopted Financial Investments Policy. The Policy can be viewed on Council's website at:


The Policy limits Council's investment practices as follows:

Credit Quality Limits

Credit guidelines reference Standard and Poors’ ratings systems. Moodys’ ratings or Fitch ratings are also used where available. The primary control of credit quality is the prudential supervision and government support and explicit guarantees of the Authorised Deposit Taking (ADI) sector, not credit ratings.

The amount invested in any Standard and Poors or equivalent rating category should not exceed the following:

<table>
<thead>
<tr>
<th>Long Term Rating (Standard &amp; Poors or equivalent)</th>
<th>Maximum Holding</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAA Category</td>
<td>100%</td>
</tr>
<tr>
<td>AA Category</td>
<td>100%</td>
</tr>
<tr>
<td>A Category</td>
<td>60%</td>
</tr>
<tr>
<td>&lt;A but ≤ BBB</td>
<td>20%</td>
</tr>
<tr>
<td>Unrated - Subject to ADI Guarantee</td>
<td>10%</td>
</tr>
</tbody>
</table>

Any portion of an investment that is guaranteed by the Government of the Commonwealth of Australia is to be considered AAA rated.

Individual Institution Limits

The amount invested with any one institution should not exceed the following:
<table>
<thead>
<tr>
<th>Individual Institution Limits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Long Term Rating Range (Standard &amp; Poors or equivalent)</strong></td>
</tr>
<tr>
<td>AAA Category</td>
</tr>
<tr>
<td>Australian Majors (CBA, Westpac, ANZ, NAB)</td>
</tr>
<tr>
<td>AA Category</td>
</tr>
<tr>
<td>A Category</td>
</tr>
<tr>
<td>≤ BBB Category</td>
</tr>
<tr>
<td>Unrated Subject to ADI Guarantee</td>
</tr>
</tbody>
</table>

The Schedule provides Council with details of each investment made, including:

- Date the investment was made
- Institution with whom the investment was placed
- Amount of the investment
- Yield expressed as an interest rate
- Comparative benchmark Bank Bill Reference Rate (BBSW)
- Number of days funds are invested
- Maturity date

**Financial Implications**

Investments are made in accordance with the Act and Regulations, having regard to Council's Policy. The interest rates achieved represent the best available in meeting the imposed limitations and the rates available on the open market on the day of the investment. If there are significant movements in rates offered any impact will be incorporated in the next quarterly financial budget review.

**Relationship with MOSPLAN**

The appropriate management of Council investments support Strategic Direction 5 - A Business-Friendly Community with Sound, Independent Civic Leadership.

**Recommended Action**

That the Schedule of Investments be adopted.

Recommendation endorsed by Director Corporate Services.

**Attachments**

To be circulated as late correspondence.
EP/24 Report from Mosman Council Traffic Committee Meeting 29 May 2019

Responsible Officer: Manager Engineering

Executive Summary

The minutes from the Local Traffic Committee Meeting of 29 May 2019. Where items have been unanimously adopted by the members, the Committee has delegation to action. Where there is not unanimous support or the matter has been called by a Councillor, the matter is report to the next available Council meeting for determination.

The following items have been resolved:

TR/7 Whiting Beach Road – Proposal to install a Wombat Pedestrian Crossing – Update
TR/8 National Class 1 Agricultural Vehicle and Combination Mass and Dimension Exemption Notice 2019
TR/11 Proposal to implement additional motorcycle parking at Balmoral Beach
TR/12 M30 Bus Layover on Military Road

Officer's Recommendation

The Director Environment and Planning recommends that the Minutes of the Local Traffic Committee Meeting held on 29 May 2019 be noted and the Committee's recommendation in relation to Items TR/9 and TR/10 be adopted.

Background

The Minutes of the Traffic Committee meeting held on 27 February 2019 have been circulated with this report for the information of Council and contain all the matters that were resolved by delegated authority.

Pursuant to Section 377 and 379 of the Local Government Act 1993, as amended and in accordance with that Section, the power to resolve upon any matter submitted for consideration by the Traffic Committee is delegated to the Chair, the General Manager, the representatives of the Mosman Police, the Roads and Maritime Services (RMS) and the Local State Member or nominee provided that:

1. The Recommendation is unanimous.
2. There is at least a representative from Council (the Chair), and the Mosman Police present.
3. The recommendation of the Committee is generally in accordance with the recommendation of the staff making the recommendation.
4. No written objection has been received from the RMS prior to the commencement of the meeting.
5. The item on the agenda has not been called to the next Council meeting by Councillor prior to the commencement of the meeting (Councillors must notify the General Manager and Director Environment and Planning in writing or by email of their intention to call an item prior to the meeting).
6. Business papers have been distributed to all members and Councillors prior to the meeting.
In the event that the above provisions are not satisfied in respect to any matter, the decision taken at the Committee shall be a recommendation to the Council and not a resolution by delegation.

Recommendation endorsed by General Manager.

**Financial Implications**

None.

**Relationship with MOSPLAN**

Strategic Direction 6 - Well Designed, Liveable and Accessible Places.

**Recommended Action**

That the Minutes of the Local Traffic Committee Meeting held on 29 May 2019 be noted.

Recommendation endorsed by General Manager.

**Attachments**

TRAFFIC COMMITTEE

The Traffic Committee met in the Council Chambers, Mosman Square on 29 May 2019 from 10.12am to 10.54am.

PRESENT

The Chairperson (Councillor S Menzies) in the Chair, Councillor D Cook, Ms Veronique Marchandeau (Representative of Felicity Wilson, MP), Mr Zakaria Ahmad (RMS), S/Cst Wayne Sonter (Northshore LAC), Mr Egwin Herbert (STA), together with the Manager Engineering, Senior Traffic Engineer, Traffic Engineer, Road Safety Officer, Parking and Road Safety Officer, Administration Officer and Customer Support Officer.

APOLOGIES

Apologies were received from Director Environment and Planning.

DISCLOSURES OF PECUNIARY INTERESTS

There were no disclosures of Pecuniary Interest from members of the Traffic Committee.

DISCLOSURES OF NON-PECUNIARY INTERESTS

There were no disclosures of Non-Pecuniary Interest from members of the Traffic Committee.

Items RESOLVED pursuant to authority delegated to the Committee:

<table>
<thead>
<tr>
<th>Item No</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>TR/7</td>
<td>Whiting Beach Road – Proposal to install a Wombat Pedestrian Crossing – Update</td>
</tr>
<tr>
<td>TR/8</td>
<td>National Class 1 Agricultural Vehicle and Combination Mass and Dimension Exemption Notice 2019</td>
</tr>
<tr>
<td>TR/11</td>
<td>Proposal to implement additional motorcycle parking at Balmoral Beach</td>
</tr>
<tr>
<td>TR/12</td>
<td>M30 Bus Layover on Military Road</td>
</tr>
</tbody>
</table>
TR/6 Lower Punch Street - No Stopping Restriction

Officer's Recommendation

The Manager Engineering recommends that:

1. Subject to no objection being received from residents yellow line (no stopping restrictions) be installed at the bend of Lower Punch Street and Little Street as well as on the bend outside 18 Lower Punch Street.

2. If objections were received, the matter be referred to the next available Local Traffic Committee meeting for further consideration.

Recommendation endorsed by Director Environment and Planning.

TRAFFIC COMMITTEE RECOMMENDATION

Motion Menzies/Marchandeau
That Council consider the lack of consistency across the metropolitan area of the use of yellow lines for no stopping restrictions.
CARRIED UNANIMOUSLY
TR/7 Whiting Beach Road - Proposal to install a Wombat Pedestrian Crossing - Update

Officer’s Recommendation

The Manager Engineering recommends that:

1. No further action be taken to install a pedestrian crossing on Whiting Beach Road at the intersection of Bradleys Head Road.

2. To improve sight distance for vehicles exiting Whiting Beach Road, Taronga Zoo be requested to clear the bushes at the south-west corner of the intersection.

Recommendation endorsed by Director Environment and Planning.

RESOLVED BY THE COMMITTEE UNDER DELEGATED AUTHORITY

Motion Menzies/Marchandeau
That the Officer’s Recommendation be adopted.
CARRIED UNANIMOUSLY
TR/8 National Class 1 Agricultural Vehicle and Combination Mass and Dimension Exemption Notice 2019

Officer’s Recommendation

The Manager Engineering recommends that Mosman Council consent to the National Exemption Notice 2019.

Recommendation endorsed by Director Environment and Planning.

RESOLVED BY THE COMMITTEE UNDER DELEGATED AUTHORITY

Motion Menzies/Sonter
That the Officer’s Recommendation be adopted.
CARRIED UNANIMOUSLY
TR/9 Middle Head Road - Pedestrian Refuge

Officer’s Recommendation

The Manager Engineering recommends that Drawing Number 19-002 dated February 2019 prepared by Woolacotts Consultants for the proposed pedestrian refuge in Middle Head Road be approved.

Recommendation endorsed by Director Environment and Planning.

TRAFFIC COMMITTEE RECOMMENDATION

Motion Menzies/Sonter
That the Committee recognises this as a high priority project and recommends that works be done immediately following the receipt of RMS funding.
CARRIED UNANIMOUSLY
TR/10 No Right Turn from Avenue Road into Military Road

Officer’s Recommendation

The Manager Engineering recommends that:

1. The outcome of the community consultation be noted.

2. As further additional funding is required to further assess this matter, the question of undertaking a Road Network Assessment be referred to full Council.

3. Members of the Committee be notified of Council's decision.

Recommendation endorsed by Director Environment and Planning.

TRAFFIC COMMITTEE RECOMMENDATION

Motion Ahmad/Sonter

That the Committee supports buses only exemption but excludes cyclists from the exemption from No Right Hand Turn from Avenue Road into Military Road.

The police support an education campaign during the initial stage of the implementation of No Right Hand Turn from Avenue Road into Military Road should the proposal go ahead.

The Committee supports the RMS request for traffic modeling.

CARRIED UNANIMOUSLY
TR/11 Proposal to implement additional motorcycle parking at Balmoral Beach

Officer’s Recommendation
The Manager Engineering recommends that the concept plans to implement additional motorcycle parking in Balmoral be approved for community consultation.

Recommendation endorsed by Director Environment and Planning.

RESOLVED BY THE COMMITTEE UNDER DELEGATED AUTHORITY

Motion Menzies/Marchandeau
That the Officer's Recommendation be adopted.
CARRIED UNANIMOUSLY
TR/12 M30 Bus Layover on Military Road

Officer’s Recommendation

The Manager Engineering recommends that:

1. Roads and Maritime Services (RMS) correspondence of 15 March 2019 be noted.

2. The operational hours of the existing M30 bus layover on Military Road be altered and be signposted as “Bus Zone, 6:00am-8:30am, Monday to Friday.”

Recommendation endorsed by Director Environment and Planning.

RESOLVED BY THE COMMITTEE UNDER DELEGATED AUTHORITY

Motion Menzies/Ahmad
That the Officer's Recommendation be adopted.
CARRIED UNANIMOUSLY
EP/25 TR/6 Lower Punch Street - No Stopping Restriction

Responsible Officer: Manager Engineering

Executive Summary

In accordance with the operation and delegation of the Traffic Committee, item TR/6 Lower Punch Street – No Stopping Restriction was not resolved as yellow lines may not be effective compared to signage especially for visitors to Mosman.

Officer's Recommendation

The Director Environment and Planning recommends that the Manager Engineering’s Recommendation as detailed in the Traffic Committee report for item TR/6 Lower Punch Street – No Stopping Restriction be adopted.

