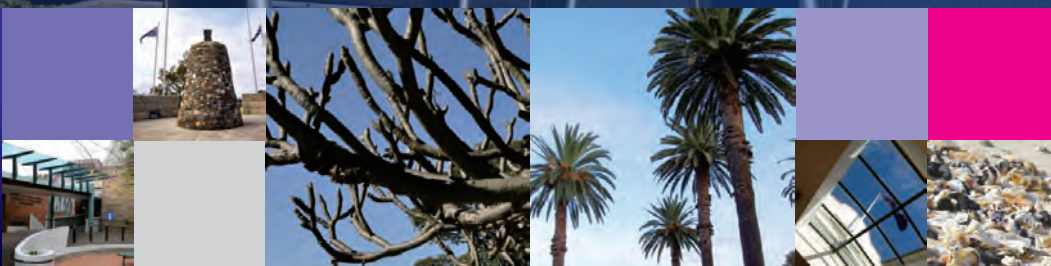


Mosman  
COUNCIL

# MOSPLAN 20132023

Revised 2013–2017 Delivery Program  
2014–2015 Operational Plan and Budget

Adopted by Council  
3 February 2015



# Mosman Council

## MOSPLAN

Delivery Program 2013–2017

Operational Plan 2014–2015

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Copies of this publication may  
be viewed or downloaded from  
[www.mosman.nsw.gov.au](http://www.mosman.nsw.gov.au)

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**Mosman**  
COUNCIL

# MOSPLAN

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# Overview

# Overview

# Overview

This document contains Mosman Council's (revised) 2013-2017 Delivery Program. The four year Delivery Program details how Council intends to provide services to the Mosman community, in keeping with its adopted Vision and Values. Council's 2014-2015 Operational Plan is contained within the Delivery Program, which includes details of projects, programs and budgets for 2013-14 and 2014-15 as well as forecasts for the following two years.

The 2013-2017 Delivery Program mirrors the Themes, Programs and Strategies found in Council's current Community Strategic Plan, MOSPLAN 2013-2023 and is informed by the Resourcing Strategy including the Long Term Financial Plan, Workforce Plan and Asset Management Plans. It also contains indicators of Council performance at Corporate and Program level.

This version of the (revised) Delivery Program 2013-2017 was adopted by Council on 3 February 2015, following public exhibition of the document from 8 December 2014 to 18 January 2015.

# Overview

Content includes:

## 1. What has changed in this Delivery Program?

This section provides information about the Delivery Program changes proposed by Council in advance of a proposed Special Rate Variation application in February 2015.

## 2. Financial Summary

Financial forecasts are provided for the four year Delivery Program period 2013-2017 as well as more detailed budget information for 2014-2015.

## 3. Program Plans and Budgets

This content is organised according to MOSPLAN Themes and Programs.

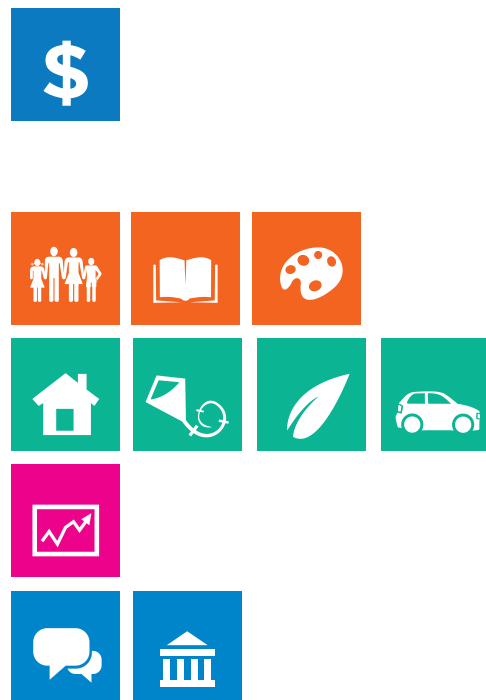
At Theme level, information is provided on:

- Contributing Programs
- Related Strategies and Plans
- Key Partners
- Community Sustainability Indicators/  
Corporate Key Performance Indicators

At Program level, information is provided on:

- 10 year Direction and Strategies
- Key Performance Indicators
- Program Coordination
- Achievements 2013-2014
- Key Deliverables 2013-2017
- Program Budgets 2014-2015
- Key Initiatives
- Recurrent Programs and Projects

The information contained in the 2013-2017 Delivery Program (including the 2014-2015 Operational Plan) reflects the ongoing deliverables of Council and efforts to further refine and improve upon the Delivery Program originally adopted with the Community Strategic Plan (MOSPLAN 2013-2023) in June 2013. Amended content and financial forecasts are representative of new ideas, improved ways of operating as well as responses to changing circumstances and external factors.



What has  
changed in  
this Delivery  
Program?

# What has changed in this Delivery Program?

# What has changed in this Delivery Program?

Council originally adopted its Delivery Program for 2013-2017 in June 2013, as part of a suite of integrated planning and reporting (IP&R) documents collectively referred to as MOSPLAN.

MOSPLAN comprises the 10-year Community Strategic Plan, Resourcing Strategy (including the Long Term Financial Plan (LTFP), Workforce Plan and Asset Management Strategy and Plans), four-year Delivery Program and annual Operational Plans.

The Community Strategic Plan is built on 10 Strategic Directions, each with a series of strategies that provide the basis for all actions contained in Council's Delivery Program and Operational Plans.

In June 2014 a revised 2013-2017 Delivery Program was adopted by Council in conjunction with the adoption of the 2014-15 Operational Plan and Budget.

This version reflects a further revision of the Delivery Program adopted in June 2014. It aims to more satisfactorily address the community's demand for improved infrastructure, together with the infrastructure backlog identified in the LTFP adopted in June 2013 (and, more recently, the revised LTFP on exhibition with this revised Delivery Program) and bears in mind Council's obligation to manage its finances in a responsible and sustainable way. In particular, this Delivery Program reflects the following 10 year Strategic Directions and strategies contained in Mosman's Community Strategic Plan:

**Governance and Risk: An organisation that is well governed, accountable and managed in a way that is responsible, sustainable and attuned to the needs of the community, elected members and staff**

- *Support the ongoing financial sustainability of Mosman Council by applying sound financial planning, principles and practices.*
- *Sustainably manage local infrastructure through strategic asset planning and management.*

**Built Environment: A unique urban environment that is maintained and protected through strong planning and regulatory practice, an appreciation of Mosman's heritage and a commitment to high quality infrastructure and development**

- *Provide, maintain and sustainably manage Mosman's public infrastructure including roads, footpaths, drainage and marine structures*

# What has changed in this Delivery Program?

**Community Spaces: Public spaces and places that anticipate and respond to community needs, that promote opportunities to connect and that complement other local services and facilities**

- *Manage parklands, sporting fields and recreational facilities in a manner that is well maintained, well equipped and encourages healthy lifestyles*
- *Provide and maintain community buildings and facilities that are accessible, functional, fit-for-purpose and responsive to changing demographics and lifestyles*
- *Deliver civic and public spaces that promote community connections, complement Mosman's character, foster vitality in local business precincts and incorporate safe, accessible, functional and well-designed facilities*

**Traffic and Transport: Transport infrastructure and services that are safe, efficient, provide Mosman-friendly solutions, and promote access and mobility.**

Mosman's infrastructure backlog, which currently stands at \$8.6 million, will increase to \$12 million within the next 10 years if Council does not put in place an appropriate funding strategy to either reduce or clear the existing gap in asset maintenance and renewal.