Background

Pursuant to Section 377 and 379 of the Local Government Act 1993, as amended and in accordance with that Section, the power to resolve upon any matter submitted for consideration by the Traffic Committee is delegated to the Chair, the General Manager, the representatives of the Mosman Police, the Roads and Maritime Services (RMS) and the Local State Member or nominee provided that:

1. The Recommendation is unanimous.
2. There is at least a representative from Council (the Chair), and the Mosman Police present.
3. The recommendation of the Committee is generally in accordance with the recommendation of the staff making the recommendation.
4. No written objection has been received from the RMS prior to the commencement of the meeting.
5. The item on the agenda has not been called to the next Council meeting by Councillor prior to the commencement of the meeting (Councillors must notify the General Manager and Director Environment and Planning in writing or by email of their intention to call an item prior to the meeting).
6. Business papers have been distributed to all members and Councillors prior to the meeting.

In the event that the above provisions are not satisfied in respect to any matter, the decision taken at the Committee shall be a recommendation to the Council and not a resolution by delegation.

In regard to TR/6 Lower Punch Street – No Stopping Restriction was proposed with yellow lines but committee was of the opinion that yellow lines may not be as effective as signage specially for visitors to Mosman and accordingly is referred to Council for determination.

Current Position

TR/6 Lower Punch Street – No Stopping Restriction was considered at the Traffic Committee meeting of 29 May 2019.

The recommendations were as follows:
“Officer’s Recommendation

The Manager Engineering recommends that:

1. Subject to no objection being received from residents a yellow line (no stopping restrictions) be installed at the bend of Lower Punch Street and Little Street as well as on the bend outside 18 Lower Punch Street.
2. If objections were received, the matter be referred to the next available Local Traffic Committee meeting for further consideration.”

“TRAFFIC COMMITTEE RECOMMENDATION

Motion Menzies/Marchandeau
The Council consider the lack of consistency across the metropolitan area of the use of yellow lines for no stopping restrictions.
CARRIED UNANIMOUSLY"

Financial Implications

There are no implications. Community consultation will be undertaken by Council staff.

Relationship with MOSPLAN

Strategic Direction 6 - Well Designed, Liveable and Accessible Places.

Recommended Action

That the Manager Engineering’s Recommendation as detailed in the Traffic Committee report for item TR/6 Lower Punch Street – No Stopping Restriction be adopted.

Recommendation endorsed by General Manager.

Attachments

TR/6 Lower Punch Street - No Stopping Restriction

Responsible Officer: Manager Engineering

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Summary

Proposal to install yellow lines (No Stopping restrictions) at the bend of Lower Punch Street and Little Street, as well as on the bend outside 18 Lower Punch Street.

Officer’s Recommendation

The Manager Engineering recommends that:

1. Subject to no objection being received from residents yellow line (no stopping restrictions) be installed at the bend of Lower Punch Street and Little Street as well as on the bend outside 18 Lower Punch Street.

2. If objections were received, the matter be referred to the next available Local Traffic Committee meeting for further consideration.

Recommendation endorsed by Director Environment and Planning.

Can this item be resolved by the Committee: Yes

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Report

Requests have been received by Council to investigate the possibility of the installation of ‘No Stopping’ restriction (yellow line) at the bend of Lower Punch Street and Little Street, as well as on the bend outside 18 Lower Punch Street.

Lower Punch Street is narrow approximately 6.0 metres wide, and vehicles are parked on the bend causing problems for vehicles to pass the parked vehicles. The removal of parking could improve sight distances and improve access to and from the property at address 22 Moruben Road.

It is proposed to undertake community consultation and subject to no objection being received from residents, yellow lines will be installed at the bend of Lower Punch Street and Little Street, as well as on the bend outside 18 Lower Punch Street. If objections are received, the matter will be referred to the next available Local Traffic Committee meeting for further consideration.
Financial Implications

There are no implications. Community consultation will be undertaken by Council staff.

Bicycle Strategy Implications

There are no Implications.

Road Safety Comment

Removal of parking would improve sight distances and reduce the risk of head on crashes on these bends. Please see attached diagram showing three proposals on the yellow lines.

Attachments

Nil
EP/26 TR/9 Middle Head Road - Pedestrian Refuge

Responsible Officer: Manager Engineering

Executive Summary

In accordance with the operation and delegation of the Traffic Committee, item TR/9 Middle Head Road – Pedestrian Refuge was not resolved as the committee was of the opinion that this is a priority project and hence be completed as soon as practically possible on receipt of RMS funding.

Officer’s Recommendation

The Director Environment and Planning recommends that the Manager Engineering’s Recommendation as detailed in the Traffic Committee report for item TR/9 Middle Head Road – Pedestrian Refuge be adopted.

Background

Pursuant to Section 377 and 379 of the Local Government Act 1993, as amended and in accordance with that Section, the power to resolve upon any matter submitted for consideration by the Traffic Committee is delegated to the Chair, the General Manager, the representatives of the Mosman Police, the Roads and Maritime Services (RMS) and the Local State Member or nominee provided that:

1. The Recommendation is unanimous.
2. There is at least a representative from Council (the Chair), and the Mosman Police present.
3. The recommendation of the Committee is generally in accordance with the recommendation of the staff making the recommendation.
4. No written objection has been received from the RMS prior to the commencement of the meeting.
5. The item on the agenda has not been called to the next Council meeting by Councillor prior to the commencement of the meeting (Councillors must notify the General Manager and Director Environment and Planning in writing or by email of their intention to call an item prior to the meeting).
6. Business papers have been distributed to all members and Councillors prior to the meeting.

In the event that the above provisions are not satisfied in respect to any matter, the decision taken at the Committee shall be a recommendation to the Council and not a resolution by delegation.

In regard to TR/9 Middle Head Road – Pedestrian Refuge should receive priority and be completed as soon as practically possible on receipt of RMS funding and accordingly is referred to Council for determination.

Current Position

TR/9 Middle Head Road – Pedestrian Refuge was considered at the Traffic Committee meeting of 29 May 2019.

The recommendations were as follows:
"Officer’s Recommendation

The Manager Engineering recommends that Drawing Number 19-002 dated February 2019 prepared by Woolacotts Consultants for the proposed pedestrian refuge in Middle Head Road be approved."

‘TRAFFIC COMMITTEE RECOMMENDATION

Motion Menzies/Sonter
That the Committee recognises this as a high priority project and recommends that works be done immediately following the receipt of RMS funding.
CARRIED UNANIMOUSLY”

Financial Implications

There are no implications.

Relationship with MOSPLAN

Strategic Direction 6 – Well Designed, Liveable and Accessible Places.

Recommended Action

That the Manager Engineering’s Recommendation as detailed in the Traffic Committee report for item TR/9 Middle Head Road – Pedestrian Refuge be adopted.

Recommendation endorsed by General Manager.

Attachments

1. T R 9 Middle Head Road - Pedestrian Refuge [EP/26.1 - 3 pages]
TR/9 Middle Head Road - Pedestrian Refuge

Summary

Consideration of a detailed design for the proposed pedestrian refuge in Middle Head Road.

Officer’s Recommendation

The Manager Engineering recommends that Drawing Number 19-002 dated February 2019 prepared by Woolacotts Consultants for the proposed pedestrian refuge in Middle Head Road be approved.

Recommendation endorsed by Director Environment and Planning.

Can this item be resolved by the Committee: Yes

Report

On 11 April 2018 the Local Traffic Committee considered a report on Middle Head Road pedestrian safety and resolved that a detailed design be prepared for a pedestrian refuge in Middle Head Road, and affected residents be consulted on the design.

The Middle Head Road pedestrian refuge detailed design is attached to this report. The design was prepared in accordance with Australian Standards AS1742.10 and relevant Roads and Maritime Services guidelines. The design required the removal of four on-street parking spaces in Middle Head Road.

In March 2019 letters were sent to the affected residents in Middle Head Road. The letter requested the residents to provide their feedback via email or contact Council’s traffic section to discuss the matter.

Nine submissions have been received. Seven of them are in favour of the proposal and one is against. The other submission did not indicate their preference but has asked for further information. The issues raised in this submission were discussed at a site meeting.

In addition, Council has received a letter of support from Harbour Trust.

It should be noted that when significant sporting activities are taking place at the Oval, numerous pedestrian activities occur with people parking in Middle Head Road and other side streets and walking to the Oval. It is considered that the installation of a pedestrian refuge at this location would improve pedestrian safety.

Financial Implications

The cost to install a pedestrian refuge is in the order of $40,000. Council has not allocated any funding in the current financial year 2018/2019. Council has submitted an application for a 2019-2020 RMS grant and part funding in 2019/20. The outcome of the Council submission is not known at this stage.
Bicycle Strategy Implications

There are no implications.

Road Safety Comment

Installation of a pedestrian refuge would improve pedestrian safety.

Attachments

1. Pedestrian Design and Drawing on Middle Head Road [TR/9.1]
Executive Summary

In accordance with the operation and delegation of the Traffic Committee, item TR/10 No Right Turn from Avenue Road into Military Road was not resolved as one of the Officer’s recommendations was to refer this matter to full Council as additional funding is required to undertake a Road Network Assessment to further assess this matter and there were additional comments from the Committee as detailed in this report.

Officer’s Recommendation

The Director Environment and Planning recommends that the Manager Engineering’s Recommendation as detailed in the Traffic Committee report for item TR/10 No Right Turn from Avenue Road into Military Road be adopted.

Background

Pursuant to Section 377 and 379 of the Local Government Act 1993, as amended and in accordance with that Section, the power to resolve upon any matter submitted for consideration by the Traffic Committee is delegated to the Chair, the General Manager, the representatives of the Mosman Police, the Roads and Maritime Services (RMS) and the Local State Member or nominee provided that:

1. The Recommendation is unanimous.
2. There is at least a representative from Council (the Chair), and the Mosman Police present.
3. The recommendation of the Committee is generally in accordance with the recommendation of the staff making the recommendation.
4. No written objection has been received from the RMS prior to the commencement of the meeting.
5. The item on the agenda has not been called to the next Council meeting by Councillor prior to the commencement of the meeting (Councillors must notify the General Manager and Director Environment and Planning in writing or by email of their intention to call an item prior to the meeting).
6. Business papers have been distributed to all members and Councillors prior to the meeting.

In the event that the above provisions are not satisfied in respect to any matter, the decision taken at the Committee shall be a recommendation to the Council and not a resolution by delegation.

In regard to TR/10 No Right Turn from Avenue Road into Military Road was not resolved as officer’s recommendation was to refer this matter to full Council since additional funding is required to undertake a Road Network Assessment to further assess this matter. In addition there were other comments from the Committee as detailed in this report and accordingly is referred to Council for determination.
Current Position

TR/10 No Right Turn from Avenue Road into Military Road was considered at the Traffic Committee meeting of 29 May 2019.

The recommendations were as follows:

“Officer’s Recommendation

The Manager Engineering recommends that:

1. The outcome of the community consultation be noted.

2. As further additional funding is required to further assess this matter, the question of undertaking a Road Network Assessment be referred to full Council.

3. Members of the Committee be notified of Council’s decision.”

“TRAFFIC COMMITTEE RECOMMENDATION

Motion Ahmed/Sonters
That the Committee supports buses only exemption but excludes cyclists from the exemption from No Right Hand Turn from Avenue Road into Military Road.

The police support an education campaign during the initial stage of the implementation of No Right Hand Turn from Avenue Road into Military Road should the proposal go ahead.

The Committee supports the RMS request for traffic modelling.

CARRIED UNANIMOUSLY

Financial Implications

There are no implications at this stage.

Relationship with MOSPLAN

Strategic Direction 6 - Well Designed, Liveable and Accessible Places.

Recommended Action

That the Manager Engineering’s Recommendation as detailed in the Traffic Committee report for item TR/10 No Right Turn from Avenue Road into Military Road be adopted.

Recommendation endorsed by General Manager.