Council's consideration of how to best tackle the infrastructure challenge has also been impacted by the impending expiry of the 5% Community Environmental Contract levy. Council was originally granted approval for this temporary levy for 12 years in 2000 to undertake environmental infrastructure works and a five year extension was subsequently granted in 2011/12. The levy has now been in place for 15 years, and unless further renewed (or otherwise replaced) will expire at the end of 2016-17. Council has therefore resolved to pre-empt this expiry and to explore future rating options which address both financial sustainability and improved service levels that reflect more contemporary research and planning.

In August 2013 Council adopted a new Asset Management Policy and Strategy, together with Asset Management Plans that were progressively adopted in 2012 and 2013 for buildings, roads and footpaths, parks and open space, marine structures and drainage. An Asset Management Reference Group comprising Council representatives and members of the local community assisted in the determination of appropriate "levels of service" in regard to the condition of Mosman's assets. These standards have been adopted across Council's Asset Management Plans, with each plan defining appropriate condition intervention levels.

The Asset Management Plans contain a sound analysis of works required to address the infrastructure backlog and provide the means to sustainably manage Council's total infrastructure portfolio valued at over \$400 million. Without an additional injection of funding, however, implementation of the Asset Management Plans will not be at a pace that adequately addresses the infrastructure backlog.

In 2012 and 2014 Council commissioned biennial Community Surveys to gauge the views of residents on local services, facilities and other issues. These surveys were conducted by telephone and involved 400 randomly-selected residents. The results of these surveys demonstrate that infrastructure improvements, particularly in relation to roads, footpaths, car parking and public spaces require further attention from Council.

In the June 2012 Community Survey, services and facilities that demonstrated the largest 'performance gap' between importance and satisfaction included footpaths, traffic management and car parking. Respondents also rated traffic, car parking and maintenance and upgrade of roads and footpaths among the top issues of concern over the next 10 years. The performance gaps identified in the June 2014 Community Survey again were most significant

for key items of infrastructure including roads, footpaths, car parking and public amenities. A significant gap was also identified in relation to Council engaging with the community. Areas for Council to foster and maintain resident satisfaction also included the cleanliness, appearance and management of public spaces and the management of drainage and local flooding. Council information, and support and engagement of the community was also identified for ongoing attention or improvement. In the 2014 Community Survey, top issues of local concern included traffic, the adequacy of infrastructure, car parking and maintenance of roads and footpaths.

Of the 400 respondents to the June 2014 Community Survey, 68% stated that they wanted to see increased levels of servicing above what is currently provided. 76% of these responses wanted an increase in services and facilities, with the most commonly quoted services and facilities being waste management, the community bus service, footpaths and walking trails and maintenance of public areas.

In the same survey, 62% of respondents were also at least 'somewhat supportive' of paying an additional \$2 per week to Council to improve the services and facilities it provides for the community.

In October 2014 Council resolved to engage the Mosman community on three rating options which would have varying impacts on Council's capacity to address the infrastructure backlog as well as the delivery of other services to the Mosman community. These options also deliver different results for Council's long term financial sustainability and have different impacts on rates payable by both residential and business ratepayers.

The three rating options explored through an initial engagement phase in October-November 2014 were:



No special rate variation and cessation of the temporary Community Environmental Contract levy (i.e. 5%) in 2015-16. Annual rate increase limited to estimated rate peg of 3%.



A one-off special rate variation in 2015-2016 of 8% (5% plus estimated annual rate peg of 3%).



A one-off special rate variation in 2015-2016 of 13% (10% plus estimated annual rate peg of 3%).

# What has changed in this Delivery Program?

A snapshot of these options, together with their impacts, is provided below:

What are the options?

## Impacts

	1	2	3
	<b>No special rate variation.</b> Annual rate increase in 2015-16 limited to estimated rate peg of 3%	<b>A one-off special rate variation in 2015-16 of 8% (5%<sup>†</sup> plus estimated annual rate peg of 3%)</b>	<b>A one-off special rate variation in 2015-16 of 13% (10%<sup>†</sup> plus estimated annual rate peg of 3%)</b>
Impact on Service Levels	Lower service levels over time	Service levels generally maintained however subject to budget shocks (Lower service levels required to achieve balanced budget)	Service levels increased including infrastructure renewal and maintenance and improvements to customer service and communications
Impact on Operating Result	Ongoing deficits up to 2024/25	Ongoing deficits or very marginal results up to 2024/25	Ongoing surpluses to 2024/25
Impact on Infrastructure	Reduced capital works program with increase in current 'infrastructure backlog' Estimated average annual works program - \$5 million* Estimated annual asset maintenance program - \$2.98 million*	Current level of capital works undertaken with some improvement in current 'infrastructure backlog' Estimated average annual works program - \$5.8 million* Estimated annual asset maintenance program - \$2.98 million*	Enhanced capital works and asset maintenance programs with 'infrastructure backlog' cleared within 10 years Estimated average annual works program - \$6.5 million* Estimated annual asset maintenance program - \$3.03 million*
Average Residential Rate 2015-16	\$1,235.16	\$1,295.12	\$1,355.08
Increase/(Reduction) in Average Residential Rate between 2014-15 and 2015-16	(\$21.59)	\$38.37	\$98.33
Total increase in average Residential Rates over next four years	\$92.95	\$158.47	\$223.39
Average Business Rate 2015-16	\$2,745.25	\$2,878.52	\$3,011.78
Increase/(Reduction) in Average Business Rate between 2014-15 and 2015-16	(\$47.99)	\$85.28	\$218.54
Total increase in average Business Rates over next four years	\$206.57	\$352.19	\$497.81
Impact on State Government 'Fit for the Future' Sustainability, Effectiveness and Efficiency Criteria	Key criteria not met	Some but not all criteria met	Most criteria met

<sup>†</sup>representing a permanent increase in the rate base compared to the temporary (expiring) Community Environmental Contract levy (5%)  
\*over next 10 years

The comparative impact of each option on Council's infrastructure is as follows:

## Infrastructure impacts

Asset Class	1	2	3
Roads	Existing Work Plan Includes average annual capital expenditure of \$2.2 million on road related assets	Existing work plan plus an additional \$4.3 million spent over 10 years on road pavement, footpaths, kerb and gutter and retaining walls	Existing work plan plus an additional \$7.6 million spent over 10 years on road pavement, footpaths, kerb and gutter and retaining walls
Marine Structures	Existing Work Plan Includes average annual capital expenditure of \$0.1 million on marine structures	Existing work plan plus an additional \$0.8 million spent over 10 years on baths, jetties and seawalls	Existing work plan plus an additional \$1.1 million spent over 10 years on baths, jetties and seawalls
Buildings	Existing Work Plan Includes average annual capital expenditure of \$1.4 million on buildings	Existing work plan plus an additional \$1.4 million spent over 10 years on Council buildings and amenity blocks	Existing work plan plus an additional \$2.3 million spent over 10 years on Council buildings and amenity blocks
Parks and Open Space	Existing Work Plan Includes average annual capital expenditure of \$0.5 million on parks and open spaces	Existing work plan plus an additional \$1.4 million spent over 10 years on parks, reserves and sporting fields	Existing work plan plus an additional \$2.3 million spent over 10 years on parks, reserves and sporting fields
Stormwater Drainage	Existing Work Plan Includes average annual capital expenditure of \$0.8 million on stormwater drainage assets	Existing work plan plus an additional \$0.8 million spent over 10 years on pipes, pits and creeks	Existing work plan plus an additional \$1.1 million spent over 10 years on pipes, pits and creeks

Under Option 1, Council's infrastructure backlog is estimated to increase to \$12 million after 10 years. Option 2 will reduce the backlog by approximately \$5 million over 10 years and Option 3 will clear the backlog over the same period, as well as allow for additional maintenance works and other operational service improvements.

This version of the Delivery Program includes revised budget detail for 2013-2017 (see pp 38-49), based on the alternate rating options considered by Council.

This revision to the 2013-2017 Delivery Program also demonstrates in further detail (see pp 17-30) how additional funding will directly impact the level of infrastructure works possible year-on-year, and how this works program can be effectively accelerated to improve the condition of Council's assets and address the infrastructure backlog.

# What has changed in this Delivery Program?

Over the five week period concluding 16 November 2014, the following engagement activities were undertaken:

- Information Brochures and reply-paid feedback cards letterboxed to all residents and businesses, and mailed to all non-residential ratepayers. These feedback cards enabled residents and ratepayers to register a 'vote' for their preferred options
- Three media releases circulated to local media
- Public exhibition displays and Information packages available at Mosman Civic Centre and Mosman Library
- Public Meeting chaired by Mayor Peter Abelson held at Mosman Civic Centre
- Information Stall staffed by Council's Executive Team conducted at Mosman Markets
- Dedicated engagement website including comprising detailed information on rating options and opportunities to register preferred options, make online submissions and/or participate in online discussions
- Regular social media postings on facebook and Twitter
- Attendance at Mosman Chamber of Commerce business networking function, distribution of information to businesses and news article in Chamber of Commerce e-newsletter
- Special edition of Council's 'Mosman Now' e-newsletter to subscribers
- 30 hours of intercept surveys along Mosman's primary shopping precinct and Balmoral Beach
- Five advertisements in the Mosman Daily
- Posters on community noticeboards and LED screens at Mosman Civic Centre and Mosman Library
- A Mayoral Message from Mayor Peter Abelson in the Mosman Daily

At the close of the initial engagement period, the above activities resulted in a total of 900 submissions (including a total of 884 'votes' for a preferred option) being made to Council. This included 608 feedback cards (most of which included a 'vote' for a preferred option, with some also including additional comments), 22 votes via Council's online survey, 25 votes and/or other comments received by email, online submission forms or regular mail. A further 245 votes were logged during the random intercept street survey of residents and ratepayers conducted on 7, 8 and 9 November 2014.

Of the total 884 votes submitted by 16 November 2014, Options 1-3 received the following number of votes:

	Feedback cards, online submission form and regular mail	Online Survey	Intercept Survey	TOTAL	TOTAL %
Option 1	199	7	65	271	30.65%
Option 2	202	4	91	297	33.60%
Option 3	216	11	89	316	35.75%
TOTAL	617	22	245	884	100%

Comments and submissions supporting Option 1 commonly quoted issues such as:

- Council should work within its revenue
- Council should reduce costs
- Rates are already high enough
- There should be an option for the same services at lower cost
- Council is not spending its money on the most appropriate services.

Those received in support of Option 2 or 3 raised matters such as:

- Thanks for the good work Council is doing
- Option 2 is a good middle ground
- Option 3 will make Mosman financially sustainable
- Good budget and infrastructure result.

A summary of engagement activities, including the votes lodged and comments made during the October-November 2014 engagement phase is available on Council's website.

The above community feedback indicated support generally for a rate increase above the rate peg (i.e. totalling 69.35% of total votes), with support for Option 3 marginally above that for both Option 1 and Option 2.

On 2 December 2014 Council resolved to exhibit its draft 2015-2025 Long Term Financial Plan and draft (revised) Delivery Program 2013-2017, reflecting its preferred Special Rate Variation of 13% including the rate peg in 2015-2016 (ie. Option 3). This one-off increase is proposed to remain permanently in the rate base, which will then be subject to annual increases in accordance with the rate peg from 2016-17. The public exhibition period from 8 December 2014 to 18 January 2015 resulted in two submissions, one in favour, and one against the proposed Special Rate Variation. At Councils meeting held on 3 February 2015 it was resolved that the (revised) Delivery Program 2013-2017 be adopted.