Attachments

1. TR 10 No Right Turn from Avenue Road into Military Road [EP/27.1 - 4 pages]
TR/10 No Right Turn from Avenue Road into Military Road

Responsible Officer: Manager Engineering

Summary

Consideration of the outcome of community consultation regarding the proposal to ban right turns from Avenue Road into Military Road.

Officer’s Recommendation

The Manager Engineering recommends that:

1. The outcome of the community consultation be noted.

2. As further additional funding is required to further assess this matter, the question of undertaking a Road Network Assessment be referred to full Council.

3. Members of the Committee be notified of Council’s decision.

Recommendation endorsed by Director Environment and Planning.

Can this item be resolved by the Committee: Yes

Background

On 12 December 2018, the Traffic Committee considered a proposal to ban right turn movements from Avenue Road into Military Road, excepting buses and cyclists. The Committee resolved to advertise the proposal for community comment. Should the community be in favour of the proposal, a TMP is to be prepared and submitted to RMS for consideration. However, if significant objections are raised, the matter will be referred to the next available Traffic Committee meeting.

Report

Between 22 February and 8 March 2019, Council undertook a community consultation process relating to the proposal to ban right turn movements from Avenue Road into Military Road, excepting buses and cyclists. As per the request from the Chamber of Commerce, an extension of time was granted until 15 March 2019.

Notifications and surveys were sent to residential owners and occupiers, schools, organisations, letter dropped to retail shops and issued to stakeholders including Mosman Chamber of Commerce, State Transit Authority (STA), North Sydney Council and Northern Beaches Council. The notification area for this consultation, which was endorsed by Roads and Maritime Services (RMS), is outlined in the attached map.
In addition to mail-outs, the proposal was advertised in “Mosman Now” and an online survey was included in the “Your Voice Mosman” website.

Community Response

The details of the submissions received are summarised in the table below:

<table>
<thead>
<tr>
<th>Type of submission</th>
<th>Number of submissions</th>
<th>Agree</th>
<th>Disagree</th>
<th>Not indicated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mail-out Survey</td>
<td>351</td>
<td>234 (66%)</td>
<td>115 (33%)</td>
<td>2 (&lt;1%)</td>
</tr>
<tr>
<td>On line Survey</td>
<td>27</td>
<td>16 (59%)</td>
<td>11 (41%)</td>
<td>-</td>
</tr>
<tr>
<td>Chamber of Commerce</td>
<td>18</td>
<td>16 (88%)</td>
<td>2 (12%)</td>
<td>-</td>
</tr>
<tr>
<td>Petition</td>
<td>24</td>
<td>0</td>
<td>24 (100%)</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>420</td>
<td>266 (63.3%)</td>
<td>152 (36.2%)</td>
<td>2(&lt;1%)</td>
</tr>
</tbody>
</table>

In summary, of the surveys received, 63% were in favour of the proposal and 36% were against.

Of those who did not support the proposal, some of the primary objections included:

- Military Road intersections with Belmont Road and Raglan Street may not be able to accommodate additional redirected traffic
- Potential safety and amenity issues associated with traffic redirecting via Hamlet Lane
- No reasonable alternative route
- Road widening should be considered
- Time restrictions would be more appropriate than a permanent restriction
- Cyclists should not be exempt from the proposed restriction
- It will cause rat runs through other streets

Discussion

In summing up the above factors, there is a majority in favour of the proposal to ban right-hand turns from Avenue Road into Military Road. Notwithstanding that a notable proportion of the community has raised objections to the proposal.

To consider approval of this proposal, RMS will require Council to submit a Traffic Management Plan (TMP) including an assessment on road network impacts as a result of the proposed right turn restriction at the Military Road/Avenue Road intersection. The concerns raised by the objectors are to be investigated as part of the road network assessment.

Conclusion

Given the outcome of community consultation, it is considered appropriate to investigate the issues raised by the objectors, however The Traffic Committee is not delegated to dedicate funding as this is a matter for Council. As this work is not funded and there is significant community response, it should be referred back to Council for their determination. Subject to no significant impacts identified in the road network assessment, a Traffic Management Plan (TMP) for the proposal to ban right turns from Avenue Road into Military Road would be prepared and submitted to the RMS for its consideration.
Financial Implications

The cost to undertake detailed road network assessment would be between $20,000 and $30,000. It should be noted that Council has not allocated any funding in the 2018/2019 or 2019/2020 financial year.

Bicycle Strategy Implications

There are no implications at this stage.

Road Safety Comment

The restriction of right turn movements will improve road safety at this intersection. Impacts to road safety at adjacent intersections are subject to further assessment.

Attachments

1. Consultation Catchment [TR/10.1]
EP/28 Retail Land Uses in Business Centres
Responsible Officer: Manager Urban Planning

Executive Summary

A report on current planning controls for retail development in Mosman, with an indication of potential options for further research into planning strategies to address issues in the Neighbourhood Centres and Mosman Junction. These options include:

- Review of zone and development standards objectives.
- Consideration of the use of Local Character statements and overlays within the Mosman Local Environmental Plan 2012.
- Consideration to limiting the size of retail uses to a maximum area.

The report also includes a brief review of planning controls in Newtown and Paddington as examples of retail areas within heritage streetscapes.

Officer’s Recommendation

That:

1. A review of the Mosman Local Environmental Plan 2012 Zones B1 and B2 objectives be undertaken to strengthen the small-scale nature of the neighbourhood centres and the local character and village atmosphere in Mosman Junction.

2. A report be prepared for Council’s consideration on the use of local character overlays to reinforce the local identity and scale of these centres. This report would be prepared after finalisation of the Local Character and Place Guideline and overlays by the Department of Planning, Industry and Environment.

3. The option of limiting the size of retail premises to a maximum gross floor area of 500m² on key sites within the Military Road Heritage Conservation Area, and the neighbourhood centres of Spofforth Street, Avenue Road and Balmoral, be investigated as part of the Local Environmental Plan review to be undertaken during 2020-2021.

Background

Council considered a Notice of Motion at its meeting on 7 May 2019 and resolved:

That Council staff review planning objectives and controls in the B1, 'Neighbourhood Centre' Zone (Avenue Road, Balmoral and Spofforth Street) and B2 'Local Centre' Zone (shopfront terrace Business Centre Zone of Mosman Junction) - and brings back a report to Council for the July Council Meeting.

The evaluation can supplement the current Council LEP review by our planning staff with the view to reflect more appropriate maximum retail size limits that will enhance Mosman’s heritage and better manage traffic and congestion challenges in and around Mosman.

That comparison is made with similar heritage suburbs (for example Paddington and Newtown).

CARRIED UNANIMOUSLY

This report has been prepared in response to this decision and will address the following:
1. The existing objectives and controls in the B1 and B2 zones
2. Options for further research into planning strategies that would address issues of retail floor space, heritage conservation, traffic and congestion.
3. Brief desktop comparison with planning frameworks in place for Paddington and Newtown.

**Current Position**

Existing controls in B1 and B2 zones

The attached map identifies the centres that are the subject of this report. Mosman LEP2012 includes objectives, a land use table, development standards and heritage conservation clauses to control and guide development in the B1 Neighbourhood Centre and B2 Local Centre zones.

Relevant extracts from MLEP2012:

<table>
<thead>
<tr>
<th>Zones objectives</th>
<th>B1 Neighbourhood Centre</th>
<th>B2 Local Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>To provide a range of small-scale retail, business and community uses that serve the needs of people who live or work in the surrounding neighbourhood.</em></td>
<td></td>
<td><em>To provide a range of retail, business, entertainment and community uses that serve the needs of people who live in, work in and visit the local area.</em></td>
</tr>
<tr>
<td><em>To maintain active uses at street level with a predominance of retail use.</em></td>
<td></td>
<td><em>To encourage employment opportunities in accessible locations.</em></td>
</tr>
<tr>
<td><em>To minimise the effect of business uses on the amenity of adjacent residential areas having regard to building design, operation and activities, traffic generation and the car parking capacity of local roads.</em></td>
<td></td>
<td><em>To maximise public transport patronage and encourage walking and cycling.</em></td>
</tr>
<tr>
<td><em>To encourage residential development as part of the mixed use of sites.</em></td>
<td></td>
<td><em>To enhance the viability, vitality and amenity of the local centres.</em></td>
</tr>
</tbody>
</table>

**Height of buildings clause 4.3**

<table>
<thead>
<tr>
<th>Objectives of clause</th>
<th>B1 Neighbourhood Centre</th>
<th>B2 Local Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To ensure that buildings are compatible with the desired future character of the area in terms of building height and roof form and will produce a cohesive streetscape;</td>
<td>Maximum 8.5m</td>
<td>Maximum 11m (Mosman Junction)</td>
</tr>
<tr>
<td>2. To provide opportunities for buildings of a greater height than existing development in suitable locations to achieve the Council’s residential strategy and provide opportunities for economic growth.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Floor space ratio (FSR) clause 4.4**

<table>
<thead>
<tr>
<th>Objectives of clause</th>
<th>(b) for development in Zone B1 Neighbourhood centre, Zone B2 Local Centre or Zone B6 Enterprise Corridor, to ensure that buildings are compatible with the desired future character of the area in terms of building bulk and scale.</th>
<th>(c) for development on land in Zone B2 Local Centre or B6 Enterprise</th>
</tr>
</thead>
</table>
Corridor, to provide opportunities for buildings of a greater scale than existing development in suitable locations to achieve the Council’s residential strategy and provide opportunities for economic growth.

| Development standard | Maximum 1.3:1 | Maximum 2:1 (Mosman Junction) |

Note: text in blue is mandated by the Standard Instrument.

Both the B1 and B2 zones include ‘commercial premises’ as permitted with consent. This land use term includes ‘business premises’, ‘office premises’ and ‘retail premises’.

To complement the MLEP2012, the Business Centres Development Control Plan (BCDCP) addresses streetscape, land use, and design issues in more detail. Matters such as traditional shopfront terraces, small scale buildings (ie 2 storeys) and continuity of retail uses at street level are contained in the DCP under ‘Planning controls’ for each centre. Some of the issues that are currently of interest to the Council are included in the descriptions and character statements for each of the business centres. For example, Mosman Junction Business Centre, in this extract from the Statement of heritage significance;

In aesthetic terms, the commercial and retail area of Military Road is a marvellous microcosm of the range of architecture to be found in Mosman, distinctively combining retail and residential uses in a unified, lively and diverse linear and curvilinear streetscape. Its scale is pleasantly moderate and the variety of forms, materials, textures and colours is full of interest. The successful integration of some facades of later and very recent vintage, indicates that good design is an ageless quality. The ‘village’ atmosphere prevails despite some unhappy incursions. Several impressive buildings elevate the generally good aesthetic quality of the Conservation Area to a high level of value.

Planning controls address the heritage streetscape, diversity of uses, scale and rhythm of development, infill development, pedestrian accessibility and vehicular access.

The smaller neighbourhood centres of Spofforth Street, Avenue Road and Balmoral have similar detailed coverage in the BCDCP.

Mosman’s local strategic planning statement, Enhancing Mosman, which is currently on exhibition, provides a link between State plans (metropolitan and district) and the LEP. Maintaining the village atmosphere and character of centres is part of the 20 year vision as well as a planning priority. One of the actions in the Statement includes: Consider planning controls for neighbourhood centres to ensure the village atmosphere is maintained.

Relationship with MOSPLAN


Strategic Direction 6 - Well Designed, Liveable and Accessible Places, Strategy 2: Value and strengthen the special aesthetic qualities of Mosman.

Comment

1. Existing controls in B1 and B2 zones

The MLEP2012 was drafted within the context of understanding the character of existing centres. The location and size of centres are historically based, with most having a traditional aesthetic which contributes to the village atmosphere. With the passage of time, these small-
scale centres are often burdened with traffic and congestion which compromise their functions and amenity.

Mosman Junction, being a significant heritage conservation area with a number of heritage items, has building height and floor space ratio controls aimed at maintaining the traditional heritage streetscape. The BCDCP provides more detailed controls that are centre-based and tailored to the particular character of the place. The combination of these controls has resulted in infill development and alterations and additions that are generally of high quality design that complement the existing streetscape and functions of the centres.

2. Options for further research

There are a number of options that may address the matters of concern by Council.

a) Review the zone objectives to specifically address and therefore strengthen the protection and enhancement local character:

For example, objective 2 in B1 zone could be amended as follows (amendment in red):

*To maintain active uses at street level which reflect the traditional shop front proportions, with a predominance of retail use.*

Objective 4 in the B2 zone could also be amended:

*To enhance the viability, vitality and amenity of the local centres, while protecting and enhancing the village atmosphere of Mosman Junction.*

b) Local character overlay:

The Department of Planning, Industry and Environment (the Department) recently released a series of documents addressing local character with a view to “empower local government to establish what is important in their local context and determine the identity of a community’s spaces and places”. Their purpose is to support a stronger consideration of local character. The Department drafted a Guideline and proposed amendments to the Standard Instrument LEP to include map overlays of areas identified as having local character. These documents are still draft and were on public exhibition in May this year. Once finalised this may prove to be an option for further investigation for implementation in Mosman, especially Mosman Junction.

c) Limit size of retail use:

There are currently no limitations on the size or type of retail premises in the centres, other than complying with objectives and development standards for height and FSR. This discretionary rather than regulatory approach to planning in the centres has worked well and historically Mosman has not been subject to development proposals for large retail, including supermarkets. Clause 5.4 (7 & 7AA) of MLEP2012 includes a control limiting the size of neighbourhood shops (80m²) and neighbourhood supermarkets (1,000m²) however, as retail premises more generally are permissible in both B1 and B2 zones these restrictions to retail floor area have no effect.

There are examples of other council LEPs with restrictions on retail development. Waverley LEP 2012, clause 6.8 has most relevance. The clause restricts the maximum gross floor area of retail premises on certain land in Bronte to a maximum of 500m². The clause applies to the Macpherson Street local village centre, a small B1 zoned centre comprising 21 lots. Supporting clause 3.1.2 within Waverley DCP 2012 refers to the importance of maintaining the built form arising from the historical subdivision pattern and small shop character at street level, and public views and outlook from the centre.
This clause was included in the Waverly LEP in 2014, however the Department has since (in 2018) amended planning legislation across NSW to allow neighbourhood supermarkets in B1 zones up to 1,000m². As such, while it is considered that an amendment of this nature to MLEP2012 would be difficult to achieve now, the Waverley example, and other less relevant examples, provide evidence that the Department has been open to local provisions.

Despite this it is important to view LEP controls within the context of the hierarchy of plans within the NSW planning system. In the event of any inconsistency between an LEP and a SEPP, the SEPP would prevail. Under the Codes SEPP use of a premises for retail is permissible as complying development, subject to certain controls which do not include maximum gross floor area. Therefore a large retail space, such as a supermarket, could be approved by a private certifier as complying development.

3. Comparison with Paddington and Newtown

A desktop review of planning controls in the business centres of Paddington and Newtown revealed that there are no limitations in the respective LEPs to the size of retail premises in those locations. Similar to Mosman, there are heritage conservation provisions that apply in certain areas and height and FSR controls to limit the impacts of bulk and scale. Both localities have supermarkets. There is a smaller scale one in the neighbourhood centre on Glenmore Road, Paddington that is on land zoned B1 which includes ‘shops’ as a permitted use, and a larger one on Erskineville Road, Newtown in an adaptively reused industrial building on land zoned B4 Mixed Use which includes ‘commercial premises’ as a permitted use. Each business area would have issues particular to the local area, such as traffic, congestion, mix of uses, historical development and community expectations.

Recommended Action

If Council seeks to amend MLEP2012 objectives and to restrict retail space in the B1 and some B2 zones then it is recommended that this done during the upcoming review of the LEP which is scheduled to begin in early 2020. Consideration of a local character overlay could also occur at this time if this approach is finalised by the Department.

Recommendation endorsed by Director Environment and Planning.

Attachments

1. Local Neighbourhood Centres Layout [EP/28.1 - 1 page]
This map has been compiled from various sources and the publisher and/or contributors accept no responsibility for any injury, loss or damage arising from its use or error or omissions thereof.

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DISCLAIMER

Legend

B1 - Neighbourhood Centre
B2 - Local Centre
EP/29 Service NSW - Easy to do Business

Responsible Officer: Manager Compliance

Executive Summary

The purpose of this report is to provide background information and seek support to enter into an agreement with Service NSW for the Easy to do Business program.

Officer’s Recommendation

1. That Council delegate authority to the General Manager to enter into an agreement with Service NSW to participate in the Easy to Do Business Program; and

2. The General Manager carry out the necessary work execute the agreement.

Background

This program provides the opportunity for participating Councils to implement programs that support small business, share resources and information with other participating Councils and promote this offering to the local business community.

Current Position

The Small Business Commissioner and Service NSW have developed the “Easy to do Business” program. This free program provides a number of benefits for Councils, including:

- Increased productivity with ‘decision ready’ applications and reduced transaction costs
- Effective tools to help boost our local economy

The initiative will provide a customer, who wishes to set up a Café, Restaurant or Small Bar, with a single point of contact within Service NSW who will help them navigate all the required approvals to start and operate their business, for example registering the business, obtaining an ABN, and providing guidance in relation to their required Council approvals.

Those looking to start up a Café, Restaurant or Small Bar can benefit from their Council being involved in the Easy to do Business program, as they are eligible to:

- Attain a unique digital profile that can help fast track the approval process across local, state and federal government
- Receive the support of a dedicated Business Concierge who can answer questions, liaise with Council, and review applications to ensure they are ‘decision ready’
- Receive step-by-step guidance through the application process
- Know upfront the time, fees and effort involved in starting a business.

The intention of the program is to build awareness of specialist advice services available, ensure Council staff can direct enquiries to these services and provide applicants with the skills to be better informed and researched prior to lodging any applications.

Service NSW presented to staff on 10 April 2019, outlining the benefits of the program and seeking Council’s support to become a program partner. The program is initially focused on the Café, Restaurant and Small Bar industry but is being expanded to support Housing and Construction, Retail, Print Manufacturing and Road Freight Transport.
For Mosman Council, the process is to endorse the proposed recommendations and to inform Service NSW when this endorsement has occurred. Following this, the Easy to do Business Council Relationship Manager will run a kick off workshop with impacted Council teams as part of the “Operational Readiness” preparation for launch. Service NSW will make a presentation to key Council staff to provide them with the information and skills for “Operational Readiness”. Once Council staff are prepared, there will be an official launch and an announcement of the program.

Consultation

Council’s Leadership Team has been consulted on the proposed agreement and was supportive.

Financial Implications

This program is at no cost to Council to participate. Support material, training and advice is provided by Service NSW at no cost. Implementation of the program should lead to reduced processing times and costs relating to applications to Council.

Relationship with MOSPLAN

The agreement relates to two strategic direction in MOSPLAN. Strategic Direction 4 - An Informed and Engaged Community Strategic Direction 5 - A Business-Friendly Community with Sound, Independent Civic Leadership.

Recommended Action

As a Small Business Friendly Council, participation in the Easy to do Business program is important and will support the creation of new businesses within the area.

It is considered appropriate that Council enter into an Agreement with Service NSW to be part of this program.

Attachments

Opening a café, restaurant or small bar just got easier

FREE SERVICE

Service NSW
Making business easier
We’re making it easier to do business in NSW

Starting a business is exciting but it can be a complicated and uncertain journey

Service NSW now offers a free service to help you navigate through all of the government licences and permits you need to open your doors faster. We can also help if you are looking to grow and expand your business.

That means you get to spend less time on the paperwork and more time on your business.

How you benefit

A dedicated Business Concierge can help steer you through the processes by providing step by step guidance and helping you get your applications done right the first time. Sign up and a Business Concierge will call you back in 1 business day.

Handy How-to guides include all the information you need to help you understand government licensing, approvals and regulations to set up your business.

Sign up and get access to a dashboard that you can personalise to keep track of your applications and what you need to do next.

To sign up or for more information visit service.nsw.gov.au
EP/30 Amenities Upgrade
Responsible Officer: Manager Property and Works

Executive Summary

This report details the outcome of the Tender Assessment for a combined package of building works to Council amenity buildings.

The tender for the Amenities Upgrade project was carried out via an open tender and structured as a “shopping list” of items at all amenities with items prioritised to higher use facilities.

The tenders have been assessed by Council staff and Council’s appointed Project Manager, Colliers International.

It is recommended that ATG (Sydney) Project and Property Solutions Pty Ltd (ATG) be appointed as the preferred tenderer and scope only include the three Balmoral facilities to meet budget requirements.

Works will commence in July 2019 and be completed by end October 2019.

Officer’s Recommendation

The Manager Property and Works recommends that:

1. In accordance with the Local Government (General) Regulation 2005 Clause 178 Subclause (1)(a), Council accept the tender from ATG (Sydney) Project and Property Solutions Pty Ltd for a lump sum price of $587,000 ex GST for the Amenities Upgrade project;

2. The scope of works be limited to the three Balmoral Facilities being the Tramshed Amenities, Bathers Public Amenities and Balmoral Baths Amenities.

3. The General Manager be delegated authority to make necessary arrangements to enter into the contract; and

4. Council notify unsuccessful tenderers of Council’s decision.

Background

In accordance with the adopted 2019/2020 Budget and Operational Plan and the 2018-2021 MOSPLAN Delivery Plan, the Amenities Upgrade project is to be completed in the 2019/2020 Building Works Program.

Specifications were prepared and these were presented to Councillors at a Workshop. With Councillors endorsement, works were scoped and tenders were called. Tenders closed on 14 June 2019 with Council receiving six (6) tenders.

This report outlines details of the project and the outcome of the procurement process.

Tendered Scope of Works

The Amenities Upgrade project includes the refurbishment of twelve (12) separate sites. Five (5) of the sites are of higher priority and included a refurbishment and new finishes. The remaining seven (7) amenity blocks were of a minor scope of a refresh only. The latter amenity blocks were tendered subject to budget availability and for Council to obtain current costing on bringing them to a higher level of standard as compared to the priority sites.
The tender described the anticipated Contractor award date being 3 July 2019, with works beginning mid-July and project completion anticipated by 30 November 2019.

The following amenities were identified as higher priority in order:

1. Balmoral Baths;
2. Balmoral Tramshed;
3. Balmoral Pavilion;
4. Clifton Gardens; and
5. Rosherville.

The following amenities were nominated as a secondary priority only:

1. Balmoral Oval;
2. Vista St Carpark;
3. Georges Heights;
4. Drill Hall;
5. Rawson Oval;
6. Sirius Cove; and
7. Spit West Park.

**Tender Assessment**

As detailed above, Council received six (6) tenders. They were from, in no particular order:

- Girvan Waugh
- AMA Projects
- Ozz Projects
- J+CG Constructions
- ATG Projects
- Trinity Quality Interiors

The tenders were assessed against the following criteria:

- Price
- Company Capacity
- Structure
- Resourcing
- Nominated Team Capability
- Past Experience

The Assessment Panel was made up of Council staff and a representative from the appointed Project Manager, Colliers.

Of the tenderers, ATG scored the highest from both a qualitative and quantitative assessment.

ATG demonstrated a clear understanding of the quality of the refurbishment and the nominated Project Team has extensive experience in this area. Further, they had strong experience on similar projects being amenities upgrades having previously delivered high-end End of Trip facilities within live environments.