# What has changed in this Delivery Program?

Draft 5 Year Capital Work Program – Road Pavements					Option 3 (PREFERRED SRV OPTION - 13%)
Location		Estimated Cost (\$)	Option 1 (BASE)	Option 2	
			Funding Scenario		
Dream House Lane	from Spit Road to Dead End	24,000	Year 1	Year 1	Year 1
Prince Street	from Cowles Road to Macpherson Street	92,000			
Windward Avenue	from Entire section	44,000			
Punch Lane	from Awaba Street to Punch Street	65,000			
Athol Wharf Road	from Lower Zoo entrance to 100m past National Park entrance	265,000			
Ourimbah Road	from Cowles Road to Countess Street	260,000			
Carney Lane	from Raglan Street to Avenue Road	22,000			
Wyong Road	from Inkerman Street to Congeowoi Road (south)	15,000			
Warringah Road	from Upper & Lower Division to From No. 3 to No. 15	71,000			
Allocation for road collapses		100,000	Year 2	Year 2	Year 2
Burrogy Lane	from Bond Street to Cardinal Street	51,000			
Bickell Road	from Bapaume Road to Rylie Street	100,000			
Bardwell Road	from Melrose Street to Military Road	65,000			
Almora Lane	from Almora Street to Evans Lane	26,000			
Bond Street	from Military Road to Ourimbah Road	131,000			
Queen Street	from Milner Lane to Raglan Street	61,000			
Wunda Road	from Wolger Road to Belmont Road	94,000			
Cyprian Street	from Concrete payment to Parriwi Road	23,000			
Upper Avenue Road	from Mosman Street to No. 23	51,000	Year 3	Year 3	Year 3
Euryalus Street	from Central Avenue to Pindari Avenue	81,000			
Cabramatta Road	from Cowles Road to Bardwell Road	99,000			
Allocation for road collapses		100,000			
Curraghbeena Road	from Raglan Street to Dead End	56,000			
Hordern Lane	from Ourimbah Road to End	30,000			
Cedric Lane	from Wenban Lane to Mulbring Road	24,000			
Raglan Street	from The Esplanade to Esther Road	120,000			
Markham Close	from Dead End to Middle Head Road	40,000			
Alexander Avenue	from Concrete to Effingham Road	17,000	Year 4	Year 4	Year 4
Waitovu Street	from Mandolong Road to Awaba Street	172,000			
Eric Lane	from Dead End to Earl Street	24,000			
Lindsay Lane	from Spofforth Street to Bardwell Road	93,000			
Glover Lane	from Cabramatta Road to Glover Street	25,000			
Lindsay Lane	from Bardwell Road to Cowles Road	51,000			
Glover Street	from Cowles Road to Bardwell Road	91,000			
Horsnell Lane	from Field Lane to Civic Lane	17,000			
Illawarra Street	from Dead End to Raglan Street	10,000			
Killarney Street	from Bullecourt Avenue to Glen Street	6,000	Year 5	Year 5	Year 5
Kirkoswald Avenue	from Upper Fairfax Road to Burrawong Avenue	48,000			
The Esplanade	from Raglan Street to Almora Street	99,000			
Magic Grove	from Dead End to Mistral Avenue	7,000			
Allocation for road collapses		100,000			
Mandolong Lane	from End to Mandolong Road	7,000			
Kiora Avenue	from Kiora Avenue lower no. 3 to End	35,000			
Countess Street	from Earl Street to Ourimbah Road	90,000			
Middle Head Road	from End to Methuen Avenue	143,000			
Quakers Road	from Bullecourt Avenue to End	21,000	Year 6	Year 6	Year 6
Quakers Road	from Dead End to Et. Kb Koowong Avenue	49,000			
Wyong Road	from Cowles Road to Inkerman Street	23,000			
Plunkett Road	from No. 1 to No. 19	59,000			
The Esplanade	from Botanic Road to Raglan Street	88,000			
Wolesley Road	from Cullen Avenue to The Tar	90,000			

## Draft 5 Year Capital Work Program – Road Pavements Continued.

Location		Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION - 13%)
			Funding Scenario		
Albion Lane	from The Crescent to Barrier	8,000	Year 4	Year 4	Year 3
Albion Lane	from Junction to Dead End	5,000			
Baillentyne Street	from Avenue to Dead End	12,000			
Bardwell Road	from Lane to Glover Street	52,000			
Bradleys Head Road	from Mosman Junction to Effingham Road	185,000			
Allocation for road collapses		100,000	Year 5	Year 4	Year 4
The Esplanade	from Almora Street to Mandolong Road	103,000			
Moruben Road	from Mandolong Road to Punch Street	90,000			
Mandolong Lane	from Military Road to Moruben Road	87,000			
Arbutus Street	from Almora Street to Mandolong Road	51,000			
Bickell Road	from Ryrrie Street to Bay-end Concrete	76,000			
Burran Avenue	Service Road At Fairfax Road	56,000			
Dugald Road	from Gordon Street to Mulbring Road	47,000			
Gordon Street	from Middle Head Road to Bayview Avenue	81,000			
Bardwell Road	from Lindsay Lane to Glover Street	54,000			
Edwards Bay Road	from Wyargine Street to The Grove	19,000			
Bardwell Road	from Belmont Road to Melrose Street	87,000			
Bardwell Road	from Glover Street to Belmont Road	43,000			
Muston Street	from Almora Street to Melaleuca Lane	54,000			
Pindari Avenue	from Central Avenue to Medusa Street	20,000			
Pindari Avenue	from Medusa Street to Government Road	19,000			
Quakers Road	from Spit Road to Ryrrie Street	22,000			
Allocation for road collapses		100,000	Year 5	Year 5	Year 5
Prince Street	from Military Road to Macpherson Street	49,000			
Rosebery Street	from Earl Street to Ourimbah Road	58,000			
Pursell Avenue	from Medusa Street to Dead End	18,000			
Iluka Road (Upper)	from Morella to Mary Margaret Lane	97,000			
Iluka Road (Lower)	from Morella to Mary Margaret Lane	56,000			
Sabina Street	from Dead End to Tivoli Street	11,000			
Shellbank Avenue	from Wyong Road south to Wyong Road north	55,000			
Short Street	from Myagah Road to Harbour Street	9,000			
Sirius Cove Road	from Dead end at carpark to Lennox Street	27,000			
Sirius Cove Road	from Lennox Street to Water Lane	16,000			
Spencer Road	from Cowles Road to Bardwell Lane	98,000			
Superba Parade	from Lower end to Mandolong Road	33,000			
Sverge Street	from Moran Street to Clanalpine Street	12,000			
Tennis Court Lane	from Countess Street to Bend	5,000			
Thompson Street	from Bradleys Head Road to Prince Albert Street	77,000			
Wenban Lane	from Cedric Lane to Dugald Street	5,000			
Whiting Beach Road	from Major Street to Dead End	7,000			
Boyle Street	from Dead End to Spofforth Street lower	47,000			
Carrington Avenue	from Glen Street to Harston Avenue	40,000			
Cedric Lane	from Wenban Lane to Mulbring Road	43,000			
Gurrigal Street	from Nathan Lane to Military Road	162,000			
Illawarra Street	from Curlew Camp Road to Dead End	15,000			
Illawarra Street	from Dead End to Raglan Street	9,000			
King James Lane	from Union Street to Queen Street	23,000			
Kirkoswald Avenue	from Tivoli Street to Bend	34,000			
Kirkoswald Avenue	from Bend to Fairfax Road	55,000			
Magic Grove	from Cabban Street to Clanalpine Street	11,000			

# What has changed in this Delivery Program?

Draft 5 Year Renewal Work Program – Footpaths				Option 3 (PREFERRED SRV OPTION - 13%)	
Location		Estimated Cost (\$)	Option 1 (BASE)	Option 2	
			Funding Scenario		
Queen Street	Left - from Milner Street to Raglan Street	13,000	Year 1	Year 1	Year 1
Redan Street	Left - from Raglan Street to Balmoral	47,000			
Redan Street	Right - from Raglan Street to Balmoral	19,000			
Prince Albert Street	Right - from Whiting Beach Road to Union Street	51,000			
Upgrade pram ramps	Various	12,000			
Bradleys Head Road	End of parking to National Park - Phase 1	450,000	Year 2	Year 2	Year 2
Burrawong Avenue	Both sides - from Iluka Road to National Park	55,000			
Kahibah Road	Both sides - from Wolseley Road to Coronation Avenue	40,000			
Wyong Road	Both sides - from Macpherson Street to Dead end	15,000			
Burrawong Avenue	Both sides - from David Street to Clifton Street	14,000			
Elfrida Street	Both sides - from Prince Albert Street to Cabban Street	15,000	Year 3	Year 2	Year 2
Burrawong Avenue	Both sides - from Thompson Street to Clifton Street	12,000			
Bradleys Head Road	End of parking to National Park - Phase 2	450,000			
Upgrade pram ramps	Various	12,000			
Bradleys Head Road	Both sides - from Whiting Beach Road to Military Road	198,000			
Dalton Road	Right - from Walkway - Dalton Road to Awaba Street	15,000	Year 3	Year 2	Year 2
Mosman Street	Right - from Trumfield to Badham Avenue	14,000			
Quakers Road	Left - from Kerb at end to Bullecourt Avenue	8,000			
Rosherville Road	Right - from Kirkoswald Avenue to Hopetoun Avenue	18,000			
Rickard Avenue	Right - from Junction to End	5,000			
Stanton Road	Left - from Fairfax Road to Wyargine's	5,000	Year 3	Year 2	Year 2
Mosman Street	Right - from Trumfield to Badham Avenue	5,000			
Cowles Road	Left - from Military Road to Ourimbah Road	35,000			
Gooseberry Lane	Right - from Pretoria Avenue to Dead End	5,000			
Spencer Road	Left - from Cowles Road to Bardwell Lane	49,000			
Spencer Road	Right - from Cowles Road to Bardwell Lane	49,000	Year 3	Year 3	Year 3
Avenue Road	Right - from Reid Park to Upper Avenue Road	5,000			
S verge Street	Right - from Moran Street to Clanalpine Street	15,000			
Sirius Cove Road	Right - from Kallaroo Street to Elfrida Street	24,000			
The Esplanade	Left - from Awaba Street to End	13,000			
Queen Street	Left - from Milner Lane to Raglan Street	10,000	Year 4	Year 3	Year 3
Illawarra Street	Left - from Dead End to Raglan Street	5,000			
Little Street	Right - from Mandolong Road to Lower Punch Street	33,000			
Kahibah Road	Right - from Middle Head Road to Wolseley Road	27,000			
Holt Avenue	Right - from Cowles Road to Bardwell Lane	48,000			
Clifton Street	Right - from Dead End to Burrawong Avenue	10,000	Year 4	Year 3	Year 3
Upgrade pram ramps	Various	12,000			
Clifton Street	Left - from Dead End to Burrawong Avenue	21,000			
Clanalpine Street	Left - from Raglan Street to Mistral Avenue	39,000			
Bickell Road	Right - from Ryrie Street to Bay Street - end concrete	15,000			
Almora Lane	Right - from Almora Street to Beach Lane	5,000	Year 4	Year 3	Year 3
Boyle Street	Right - from Dead End, Mosman Bay to Dead End	5,000			
Fairfax Road	Left - from Balmoral Beach to Stanton Road	11,000			
Parriwi Road	Left - from No. 17 to End of concrete kerb	5,000			
Plunkett Road	Left - from Beaconsfield Road to Coronation Avenue	5,000			
Royalist Road	Left - from Boyle Street to Dead End	10,000	Year 4	Year 3	Year 3
Bickell Place	Right - from Bay Street to End	10,000			
Iluka Road (Lower)	Left - from Morella to Lane	7,000			
Iluka Road (Lower)	Left - from Lane to End	10,000			
Elfrida Street	Right - from Prince Albert Street to Cabban Street	29,000			

## Draft 5 Year Renewal Work Program – Footpaths Continued.

Location		Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION - 13%)
			Funding Scenario		
Burrawong Avenue	Right - from Kardinia Road to Clifton Street	16,000	Year 4	Year 3	Year 3
Burrawong Avenue	Left - from Kardinia Road to Clifton Street	8,000			
Kaillaroo Street	Right - from Dead End to Clanalpine Street	5,000			
King James Lane	Right - from Union Street to Queen Street	7,000			
King James Lane	Left - from Union Street to Queen Street	26,000			
Raglan Street	Left - from Dead End to Curraghbeena Road	9,000			
Thompson Street	Left - from Bradleys Head Road to Prince Albert Street	9,000			
Morella Road	Left - from Kardinia Road to David Street concrete slab	5,000			
Park Avenue	Left - from Rangers Avenue to Dead End	15,000			
Bullecourt Avenue	Right - from Dead End to Bickell Road	9,000			
Musgrave Street	Right - from Dead End to Concrete slab	5,000			
Rangers Avenue	Right - from Avenue Road to Oswald Street	5,000			
Moss Lane	Right - from Dead End to End of concrete	5,000			
Military Road	Left - from Hale Road to Twin Towers Walk	42,000			
Military Road	Left - from Twin Towers to Spofforth Street	21,000	Year 5	Year 4	Year 4
Ourimbah Road	Left - from Congewoi Road to Macpherson Street	56,000			
Ourimbah Road	Right - from Brady Street to Cowles Road	31,000			
Upgrade pram ramps	Various	12,000			
Spofforth Street	Right - from Concrete pave to Rangers Road	9,000			
Spofforth Street	Right - from Rangers Road to Military Road	5,000			
Raglan Street	Left - from Gibson Road to The Esplanade	9,000			
Avenue Road	Left - from Rangers Avenue to Noble Street	9,000			
Macpherson Street	Right - from Ourimbah Road to Wyong Road	11,000			
Lower Almora Street	Left - from The Esplanade to Ryan Avenue	5,000			
Heydon Street	Right - from Ourimbah Road to Dead End	12,000			
Cardinal Street	Right - from Bend to Concrete pavement	25,000			
Cardinal Street	Left - from Bend to Concrete pavement	17,000			
Superba Road	Right - from Lower end to Mandolong Road	24,000			
Morella Road	Right - from David Street to Concrete section	27,000			
Almora Lane	Right - from Almora Street to Beach Lane	15,000			
Avenue Road	Right - from Rangers Road to Noble Street	36,000			
Ourimbah Road	Right - from Cowles Road to Rosebery Street	44,000			
Sarah's Walk	Right - from Morella Road to Dead End	17,000			
Park Avenue	Right - from Rangers Avenue to Dead End	8,000			
Queen Street	Right - from Milner Lane to Raglan Street	31,000			
Queen Street	Right - from Milton Avenue to Prince Albert Street	10,000			
Queen Street	Left - from Milton Avenue to Prince Albert Street	32,000			
Earl Street	Right - from Bond Street to Countess Street	20,000			
Cowles Road	Right - from Ourimbah Road to Awaba Street	37,000			
Avenue Road	Right - from Rangers Avenue to Noble Street	36,000			
Arbutus Street	Right - from Almora Street to Mandolong Road	5,000			
Fairfax Road	Left - from Burran Avenue to 5 Fairfax Road	5,000			
Queen Street	Right - from Bradleys Head Road to Milton Avenue	17,000			
Vista Street	Right - from Belmont Road to Military Road	36,000			
Queen Street	Right - from Milton Avenue to Prince Albert Street	25,000			
Queen Street	Left - from Bradleys Head Road to Milton Avenue	16,000			
Belmon Road	Left - from Noble Street to Gladstone Avenue	56,000			
Cowles Road	Right - from Awaba Street to Wyong Road	16,000			
Prince Albert Street	Right - from Union Street to Queen Street	39,000			
Mandolong Road	Right - from No. 25 to Arbutus Street	6,000			
Pretoria Avenue	Right - from Wolseley Road to Dayrell	17,000			