ATG have nominated a Project Manager with support from a Contracts Administrator and a Site Manager to manage this project.

From the tender prices, it was clear that there was not budget to undertake the entire suite of works on all 12 sites.
Given the tender prices received, it was the view of the Tender Panel that the toilets at Balmoral be focused on and they receive a higher level of finish. The reason behind this was that their individual uses far exceed that of any of the other sites combined and that their wear is greatest given their exposure to the elements.

It was considered by the tender panel that the prices submitted reflected market rates.

Accordingly, as allowable in the tender, options were allowed to be selected independently, valued engineered and an individual contractor could be recommended.

**Budget**

With the adoption of the 2019/2020 Budget, the 2019/2020 Works Program made provision for total funds of $630,000.00 for the project.

Accordingly, subject to adoption of the report, the following budgets have been set.

<table>
<thead>
<tr>
<th>Item</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main 3 Balmoral Amenities</td>
<td>$587,000.00</td>
</tr>
<tr>
<td>Project Management</td>
<td>$15,500.00</td>
</tr>
<tr>
<td>Consultancies / Fees</td>
<td>$12,500.00</td>
</tr>
<tr>
<td>Communications</td>
<td>$15,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$630,000.00</strong></td>
</tr>
</tbody>
</table>

To reduce the Project Management and Communications costs, in-house expertise and resources have been leveraged wherever possible.

The detailed tender assessment has not been made public due to commercial-in-confidence material but if Councillors have any questions, they can contact the Director Environment and Planning directly.

A Referee Check and Financial Assessment has been undertaken on ATG and both are satisfactory.

**Overall Project Management**

The project is currently being overseen by the Manager Property and the Property Supervisor. Both have experience in construction projects. To provide an additional level of expertise, an external project manager Colliers International has been appointed. The Colliers International Project Management team has completed and continues to manage over $3 billion worth of property and infrastructure projects across Australia and New Zealand. They have 60 dedicated project managers and are very experienced in managing this type of fit refurbishment. Having been involved with the Civic Centre Works, they are well versed with Council’s requirements, procedures and policies.

The remaining team of consultants for the work is as follows. These consultants were selected through a selected quotation methodology in accordance with Council’s standard procurement practices. They were selected on experience in this area and price.
The construction will be managed under an amended Australian Standards 4902 Design and Construct Contract. Colliers will act as the Superintendent's Representative for the works.

Works have been assessed as complying development and do not require development approval.

**Procurement and Probity**

Procurement has been undertaken through and open tender. Specifications have been prepared by the staff and consultant team and the process of procurement is being managed by Council and Colliers International. Tenders have been called using Council's standard procedures for tenders and the Local Government Act 1993.

A Procurement Plan including a Probity Process, a Risk Management Plan and a Review of Environmental Factors for the project was prepared.

**Project Timeline and Impact During Works**

The works are scheduled to commence mid-July 2019 and be completed by the end of October 2019.

The works will be staged so all three beachside amenities will never be closed at the same time. There will always be amenities available for public use during the works.

To ensure minimal impact on residents and neighbouring businesses, significantly noisy works will be limited to core hours but noise will be inevitable.

The amenity blocks will be a construction site for the duration of the works and accordingly, there will be materials being delivered and works undertaken.

During the works, there will be changes to the car parking arrangements near each amenity block. A minimal number of car spaces will be converted into work zones at each site while work is being carried out on that site. There will also be a site compound erected.

Whilst reducing the capacity of public car spaces near the amenity blocks, this will ensure safe storage for materials, smooth deliveries and better coordination of works.
Project Communication

A communication plan is currently being prepared. There will be a dedicated contact point for the works as well as information signs placed around the site. This has proved successful in the case of the Civic Centre Works and the Winter Package of Balmoral Works.

Relationship with MOSPLAN

Strategic Direction 6 - Well Designed, Liveable and Accessible Places.

Recommended Action

In order to get a real market price for all Items, Council included the entire suite of works. Given the budget restrictions, it is considered that the higher priority most used facilities be focused on. These being the three sites at Balmoral.

Whilst it would have been preferred to carry out works on all locations; there is insufficient budget to do so. However, Council's Asset Management Plans do indicate these less priority sites receive funding in 2021/22 and accordingly the tender prices now provide Council a realistic cost estimate for these works.

It should be noted that Raglan West Toilets was not included in this package of works. It is currently subject to a grant application. Should this fail, a separate proposal will be prepared for this facility in the next iteration of MOSPLAN.

Recommendation endorsed by Director Environment and Planning.

Attachments

Nil
9. NOTICES OF MOTION

NM/6 Notice of Motion: Use of Glyphosate (Round up)

Submitted By: Councillor Bendall
MOSPLAN: Strategic Direction 3 - An Attractive and Sustainable Environment

NOTICE OF MOTION

That in relation to the use of glyphosate (Round up) that:

A. Council notes that recent US court cases that have linked exposure to glyphosate with cancer and other neurological disorders.

B. Council liaises with other Councils that have found alternatives to the use of glyphosate for example Cook Shire Council, City of South Perth, and further liaises with Fairfield City Council and Georges River Council who recently announced a ban on the use of glyphosate.

C. Council conducts further trials on an alternative to the use of glyphosate including the possible use of a plant-derived spray called pelargonic acid.

D. Results of the above mentioned trials are reported back to Council by April 2020 with a view to phasing out usage within 12 months.

Background

See attached memo dated 11 April 2019 resulting from a question without notice submitted by Councillor Bendall.
MEMORANDUM

To: Mayor  
   Councilors  
   General Manager

From: Director Environment and Planning

Date: 11 April 2019

Subject: QWN - Use of Round Up / Pesticides in Mosman

This memo is in response to the following QWN from 2 April 2019 regarding the use of Round-Up/ Pesticides in Mosman by Councillor Bendall.

There has been community concern of late regarding Council's use of Round Up/Pesticides (glyphosates). Could Council confirm we use this pesticide? How much do we use and where? Is Council considering alternatives?

Staff have confirmed that Council uses this pesticide across all its Open Space Contracts with a total use of approximately 250 litres of neat glyphosate (the active ingredient in Round-Up) annually. The areas where it is applied include hard surfaces such as roads, footpaths and carparks. It is also used for weed control in bushland and unmade road sites and parks and garden areas. It is used as per label directions, by qualified contractors and is applied direct to weeds with little drift and therefore off target impacts. It also deactivates in the soil meaning that it is no longer toxic to vegetation.

Council recently sought advice from the Australian Pesticides Veterinary Medical Association and NSW Environmental Protection Authority in regard to its use and this is provided below.

"The Australian Pesticides and Veterinary Medicines Authority's (APVMA's) role is to ensure all agricultural and veterinary (agvet) chemicals in Australia are effective and safe for people, animals, and the environment. They take this responsibility seriously and in doing so make decisions based on scientific information. The APVMA is aware of the recent decision concerning glyphosate products in the Californian Superior Court.

Glyphosate is registered for use in Australia and APVMA approved products containing glyphosate can continue to be used safely according to label directions. In 2016, the APVMA considered glyphosate and found no grounds to place it under formal reconsideration. As the national regulator for agricultural chemicals, they continue to track and consider any new scientific information associated with safety and effectiveness of glyphosate, including the information available from other regulators. The APVMA’s regulatory position on glyphosate is available on their website at https://apvma.gov.au/node/13891"

Council routinely considers alternate products and methods for weed control and unfortunately there are very little if any alternatives that match its mode and efficiency. Steam is inefficient, not practical in areas greater than 20 metres from edge of road, does not kill root systems and requires three times the treatment program and costs more per application. A recent organic herbicide was released to the market mid last year but early trials indicate that it requires many more treatments and is more expensive. Glyphosate is still considered safe to use.

Craig Covich  
DIRECTOR ENVIRONMENT AND PLANNING
9.2. NM/7 Notice of Motion: MOCC

Submitted By: Councillor Bendall
MOSPLAN: Strategic Direction 1 - A Caring and Inclusive Community
          Strategic Direction 4 - An Informed and Engaged Community

NOTICE OF MOTION

That:

A. Council conduct a public consultation as to the value of Mosman Occasional care within Mosman, likely future demand for child care places post December 2019, and impacts on single mothers, families, and the community. The consultation would invite written submissions from the community via a Council on-line web page which would be then provided in a report back to Council within the next two months.

B. Council prepare a report on alternative sites to host MOCC should the Development Application for the Alan Border Oval Design be denied and this also be provided to Council within the next two months.

Background

The proposed motion does not negate the Council resolution at the May 7th meeting (extract below) but seeks to concurrently run a public consultation on the value of the service, in order to give Council administration time to prepare for unexpected refusal / delays in the Development Application process which could trigger a review of the initial motion.

Council resolution May 7th 2019.
"Item GM/2 Balmoral Childcare was determined in Closed Session and Council resolved to cease the project to build a new childcare centre at Balmoral Park due to the impact of bush fire mitigation measures on the bushland and oval; undertake actions associated with the demolition of the building, together with turf, decontamination and creek restoration works; not include childcare in the Allan Border Oval Design; and subject to approval for the Allan border Oval development, cease the service of Mosman Occasional Childcare as at December 2019"
10. RECISSION MOTIONS

RM/1 Rescission Motion: Item EP/22 - Parking Stakeholder Engagement

Submitted By: Councillors Bendall, Menzies and Willoughby

RESCISSION MOTION


SUBSTANTIVE MOTION

1. That Council revisit the use of enforcement sensors in 12 months after running a trial in the Bridgepoint, Vista Street and Cache car parks.

2. That no further action be taken in the village and surrounding streets.

Note by General Manager

Council at its meeting on 4 June 2019 resolved in relation to Director Environment and Planning report Item EP/22 – Parking Stakeholder Engagement:

That the Officer's Recommendation be adopted with a community education program/grace period to run for 2 months prior to enforcement utilisation of the sensors.

The Manager Engineering recommends that:


   The recommendations provided in the consultant’s report are:

   • Switching on the purple lights in the car parks to identify over-stayers after a suitable grace period
   • Use of sensor data for enforcement purposes
   • Altering the parking restrictions in the Vista Street car park; 1P to 2P and 4P to 3P

2. An analysis be undertaken on the impact of converting some of the unrestricted parking spaces in Goldsbury Street and Myahgah Road to 2P and this matter be reported back to the Traffic Committee for action.

3. Further reports be prepared to the Council and the Traffic Committee from time to time utilising the date obtained from the technology to make recommendations and improvements to Council's parking regime.
Executive Summary

On 4 December 2018 Council considered a Rescission Motion – Item EP/63-Parking Strategy and resolved that staff conduct a consultation with retailers, Chamber of Commerce and Councillors for the following:

- Use of sensors for enforcement
- Current timing restrictions for parking
- A desired change process
- Options for additional parking

Council engaged PTC consultants to develop a comprehensive stakeholder engagement plan. The plan included analysis of data from Smart Parking System, face-to-face contact with local retailers in Military Road, engagement with the Mosman Chamber of Commerce, direct mail out to business owners, online business questionnaire, and business and Councillor workshops.

The consultant has completed their work in this area. The outcome of the consultation, parking data analysis, options for additional parking and the consultant’s recommendations are provided in the attached consultant’s report of 9 May 2019.

Based on their work it is recommended to utilise the technology for enforcement as well as undertake several parking time changes in line with their data analysis.

Post the report being completed, Council has been approached by the operators of Bridgepoint who have advised of their full support for the use of the technology for enforcement in the Bridgepoint Car Park.