# What has changed in this Delivery Program?

Draft 5 Year Renewal Work Program – Footpaths Continued.					Option 3 (PREFERRED SRV OPTION - 13%)
Location		Estimated Cost (\$)	Option 1 (BASE)	Option 2	
			Funding Scenario		
Parriwi Road	Right - from No. 4 to No. 17	13,000	Year 5	Year 4	
Parriwi Road	Right - from No. 17 to End of concrete kerb	33,000			
Awaba Street	Right - from Countess Street to Congewoi Road	22,000			
Wolseley Road (lower)	Right - from Mulbring Street to Cullen Avenue	6,000			
Upgrade pram ramps	Various	12,000			
Union Street	Right - from Bradleys Head Road to Milton Avenue	25,000		Year 5	Year 4
Union Street	Right - from Milton Avenue to Prince Albert Street	33,000			
Union Street	Left - from Bradleys Head Road to Milton Avenue	24,000			
Union Street	Left - from Milton Avenue to Prince Albert Street	35,000			
Redan Street	Right - from Raglan Street to Balmoral Avenue	5,000			
Raglan Street	Right - from Calypso Avenue to Canrobert Street	38,000			
Raglan Street	Right - from Canrobert Street to Milner Street	26,000			
Prince Street	Right - from Military Road to Macpherson Street	25,000			
Morella Road	Right - from Kardinia Road to David Street concrete slab	7,000			
Milner Street	Right - from Prince Albert Street to Milner Lane	15,000			
Middle Head Road	Right - from Cobbittee Street to Kahibah Road	20,000			
Methuen Avenue	Right - from Middle Head Road to Wolseley Road	12,000			
Melrose Street	Right - from Bardwell Road to Military Road	7,000			
McLeod Street	Right - from Trumfield to Dead End	12,000			
Shadforth Street	Right - from Concrete slab past Hamlet to Avenue Road	15,000			
Cabramatta Road	Left - from Bardwell Road to Spofforth Street	92,000			
Buena Vista Avenue	Right - from Dead End to Thompson Street	6,000			
Magic Grove	Left - from Mistral Avenue to Calypso Avenue	5,000			
Lennox Street	Right - from Prince Albert Street to Dead End	31,000			
Lennox Street	Left - from Prince Albert Street to Dead End	31,000			
Upgrade pram ramps	Various	12,000			
Kirkoswald Avenue	Right - from Tivoli Street to Bend	36,000			
King Max Street	Right - from Bradleys Head Road to Middle Head Road	5,000			
Kardinia Road	Left - from Morella to Lane	5,000			
Illawarra Street	Right - from Dead End to Raglan Street	9,000			
Holt Avenue	Left - from Cowles Road to Bardwell Lane	48,000			
Harston Avenue	Right - from Dead End to Carrington Avenue	5,000			
Edwards Bay Road	Right - from Wyargine Street to The Grove	54,000			
Countess Street	Right - from Ourimbah Road to Wyong Road	82,000			
Countess Street	Left - from Ourimbah Road to Wyong Road	82,000			
Clan Alpine Street	Left - from Magic Grove to Queen Street	10,000			
Calypso Avenue	Right - from Clan Alpine Street to Magic Grove	13,000			
Balmoral Avenue	Left - from Raglan Street to Redan Street	18,000			
Calypso Avenue	Left - from Magic Grove to Raglan Street	20,000			
Cabban Street	Right - from Elfrida Street to Sirius Cove Road	33,000			
Stanton Road	Right - from Tivoli Street to Spit Road	98,000			
Stanton Road	Left - from Tivoli Street to Spit Road	81,000			
Spit Road	Right - from Military Road to Ourimbah Road	15,000			
Spit Road	Left - from Military Road to Ourimbah Road	13,000			
Raglan Street	Left - from Want Street to Military Road	31,000			
Government Road	Left - from Bend to Dead End	5,000			
Raglan Street	Left - from Milner Street to Want Street	61,000			
Spit Road	Left - from Medusa Street to Pearl Bay Avenue	7,000			
Spit Road	Right - from Ourimbah Road to Medusa Street	28,000			
Raglan Street	Left - from Military Road to Cullen Avenue	24,000			
Ourimbah Road	Left - from Cowles Road to Rosebery Street	45,000			

## Draft 5 Year Renewal Work Program – Kerb and Gutter

Location	Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION – 13%)
		Funding Scenario		
Various	136,800	Year 1	Year 1	Year 1
Various	35,000	Year 2		
Various	25,400		Year 2	Year 2
Various	76,400	Year 3		
Various	70,000		Year 3	Year 3
Various	50,800	Year 4		
Various	16,000		Year 4	Year 4
Various	105,000	Year 5		
Various	76,200		Year 5	Year 5
Various	-44,400	Year 5		
Various	140,000		Year 5	Year 5
Various	101,600	Year 5		
Various	-104,800		Year 5	Year 5
Various	175,000	Year 5		
Various	127,000		Year 5	Year 5

## Draft 5 Year Capital Work Program – Retaining Walls

Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION – 13%)
		Funding Scenario			
Athol Wharf Road	Slope Stabilsation - scaling, shotcrete and devegetation	30,000	Year 1	Year 1	Year 1
Athol Wharf Road - Stage 1	Slope Stabilsation - scaling, shotcrete and devegetation	323,000			
Athol Wharf Road - Stage 2	Slope Stabilsation - scaling, shotcrete and devegetation	323,000	Year 2	Year 2	Year 2
Athol Wharf Road	Slope Stabilsation - scaling, shotcrete and devegetation	16,000			
Glen Street	Slope Stabilsation - scaling, shotcrete and devegetation	209,000	Year 3	Year 3	Year 3
Clanlpin Street	Construct concrete wall with drainage cell and sandstone facing	392,000			
Bay Street	Slope Stabilsation - scaling, shotcrete and devegetation	5,000	Year 4	Year 4	Year 4
Boyle Street	Construct concrete wall with drainage cell and sandstone facing	31,000			
Burton Street	Construct concrete wall with drainage cell and sandstone facing	19,000	Year 5	Year 5	Year 5
Calypso Avenue	Construct concrete wall with drainage cell and sandstone facing	176,000			
Carrington Avenue	Construct concrete wall with drainage cell and sandstone facing	7,000	Year 6	Year 6	Year 6
Delecta Avenue	Slope Stabilsation - scaling, shotcrete and devegetation	52,000			
Harrett Avenue	Slope Stabilsation - scaling, shotcrete and devegetation	5,000	Year 7	Year 7	Year 7
Hopetoun Avenue	Slope Stabilsation - scaling, shotcrete and devegetation	11,000			
Ida Avenue	Slope Stabilsation - scaling, shotcrete and devegetation	5,000	Year 8	Year 8	Year 8
Illawarra Street	Construct concrete wall with drainage cell and sandstone facing	44,000			
Lennox Street	Construct concrete wall with drainage cell and sandstone facing	51,000	Year 9	Year 9	Year 9
Mcleod Street	Slope Stabilsation - scaling, shotcrete and devegetation	9,000			
Morella Road	Slope Stabilsation - scaling, shotcrete and devegetation	5,000	Year 10	Year 10	Year 10
Mosman Street	Construct concrete wall with drainage cell and sandstone facing	32,000			
Parriwi Road	Slope Stabilsation - scaling, shotcrete and devegetation	68,000	Year 11	Year 11	Year 11

# What has changed in this Delivery Program?

## Draft 5 Year Capital Work Program – Retaining Walls Continued.

Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION - 13%)	
			Funding Scenario			
Plunkett Road	Slope Stabilisation - scaling, shotcrete and devegetation	5,000	Year 4	Year 3	Year 3	
Shellbank Avenue	Slope Stabilisation - scaling, shotcrete and devegetation	5,000				
Stanley Avenue	Slope Stabilisation - scaling, shotcrete and devegetation	13,000				
Stanton Road	Slope Stabilisation - scaling, shotcrete and devegetation	5,000				
Superba Parade	Slope Stabilisation - scaling, shotcrete and devegetation	33,000				
The Esplanade	Slope Stabilisation - scaling, shotcrete and devegetation	5,000	Year 5			Year 3
Wyong Road	Construct concrete wall with drainage cell and sandstone facing	20,000				
Avenue Road	Slope Stabilisation - scaling, shotcrete and devegetation	21,000				
Boyle Street	Slope Stabilisation - scaling, shotcrete and devegetation	5,000				
Elfrida Street	Construct concrete wall with drainage cell and sandstone facing	9,000				
Holt Avenue	Construct concrete wall with drainage cell and sandstone facing	8,000				
Orlando Avenue	Construct concrete wall with drainage cell and sandstone facing	10,000				
Raglan Street	Slope Stabilisation - scaling, shotcrete and devegetation	8,000				
Raglan Street	Slope Stabilisation - scaling, shotcrete and devegetation	23,000				
Raglan Street	Construct concrete wall with drainage cell and sandstone facing	421,000	Year 4			
Raglan Street	Construct concrete wall with drainage cell and sandstone facing	5,000				
Amiens Avenue	Construct concrete wall with drainage cell and sandstone facing	120,000	Year 5	Year 4		
Avenue Road	Construct concrete wall with drainage cell and sandstone facing	121,000				
Badham Avenue	Construct concrete wall with drainage cell and sandstone facing	113,000				
Bay Street	Slope Stabilisation - scaling, shotcrete and devegetation	5,000				
Bay Street	Slope Stabilisation - scaling, shotcrete and devegetation	38,000				
Bickell Road	Construct concrete wall with drainage cell and sandstone facing	11,000				
Bullecourt Avenue	Construct concrete wall with drainage cell and sandstone facing	21,000				
Bullecourt Avenue	Construct concrete wall with drainage cell and sandstone facing	26,000				
Bullecourt Avenue	Construct concrete wall with drainage cell and sandstone facing	11,000				
Burrawong Avenue	Construct concrete wall with drainage cell and sandstone facing	18,000				
Carrington Avenue	Construct concrete wall with drainage cell and sandstone facing	15,000				
Carrington Avenue	Construct concrete wall with drainage cell and sandstone facing	30,000				
Cederic Lane	Slope Stabilisation - scaling, shotcrete and devegetation	8,000				
Clan Alpine Street / Raglan Street / Illawarra Street	Construct concrete wall with drainage cell and sandstone facing	217,000				
Clan Alpine Street	Slope Stabilisation - scaling, shotcrete and devegetation	15,000			Year 5	Year 5
Clan Alpine Street	Construct concrete wall with drainage cell and sandstone facing	134,000				
Clifton Gardens Reserve	Construct concrete wall with drainage cell and sandstone facing	105,000				
Clifton Street / Burrawong Avenue	Slope Stabilisation - scaling, shotcrete and devegetation	8,000				
Congewoi Lane	Construct concrete wall with drainage cell and sandstone facing	9,000				
Coronation Avenue	Slope Stabilisation - scaling, shotcrete and devegetation	65,000				
Glen Street	Slope Stabilisation - scaling, shotcrete and devegetation	8,000				
Julian Street	Slope Stabilisation - scaling, shotcrete and devegetation	91,000				
Lower Almora Street	Construct concrete wall with drainage cell and sandstone facing	56,000				
Macpherson Street	Slope Stabilisation - scaling, shotcrete and devegetation	11,000				
Mandalong Road	Slope Stabilisation - scaling, shotcrete and devegetation	5,000				
McLeod Street	Construct concrete wall with drainage cell and sandstone facing	12,000				
McLeod Street / Trumfield Lane	Construct concrete wall with drainage cell and sandstone facing	81,000				
Morella Road	Slope Stabilisation - scaling, shotcrete and devegetation	6,000				
Moruben Road	Construct concrete wall with drainage cell and sandstone facing	207,000				