Officer’s Recommendation

The Manager Engineering recommends that


   The recommendations provided in the consultant’s report are:
   
   - Switching on the purple lights in the car parks to identify over-stayers after a suitable grace period
   - Use of sensor data for enforcement purposes
   - Altering the parking restrictions in the Vista Street car park; 1P to 2P and 4P to 3P

2. An analysis be undertaken on the impact of converting some of the unrestricted parking spaces in Goldsbury Street and Myahgah Road to 2P and this matter be reported back to the Traffic Committee for action.

3. Further reports be prepared to the Council and the Traffic Committee from time to time utilising the data obtained from the technology to make recommendations and improvements to Council’s parking regime.
Background

In 2015, Council adopted a Parking Strategy that included the use of parking technology. Since 2017, this technology has been collecting data but in accordance with the resolution at the time, has not been linked to enforcement.

Current Position

Data analysis indicates that approximately one in 10 vehicles overstay the parked time limits which reduces space turnover rates and consequently parking availability. The report details that on an average weekday, over 900 vehicles overstay the timed limits. This is even when including a 15 minute grace period. A breakdown can be seen below

![Overstay Bar Chart]

Currently only a small percentage of overstays are enforced. This is due to the current process of parking patrols. The process is targeted on anecdotal evidence and involves the marking of tyres with chalk. Given the technology available, it is considered that the use of the sensors is by far a more efficient operation. Additionally, having access to data will allow for a more targeted approach to areas of high non-compliance.

It should be noted that technology does not automatically issue fines. It simply replaces the need to chalk tyres and gives data on where overstaying is occurring. Rangers still need to attend the vehicle and issue an infringement.

Comment and Consultation

The use of Technology and its use for enforcement has been part of Council’s parking strategy discussions as early as 2008. It was part of the consultation in the development of the Parking Strategy in 2015-2016 which involved workshops face to face meetings with business owners and survey.

As part of this Stakeholder Engagement Plan, the consultant visited the businesses in Military Road and wrote to the business owners. An online questionnaire was made available for completion by businesses for a four-
week period from 18 March to 12 April 2019. The online survey was promoted by the Mosman Chamber of Commerce via Facebook and their newsletter.

A business workshop was held on 3 April 2019 attended by 3 people and a Councillor workshop was held on 9 April 2019.

Further Council has been approached by the operators of Bridgepoint who have requested that the car park be more regularly enforced and that the technology be made available for the Rangers.

Based on the consultation, it again has been recommended to utilise the technology for enforcement.

**Time Restrictions**

Given the Council resolution preventing the use of technology for enforcement, the use of the data has been restricted. Given the comments by Councillors, as part of this work, analysis on time restrictions and overstaying has also been undertaken. It is considered that this is the best approach in order to address overstaying. Accordingly, based on the data it is recommended that the following time restrictions be altered. Appropriate notification with the individual Traffic Committee members will be undertaken.

- Altering the parking restrictions in the Vista Street car park: 1P to 2P
- Altering the parking restrictions in the Vista Street car park: 4P to 3P

Regarding converting some of the unrestricted parking spaces in Goldsbury Street and Myahgah Road to 2P, it is recommended that this matter be investigated further particularly to see the impact on residential parking and this matter be reported back to the Traffic Committee for action.

It is considered further reports will be prepared for the Traffic Committee on a yearly basis where required, regarding the data and suggested time changes.

**Financial Implications**

Council has invested in parking technology which can be used for enforcement purposes. There is no budget required to allow Compliance Officers access to the parking technology. There is a small licence fee however this can be funded in the existing budget.

**Relationship with MOSPLAN**

Strategic Direction 3 - An Attractive and Sustainable Environment
Strategic Direction 4 - An Informed and Engaged Community.

**Recommended Action**

It is recommended that Council adopt the recommendations provided in the consultant report dated 9 May 2019 (Page 22 – Section 8).

Recommendation endorsed by Director Environment and Planning.

**Attachments**

PTC consultant’s Stakeholder Engagement Report dated 9 May 2019
Parking Stakeholder Engagement

For Mosman Municipal Council

9 May 2019
Document Control

Parking Stakeholder Engagement, Report

<table>
<thead>
<tr>
<th>Issue</th>
<th>Date</th>
<th>Issue Details</th>
<th>Author</th>
<th>Reviewed</th>
<th>For the attention of</th>
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<td>Report</td>
<td>DK/LM/MS</td>
<td>AM</td>
<td>Sam Sathanesan, Senior Traffic Engineer</td>
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1. Executive Summary

Following a resolution at the Mosman Council meeting on 4 December 2018 (Item EP/63 – Parking Strategy), Council was requested to obtain feedback from retailers, the Mosman Chamber of Commerce and Councillors ("stakeholders") on the following:

- The use of parking sensors for enforcement,
- Current time restrictions for parking,
- A desired change process, and
- Options for additional parking.

Council engaged ptc. to prepare a Stakeholder Consultation Plan designed to cover these requirements.

The Plan agreed with Council included the following five steps:

1. Stakeholder feedback

Despite visiting 228 businesses in Military Road and mailing out 130 letters to business owners, only 30 responses to the questionnaire were received and 3 people attended the workshop. This could be an indication that the majority of businesses are supportive of Council’s management of parking (we experienced a similar lack of engagement as part of the Parking Strategy development in 2014/15).

To the question "Are you in favour of using data from parking sensors, rather than chalking tyres to improve the efficiency of the enforcement process?" the response was divided 48% Yes (14) 52% No (15).
17 respondents considered the on-street time restrictions were not adequate generally proposing more spaces for 2 Hours or more. 23 respondents considered that the time restrictions in the off-street car parks were adequate.

1.2 Data analysis

Analysis of the Smart Parking data indicated that on average, overstay represents 6-8% of all daytime transactions (after allowing for a grace period of up to 15 minutes). The majority of overstay are in the shorter time restricted spaces (1P or less) and are for 30 min or less.

This was the case in the 1P spaces in the Vista Street car park. The parking strategy allows for longer time restrictions in off-street car parks vs. conveniently located on-street spaces. Council has the option of converting these 1P spaces to 2P in line with current demand and reassessing the overall car park allocation between 2P, 3P and 4P spaces. If additional time restricted spaces are required to meet demand, some of the unrestricted spaces with sensors installed could be converted to time restricted spaces (e.g. The Crescent, Gouldsbury Street etc.) These proposed changes to parking restrictions need to be accompanied by an efficient enforcement regime to ensure current turnover is maintained.

A significant number of vehicles (357) were identified as overstaying for more than 30 mins on an average weekday. Analysis indicates that less than 1% of overstay are currently enforced, which could be an indicator that patrols are not as efficient as required. Noncompliance reduces the effectiveness of the time restrictions in increasing turnover and improving parking availability. Therefore, to enforce short term parking controls, frequent patrols are required which is labour intensive when a tyre chalking methodology is adopted.

Analysis of sensor data allows Rangers to focus their patrols to the locations where non-compliance is most prevalent. If overstay data is available on their handheld device, the efficiency of patrols would also improve (i.e. no need to patrol an area twice to enforce restrictions).

Should Council resolve to use the sensor data to facilitate the enforcement process we recommend that sensor data is regularly reviewed to ensure the integrity of the database and the reliability of the data.

1.3 Options for additional parking

25 respondents believed additional off-street parking is needed in Mosman and proposed numerous locations as summarised in Section 6.

1.4 Change process

A methodology for managing change is proposed in Section 5. This should be accompanied by a communication strategy to keep the community informed of the process undertaken by Council and the outcome of the change.

Whilst the number of responses to the questionnaire did not represent a significant sample size there was a consistent theme that indicated businesses were generally uninformed about parking management.
1.5 Key Outcomes

Stakeholders were given the opportunity to “have their say” via a questionnaire or attendance at a workshop, however as noted above the participation was insufficient to draw any representative conclusions on parking management.

During the period of the engagement there was no evidence of widespread stakeholder opposition to the following:

- Use of sensor data for enforcement purposes,
- Switching on the purple lights in the basement car parks to identify overstays after a suitable grace period,
- Altering the parking restrictions in the Vista Street car park; 1P to 2P and 4P to 3P, and
- Converting some of the unrestricted spaces with sensors installed to 2P.

It was indicated in the Council workshop there was no appetite for introducing paid parking due to a lack of infrastructure however the installation of active signage in Military Road, as proposed in the Parking Strategy, needs to be reconsidered.

1.6 Conclusion and Recommendations

Following the stakeholder engagement process, in our opinion, Council should adopt the following recommendations:

- Implement the use of the sensor data in relation to the enforcement of the parking controls, along with our recommendations (see Section 2.5) with regard to maintaining the data to ensure the integrity of the database and the reliability of the data,
- Implement the use of the purple indicator lights within Bridgepoint shopping centre and Vista Street car park to identify overstays,
- In Vista Street car park, convert the 1P parking to 2P and the 4P parking to 3P. The terms of reference for this project did not include the collection of data or analysis to advise directly on the type of parking controls within individual parking areas and car parks. However, this topic was discussed during the stakeholder consultation and at a high level, these changes to the parking restrictions are logical (in that short-turnover spaces are better located on-street rather than in car parks) therefore we recommended that these changes are made as a result of this study,
- Similarly, unrestricted on-street parking spaces that have sensors could have time restrictions introduced on some or all of these spaces.
2. Data Analysis

We analysed the parking data collected from all sensors over three months from September 2018 – November 2018.

The detailed results of our analysis are presented as Attachment 1 (Tableau File) and can be interrogated by street or car park, day and time restriction using the free Tableau Reader, which can be obtained via the following link:

https://www.tableau.com/products/reader/download

Our key findings from our analysis are summarised in the following sections.

2.1 Inventory

The study area comprises 1,115 spaces with sensors, both on-street and off-street; 429 (32%) on-street parking spaces and 686 (68%) off-street parking spaces.

A summary of the current parking supply by street, car park and time restriction within the study area is as follows.

Table 1 - Study Area Current Parking Inventory

<table>
<thead>
<tr>
<th>Street/Car Park</th>
<th>Unrestricted</th>
<th>Disabled</th>
<th>P5 &amp; P10(^2)</th>
<th>1/4P</th>
<th>1/2P</th>
<th>1P</th>
<th>2P</th>
<th>&gt;2P(^3)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almora St</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Avenue Rd</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>15</td>
<td>0</td>
<td>20</td>
</tr>
<tr>
<td>Beach Ln</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Belmont Rd</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>30</td>
<td>0</td>
<td>33</td>
</tr>
<tr>
<td>Civic Ln</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Gouldsbury St</td>
<td>51</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>5</td>
<td>0</td>
<td>58</td>
</tr>
<tr>
<td>Mandolong Rd</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Middle Head Rd</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Military Rd</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>4</td>
<td>30</td>
<td>115</td>
<td>1</td>
<td>0</td>
<td>158</td>
</tr>
<tr>
<td>Myahgah Rd</td>
<td>30</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>11</td>
<td>0</td>
<td>0</td>
<td>45</td>
</tr>
<tr>
<td>Reglan St</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>11</td>
<td>0</td>
<td>0</td>
<td>11</td>
</tr>
</tbody>
</table>

1 Per council’s parking bay data, sent on 27 Feb 2019

2 P5 & P10 - including P5 min, P10 min, Drop-off/Pick up and No Parking

3 >2P – including 3P and 4P
### Street/Car Park Unrestricted Disabled P5 & P10² 1/4P 1/2P 1P 2P >2P³ Total

<table>
<thead>
<tr>
<th>Street/Car Park</th>
<th>Unrestricted</th>
<th>Disabled</th>
<th>P5 &amp; P10²</th>
<th>1/4P</th>
<th>1/2P</th>
<th>1P</th>
<th>2P</th>
<th>&gt;2P³</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Crescent</td>
<td>19</td>
<td>0</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>52</td>
<td>0</td>
<td>77</td>
</tr>
<tr>
<td><strong>Subtotal – On-Street</strong></td>
<td><strong>104</strong></td>
<td><strong>2</strong></td>
<td><strong>23</strong></td>
<td><strong>4</strong></td>
<td><strong>30</strong></td>
<td><strong>147</strong></td>
<td><strong>119</strong></td>
<td>0</td>
<td><strong>429</strong></td>
</tr>
<tr>
<td>Bridgepoint Car Park Level 1</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>124</td>
<td>0</td>
<td>129</td>
</tr>
<tr>
<td>Bridgepoint Car Park Level 2</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>131</td>
<td>0</td>
<td>135</td>
</tr>
<tr>
<td>Library Walk Car Park</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>33</td>
<td>0</td>
<td>36</td>
</tr>
<tr>
<td>Mosman Cache Car Park⁴</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>39</td>
<td>0</td>
<td>40</td>
</tr>
<tr>
<td>Mosman Square Car Park 1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>Mosman Square Car Park 2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>7</td>
<td>0</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Raglan Street East Car Park</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>90</td>
<td>0</td>
<td>92</td>
</tr>
<tr>
<td>Raglan Street West Car Park</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>50</td>
<td>0</td>
<td>52</td>
</tr>
<tr>
<td>Vista St Car Park</td>
<td>0</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>59</td>
<td>84</td>
<td>36</td>
<td>187</td>
</tr>
<tr>
<td><strong>Subtotal – Off-Street</strong></td>
<td><strong>0</strong></td>
<td><strong>25</strong></td>
<td><strong>0</strong></td>
<td><strong>8</strong></td>
<td><strong>66</strong></td>
<td><strong>381</strong></td>
<td><strong>206</strong></td>
<td><strong>206</strong></td>
<td><strong>686</strong></td>
</tr>
<tr>
<td><strong>Total Capacity</strong></td>
<td><strong>104</strong></td>
<td><strong>27</strong></td>
<td><strong>23</strong></td>
<td><strong>4</strong></td>
<td><strong>38</strong></td>
<td><strong>213</strong></td>
<td><strong>500</strong></td>
<td><strong>206</strong></td>
<td><strong>1,115</strong></td>
</tr>
</tbody>
</table>

24% of the on-street sensored spaces are unrestricted; 62% are 1P (34%) and 2P (28%) spaces. The majority of 1/2P and shorter spaces are located on Military Road (74%, 42 of 57 spaces).

56% of the off-street sensored spaces are 2P parking, and 30% are longer than 2P spaces (3P or 4P).

Figure 2 below illustrates the map of the study area highlighting the parking restrictions to provide a visual representation of the above table.

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⁴ Mosman Cache Car Park – 39 3P spaces + 1 Disabled space (confirmed by Council) but in SmartParking’s system there are 39 Unrestricted spaces + 1 Disabled space.
2.2 Overstays

2.2.1 Overall % of transactions (8am -6pm)

The table below illustrates that the sensed spaces were used approximately 11,000 times a day (between 8am and 6pm) on both a weekday and weekend day during September 2018 -November 2018.

5 Calculated after the application of a grace period (ranging from 0 – 15 minutes) in the Smart Parking database; we note a consistent grace period has not been applied to all time restricted spaces.
Table 2 - Average Daily Transactions, Overstays and Overstays as a % of Transactions Sep-Nov 2018

<table>
<thead>
<tr>
<th>Sep-Nov 2018</th>
<th>Avg. Daily Trans. (8am-6pm)</th>
<th>Avg. Daily Overstays</th>
<th>% of Overstays over Trans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekday Average</td>
<td>11,671</td>
<td>907</td>
<td>7.8%</td>
</tr>
<tr>
<td>Weekend Average</td>
<td>10,973</td>
<td>625</td>
<td>5.7%</td>
</tr>
</tbody>
</table>

The number of overstays as a percentage of transactions, calculated after the application of a grace period of 0-15 minutes, on an average weekday (7.8%) is higher than that on an average weekend day (5.7%). This is most likely because some parking restrictions (e.g. 2P 8am-6pm Mon-Fri) are not applied on a weekend or are applied for a shorter time period.

2.2.2 Weekday Average Overstays

Figure 3 below illustrates the locations with the highest overstay levels, as a percentage of transactions (Top 3) on an average weekday:

![Figure 3 - Weekday Average Overstay Level (Top 3 Locations) Sep-Nov 2018 vs. 2017]

Compared to the same period in 2017, both Vista St Car Park and Avenue Road have a higher number of overstay in 2018, while a smaller proportion of vehicles overstayed in the Mosman Square Car Park 1 in 2018.

A breakdown of overstays (September 2018-November 2018) by time restriction on an average weekday for these locations is illustrated below:

Table 3 - Breakdown of Overstays by time restriction Sep-Nov 2018 – Weekday Average

<table>
<thead>
<tr>
<th>Time Restriction</th>
<th>Vista St Car Park</th>
<th>Avenue Road</th>
<th>Mosman Square Car Park 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>P5</td>
<td>N/A</td>
<td>N/A</td>
<td>50</td>
</tr>
<tr>
<td>1/2PWD 2PWE</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>1P</td>
<td>147</td>
<td>32.8%</td>
<td>2</td>
</tr>
<tr>
<td>2P</td>
<td>68</td>
<td>16.0%</td>
<td>7</td>
</tr>
<tr>
<td>4P</td>
<td>27</td>
<td>18.1%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

On an average weekday, the majority of overstays are in spaces with a time restriction of 1P or less.
2.2.3 Weekend Average Overstays

Figure 4 below illustrates the locations with the highest overstay levels on an average weekend day (Top 3):

<table>
<thead>
<tr>
<th>Location</th>
<th>2018 % of Tran</th>
<th>2017 % of Tran</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vista St Carpark</td>
<td>16.1%</td>
<td>13.5%</td>
</tr>
<tr>
<td>Avenue Road</td>
<td>11.9%</td>
<td>12.4%</td>
</tr>
<tr>
<td>Middle Head Road</td>
<td>9.3%</td>
<td>14.2%</td>
</tr>
</tbody>
</table>

Figure 4 - Weekend Average Overstay (Top 3 Locations) Sep-Nov 2018 vs. Sep-Nov 2017

Vista Street Car Park has the highest number of overstay as a proportion of transactions during September 2018-November 2018, and the proportion is higher in 2018 compared to the same period in 2017.

A breakdown of overstays (September 2018-November 2018) by time restriction on an average weekend day for these locations is illustrated below:

Table 4 - Breakdown of Overstays by time restriction Sep-Nov 2018 – Weekend Average

<table>
<thead>
<tr>
<th>Time Restriction</th>
<th>Vista St Car Park</th>
<th>Avenue Road</th>
<th>Middle Head Road</th>
</tr>
</thead>
<tbody>
<tr>
<td>P5</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>1P</td>
<td>132</td>
<td>37.5%</td>
<td>2</td>
</tr>
<tr>
<td>2P</td>
<td>37</td>
<td>7.2%</td>
<td>5</td>
</tr>
<tr>
<td>4P</td>
<td>8</td>
<td>2.3%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Similar to a weekday, parking spaces with shorter time restrictions (1P and less) have higher overstay levels than other time restricted spaces.

2.3 Overstay\(^5\) by Time

2.3.1 Weekday Average

The distribution of overstays by time on an average weekday, after the application of a grace period of 0-15 minutes, is illustrated below:
The majority of vehicles overstayed by 30 minutes or less (511 vehicles (60.7%) per average weekday). 122 vehicles (13.4%) overstayed by 2 hours or more.

A breakdown of the top 3 locations where vehicles overstayed by 30-60 minutes or 2 hours plus, is summarised in Table 5.

<table>
<thead>
<tr>
<th>Location of overstays</th>
<th>Avg. 30-60 minutes Overstay per Day</th>
<th>% of Total 30-60 minutes Overstays</th>
<th>Avg. 2H or more Overstay per Day</th>
<th>% of Total 2H or more Overs stays</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vista St Car Park</td>
<td>43</td>
<td>31%</td>
<td>29</td>
<td>24%</td>
</tr>
<tr>
<td>Military Road</td>
<td>41</td>
<td>29%</td>
<td>13</td>
<td>11%</td>
</tr>
<tr>
<td>Bridgepoint Car Park</td>
<td>18</td>
<td>13%</td>
<td>25</td>
<td>20%</td>
</tr>
<tr>
<td>Others combined</td>
<td>38</td>
<td>27%</td>
<td>55</td>
<td>45%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>140</strong></td>
<td><strong>100%</strong></td>
<td><strong>122</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

On an average weekday, Vista Street Car Park, Military Road and Bridgepoint Car Park have the largest proportion of overstays in these time bands (30-60 minutes and 2 hours plus).

### 2.3.2 Weekend Average

Similar to a weekday, 65.8% of all overstays on an average weekend day (411 September-November 2018) are vehicles overstaying 30 minutes and less, as shown in the graph below:
On an average weekend day, the majority of overstays for 30-60 minutes or 2 hours plus are again in Vista Street Car Park, Military Road and Bridgepoint Car Park as summarised in Table 6.

<table>
<thead>
<tr>
<th>Location of overstays</th>
<th>Avg. 30-60 minutes Overstay per Day</th>
<th>% of Total 30-60 minutes Overstays</th>
<th>Avg. 2H or more Overstay per Day</th>
<th>% of Total 2H or more Overstays</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vista St Car Park</td>
<td>44</td>
<td>40%</td>
<td>8</td>
<td>17%</td>
</tr>
<tr>
<td>Military Road</td>
<td>40</td>
<td>37%</td>
<td>11</td>
<td>23%</td>
</tr>
<tr>
<td>Bridgepoint Car Park</td>
<td>8</td>
<td>7%</td>
<td>9</td>
<td>19%</td>
</tr>
<tr>
<td>Others combined</td>
<td>17</td>
<td>16%</td>
<td>19</td>
<td>40%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>109</strong></td>
<td><strong>100%</strong></td>
<td><strong>47</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
2.4 Infringement data

A comparison of infringements vs. overstays for the parking locations with the highest overstay levels (top 3) for the period September 2018-November 2018 is shown in the table below:

Table 7 - Infringements vs. Overstays by location (top 3) Sep-Nov 2018

<table>
<thead>
<tr>
<th>Location</th>
<th>Total Infringements (Sep-Nov 2018)</th>
<th>Total Overstays (Sep-Nov 2018)</th>
<th>% Infringements over Overstays</th>
<th>% Overstays over Transactions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vista St Car Park</td>
<td>61</td>
<td>21,374</td>
<td>0.3%</td>
<td>20.5%</td>
</tr>
<tr>
<td>Avenue Road</td>
<td>6</td>
<td>5,185</td>
<td>0.1%</td>
<td>12.8%</td>
</tr>
<tr>
<td>Mosman Sq Car Park 1</td>
<td>0</td>
<td>1,014</td>
<td>0.0%</td>
<td>11.6%</td>
</tr>
</tbody>
</table>

The number of overstays is significantly higher than the number of infringements, which means that only a small proportion of overstays (only 0.0%-0.3%) in these locations are being enforced.

2.5 Key findings

- On an average day 6-8% of all transactions between 8am -6pm overstay the time restriction (after allowing for a grace period ranging from 0-15 minutes). This impacts the effectiveness of the time restrictions and therefore the availability of parking in these locations. We note a consistent grace period has not been applied for all spaces. We recommend the grace period policy is reviewed accordingly.

- The majority of overstays in key locations (top 3) are in the shorter time restricted spaces; 1P or less. To enforce these spaces frequent patrols are required which is labour intensive when a tyre chalking methodology is adopted.

- The majority of overstays in all locations are for 30 min or less (after the application of a grace period) which indicates the time restrictions are broadly in line with demand (i.e. self-enforcing). However, there are a significant number of vehicles overstaying for more than 30 mins, particularly on an average weekday (357). Analysis of sensor data would allow Rangers to focus their patrols to the locations where non-compliance is most prevalent. If overstay data is available on their handheld device the efficiency of patrols would also improve (i.e. no need to patrol an area twice to enforce restrictions).

- A large proportion of overstays in the Vista Street car park are in the 1P spaces for 30 minutes or less. The parking strategy allows for longer time restrictions in off-street car parks vs. conveniently located on-street spaces. Council has the option of converting these 1P spaces to 2P in line with current demand and reassessing the overall car park allocation between 2P, 3P and 4P spaces. If additional time restricted spaces are required to meet demand some of the unrestricted spaces with sensors installed could be converted to time restricted spaces (e.g. The Crescent, Gouldsbury Street etc.) These proposed changes to parking restrictions need to be accompanied by an efficient enforcement regime to ensure current turnover is maintained.

- Currently only a small percentage of overstays are enforced, most likely due to the current process involved in undertaking patrols. This reduces the effectiveness of the time restrictions in increasing turnover and improving parking availability.
A number of data issues were identified during our analyses which are detailed in Attachment 2. We recommend sensor data is regularly reviewed to ensure the integrity of the database and the reliability of the data. Malfunctioning sensors should be reported to Smart Parking for maintenance or replacement.
3. Business Questionnaire

3.1 Methodology

An online questionnaire was available for completion by Businesses for a four-week period from Monday 18th March 2019 to Friday 12th April 2019. The questionnaire was promoted via:

- Face to face contact on Tuesday 19th March 2019. 228 businesses were visited along Military. A list of the businesses is attached as Attachment 3,
- Direct mail out to 130 property owners (contact names and addresses provided by Council). A list of the businesses contacted by mail is attached as Attachment 4, and
- Promotion by the Mosman Chamber of Commerce via Facebook and their newsletter.

30 businesses responded to the questionnaire and the detailed responses are attached as Attachment 5. We requested only one response per business and reviewed the IP addresses for each response to ensure there were not multiple responses from the one device.

3.2 Key findings

3.2.1 Respondents Profile

Most of the respondents (70%, 21 responses) described their business as retail followed by hairdressing salon (10%; 3). The respondents' businesses are located in the Mosman Junction area (37%); Spit Junction area (20%; 6) and elsewhere on Military Road (43%) therefore are not clustered in a particular area. The respondents were primarily the Manager of the business (43%; 13 or the Tenant of the property (27%; 8) or the Property Owner (23%; 7).

70 to 80% of the respondents have 1 to 5 staff present at the store on weekdays and on Saturday. On Sundays, 47% of the respondents have 1 to 5 staff present and 40% of the businesses responded that 0 staff are present, indicating that those businesses are closed on that day.

Most of the respondents, (57%), indicated that up to 50 customers visited their business each day on weekdays. On Saturday, 47% are visited by up to 50 clients and 20%, by more than 100 clients. The duration of the clients' visit is illustrated in Figure 7. Most stay less than 30 minutes in the one business on weekdays and weekends.
3.2.2 ParkApp

46% (15) of the respondents are not aware of Council’s ParkMosman mobile app and the majority (13) don’t want to know more about it, even though their staff and customers advise it is difficult to find a parking space.

Of those aware of the app, 87% (13) have not used the app in the last month. When asked the reasons why, some indicated that they don’t need the app either because they have off-street parking themselves or they usually are able to find an available parking space without assistance or use public transport. Other respondents indicated that they don’t find the app useful. One respondent advised as you are not allowed to use the app while driving it is ineffective i.e. if the driver looks the app prior to leaving home, by the time he or she gets to the area, there are no available spaces anymore.

While the sample size of the respondents is small, these results indicate that Council could consider undertaking a communication campaign to increase the awareness of the app, educate the community on how it can be used as well as encourage business owners to promote the app to their staff and clients.

3.2.3 Time restrictions

59 % (17) of the respondents are not satisfied with the current on-street time restrictions and would like more 2P or longer parking spaces. It is important to note that 73% of sensored spaces are 2P or more, indicating that the respondents either have a misperception of the current time restrictions or the 2P or more spaces are not located in the area they would like them to be. 79% (23) of the respondents are satisfied with the off-street time restrictions in place.

3.2.4 Enforcement

Even though our analysis indicates less than 1% of overstays in sensored bays were infringed during the period September to November 2018 (refer Section 2.4, 86% (25) of the respondents think enforcement of time restriction is adequate.
3.2.5 Using sensor data for enforcement purposes

48% (14) of the respondents are in favour of using sensor data for enforcement. Most of those who are not in support believe that no grace period will apply and that the policy will “scare” customers from shopping local.

3.2.6 Vista Street and Bridgepoint Parking Guidance System

69% (20) of the respondents are in favour of using the purple lights to identify overstays in Vista Street and Bridgepoint car parks. Of those not in favour, a number of respondents indicated they didn’t know what the purple lights were or understand how they work.

3.2.7 Other feedback

Respondents were asked to provide additional ideas or feedback to improve parking in Mosman. The feedback received included ideas such as:

- “Stop the monthly markets as it kills the retail that pays proper rents for a whole month”.
- “We would hate to see further restrictions put in place as our staff are finding it increasingly more difficult to find parking on work days”.
- “Stop using the Library car park for collection points on Sundays for recyclable electronic waste”.
- “Have the ability on the Park Mosman app to get alerts on parking time up in 10 minutes”.
- “The current system seems to work well. The turnover of spaces on Military Rd ensures a fair go for customers and retailers”.

3.3 Summary

Whilst the number of responses to the questionnaire did not represent a significant sample size there was a consistent theme that indicated businesses were uneducated about parking management e.g. lack of knowledge regarding the parking app and purple lights in Vista Street and Bridgepoint car parks. Council could consider publishing articles and statistics from the Smart Parking system in their newsletter and/or on the website promoting the benefits of efficient parking management.
4. Workshops

4.1 Business Workshop

A Business Workshop was held on Wednesday 3rd April at 6pm at Council offices (refer presentation Attachment 6). The Workshop was promoted using the same methodology as the questionnaire. In addition, emails were sent as reminders to questionnaire respondents who provided their contact details (six).

Three people attended the workshop in addition to two representatives from Council and three representatives from ptc.

Table 8 summarises the feedback received.

Table 8 - Feedback from Business Workshop

<table>
<thead>
<tr>
<th>Item</th>
<th>Feedback, Issues and Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suitability of current time restrictions</td>
<td>Requested 3P parking at Mosman Junction</td>
</tr>
<tr>
<td></td>
<td>Willing to pay for extra time i.e. 2P fee + additional hour paid - $4-$5, 1P free Military Road + additional hour paid (at a premium to 2P spaces) “paid parking not a bad thing”</td>
</tr>
<tr>
<td>User of sensor data for enforcement</td>
<td>Prefer the introduction of paid parking rather than using sensor data for enforcement.</td>
</tr>
<tr>
<td>Options for additional parking</td>
<td>B-Line car park – Council advised there will be 28 public parking spaces. Car park owned by TfNSW so unsure when these spaces will be available. Raglan Street East and West.</td>
</tr>
<tr>
<td>Other</td>
<td>Oversupply of shops and cafes without adequate parking provision.</td>
</tr>
<tr>
<td></td>
<td>Cache car park not well publicised. It requires improved wayfinding.</td>
</tr>
<tr>
<td></td>
<td>Relocate Mosman markets – cause parking and congestion issues one weekend a month to no benefit of local businesses.</td>
</tr>
</tbody>
</table>
4.2 Councillor Workshop

A Councillor Workshop was held on Tuesday 9th April at 7pm at Council offices to provide feedback on the Engagement process including responses from the questionnaires and attendance at the workshop (refer presentation Attachment 7).

In addition to discussion on the points raised in the presentation ptc, was asked about the feasibility of including active wayfinding signage in Military Road to show parking availability in the off-street car parks. This was proposed as part of the Parking Strategy and it is recommended it is reconsidered by Council.
5. Change Process

The Parking Strategy adopted by Council in 2016 proposed the following framework for implementing change.

![Figure 8 - Framework for implementing change](image)

Smart Parking technology was deployed to collect data both on-street and off-street by parking restriction (refer Section 2). This data is used to update the parking app Park Mosman to show the real time availability of spaces. In addition, data is available to show occupancy, length of stay, transactions, overstays etc. by space and street/car park. This data can be analysed to compare the time restriction with the LOS to assess the adequacy of the time restriction e.g. Bridgepoint Level 1 2P: ALOS weekdays⁸ approximately 50 minutes, Vista Street 1P spaces - ALOS weekdays⁸ approximately 80 minutes.

It can also be used to measure the effectiveness of the enforcement regime (refer Section 2.4).

Where changes to time restrictions are proposed due to a mismatch between demand vs. time restriction it is suggested Council adopt the process outlined in Figure 9. The change process should be accompanied by a communication strategy to keep the community informed of the process undertaken by Council and the outcome of the change.

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⁸ 18 March 2019 – 22 March 2019
The overall objective for implementing change is to achieve better utilisation of available spaces and improve regulation.
6. Options for additional parking

Question 23 of the Questionnaire asked if Businesses believed additional off-street parking is needed in Mosman. 83% (25) of the respondents answered Yes. The respondents’ preferred locations were:

- Under or near Mosman Council
- Under Mosman Library
- Mosman Junction west side
- Around the firehouse intersections
- Near Military Road
- Mosman Junction area
- Around Raglan St and Avenue Rd
- Mandalong Road
- Vista St
- Anywhere
- Close to shops
7. Key Outcomes

Stakeholders were given the opportunity to “have their say” via a questionnaire or attendance at a workshop however as noted in our Report the number of responses/attendees was insufficient to draw any representative conclusions on their view on parking management, however there was no evidence of widespread stakeholder opposition to the following:

- Switching on the purple lights in the basement car parks to identify overstays after a suitable grace period,
- Use of sensor data for enforcement purposes,
- Altering the parking restrictions in the Vista Street car park; 1P to 2P and 4P to 3P, and
- Converting some of the unrestricted spaces with sensors installed to 2P.

It was indicated in the Council workshop there was no appetite for introducing paid parking due to a lack of infrastructure however the installation of active signage in Military Road, as proposed in the Parking Strategy, needs to be reconsidered.
8. Conclusions and Recommendations

While the response rate from stakeholders was low, despite the multiple methods used to interact with the business community, and not sufficient to ascertain a broad opinion from the business community, in our opinion, Council should adopt the following recommendations:

• Implement the use of the sensor data in relation to the enforcement of the parking controls, along with our recommendations (see Section 2.5) with regard to maintaining the data to ensure the integrity of the database and the reliability of the data,

• Implement the use of the purple indicator lights within Bridgepoint shopping centre and Vista Street car park to identify overstays,

• In Vista Street car park, convert the 1P parking to 2P and the 4P parking to 3P. The terms of reference for this project did not include the collection of data or analysis to advise directly on the type of parking controls within individual parking areas and car parks. However, this topic was discussed during the stakeholder consultation and at a high level, these changes to the parking restrictions are logical (in that short-turnover spaces are better located on-street rather than in car parks) therefore we recommended that these changes are made as a result of this study,

• Similarly, unrestricted on-street parking spaces that have sensors could have time restrictions introduced on some or all of these spaces.
Attachment 1 Transaction and overstay analysis (Tableau File)

Attachment 2 Data issues identified as part of ptc. analysis

Attachment 3 List of businesses visited Tuesday 19th March 2019

Attachment 4 List of businesses contacted by direct mail out

Attachment 5 Business questionnaire responses

Attachment 6 Business workshop presentation

Attachment 7 Councillor workshop presentation
11. QUESTIONS WITHOUT NOTICE
12. CALL FOR RESCISSION MOTIONS
13. CLOSE OF MEETING