## Draft 5 Year Capital Work Program – Buildings

Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION - 13%)
			Funding Scenario		
Civic Centre	Mechanical ventilation and other essential works	250,000	Year 1	Year 1	Year 1
Depot	Guardrails to service gutters	5,000			
Balmoral Bathers Pavilion Restaurant	Fire safety upgrade	5,000			
Balmoral Bathers Pavilion Restaurant	Public amenities upgrade: Signage, lighting and painting	20,000			
Sirius Cove Amenities	Sewer pump and roof work	15,000			
Spit West Amenities	Sewer pump & disable toilet upgrade	10,000			
Georges Height Pavilion	Add storage	25,000			
Allan Border Oval Pavilion	Scoreboard storage construction	50,000			
Allan Border Oval Pavilion	New facility planning and concept design	180,000			
Drill Hall	Internal improvements	20,000			
Swim Centre	Expansion Joints repair work	50,000			
Swim Centre	Internal painting	15,000			
Middle Head Oval Pavilion	Pre-planning of pavilion improvement	25,000			
Middle Head Oval Pavilion	Window improvements	5,000			
Bowling Club	Roof repair	80,000			
Bowling Club	Remediate contamination	60,000			
Bowling Club	Water proofing and plumbing	40,000			
Bowling Club	Gutter and Ceiling work	45,000			
Bowling Club	Painting and floor finish work	55,000			
Swimmers Club	Plumbing and door works	20,000			
Library	Roof, air condition and other essential works	200,000	Year 2	Year 2	Year 2
All Buildings	Unplanned renewal works	200,000			
Library Walk	Seats, roof and gutter works	20,000			
Art Gallery	Fire , security upgrade and roof works	90,000			
Georges Height Pavilion	Roof work	30,000			
Accoutrement	Shop front glazing, floor covering and external works	70,000			
Vista Street Car Park Building	Internal - replace ventilation louvres & exhaust meter	20,000			
Allan Border Oval Pavilion	Design and approval	180,000			
Middle Head Oval Pavilion	Planning and concept design of new facility	185,000			
Middle Head Oval Pavilion	Lights and signage	5,000			
Georges Height Pavilion	Kitchen retrofit	15,000	Year 3	Year 3	Year 3
Civic Centre	Roof and other essential works	250,000			
Spit West Amenities	Upgrade design	20,000			
Bowling Club	Front retaining wall	200,000			
Library	Electrical, fire, security and other essential works	100,000			
All Buildings	Unplanned renewal works	200,000			
Spit West Amenities	Upgrade (Café) planning	20,000			
Art Gallery	Air condition upgrade and humidity control	300,000			
Balmoral Watermark Restaurant	Roof, external work & painting	140,000			
Balmoral Oval Pavilion	Roof, minor works and painting	30,000			
Middle Head Oval Pavilion	Design new facility	210,000			
Rawson Oval Pavilion	Wall and ceiling painting	10,000			
Swimmers Club	Floor covering and painting	20,000			
Croquet Club	Painting	15,000			
Drill Hall	General renewal works	15,000			
Depot	Gutter, Down pipes and signage	15,000			
Library Walk	Feasibility study of redevelopment	30,000			
Seniors Centre	Electrical appliances	40,000			
Seniors Centre	Floor covering and painting	70,000			
Swimmers Club	Paintings	10,000			

# What has changed in this Delivery Program?

Draft 5 Year Capital Work Program – Buildings Continued.					Option 3 (PREFERRED SRV OPTION - 13%)
Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	
			Funding Scenario		
Civic Centre	Fire, security, electrical and other essential works	250,000	Year 3		Year 3
All Buildings	Unplanned renewal works	200,000			
Roundhouse Toilets	General upgrade	100,000			
Library	Electrical appliances	20,000	Year 4	Year 3	Year 3
Rawson Oval Pavilion	Electrical, fire and security renewal	35,000			
Rawson Oval Pavilion	Mechanical renewal	95,000			
Rawson Oval Pavilion	Replace seats	45,000			
Rawson Oval Pavilion	Painting	25,000	Year 5	Year 4	Year 4
Balmoral Oval Pavilion	Balmoral Co-facility planning guidelines	150,000			
Balmoral Oval Pavilion	Balmoral Co-facility planning	250,000			
Balmoral Oval Pavilion	Balmoral Co-facility concept designs	500,000			
All Buildings	Unplanned renewal works	200,000	Year 5	Year 5	Year 5
Depot	Mechanical renewal	120,000			
Depot	Floor covering, cupboards and painting	60,000			
Swim Centre	Electrical renewal	100,000			
Swim Centre	Replace tiles	150,000	Year 5	Year 5	Year 5
Balmoral Oval Pavilion	Balmoral Co-facility Detail Design and Documentation - Stage 1	150,000			
All Buildings	Unplanned renewal works	320,000			
Spit West Amenities	Upgrade construction	270,000			
Balmoral Oval Pavilion	Balmoral Co-facility Detail Design and Documentation - Stage 2	200,000	Year 5	Year 5	Year 5
Balmoral Oval Pavilion	Balmoral Co-facility Detail Design and Documentation - Stage 3	500,000			
All Buildings	Miscellaneous renewal works	200,000			
All Buildings	Miscellaneous renewal works	400,000			

## Draft 5 Year Capital Work Program – Parks and Open Space

Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION - 13%)
			Funding Scenario		
Various	Flora and fauna survey	60,000	Year 1	Year 1	Year 1
Middle Head Oval	Upgrade floodlights	200,000			
Hammett Park	Upgrade Bushland track	50,000			
Rawson Oval	Upgrade irrigation and wicket square	50,000			
General	Renew sport fields playing surface and irrigation	52,000			
Sirius Cove	Renew shade structure	8,000			
General	Street and park tree planting program	30,000			
Sirius Cove	Install new dinghy rack	45,000			
Memorial Park	Renew softfall	50,000			
Spit East	Path and landscape works	35,000			
Various	Upgrade public gardens	20,000	Year 2	Year 2	Year 2
Memory Park	Renew softfall	10,000			
Rosherville Reserve	New shade structure	25,000			
Clifton Gardens	Install new outdoor fitness equipment	50,000			
Balmoral	Upgrade irrigation	90,000			
Balmoral Oval	Upgrade wicket square	50,000			
Clifton Gardens	New Clifton Gardens irrigation	70,000			
Rosherville Reserve	Install new dinghy rack	45,000			
General	Street and park tree planting program	30,000			
Sirius Cove	New irrigation, drainage and turf	80,000			
Lawry Plunkett	Upgrade walking track	40,000	Year 3	Year 3	Year 3
Countess Street	Renew softfall	20,000			
Curraghbeena	Renew softfall	15,000			
Georg's Heights Oval	Renew synthetic cricket pitch	15,000			
Various	Install new bubblers	30,000			
Sirius Cove	Install new BBQ and shelter including fence	60,000			
General	New signage for Open Space assets	140,000			
General	Renew sport fields playing surface and irrigation	90,000			
Parriwi Point	Upgrade Parriwi Point Road fence	38,000			
Clifton Gardens	Renew basketball court and hoops	45,000			
Mosman Park	Renew shade cloth at Mosman Occasional Childcare Centre	32,000	Year 4	Year 4	Year 4
General	Street and park tree planting program	30,000			
Balmoral Oval	Renew sports posts	10,000			
Middle Head Oval	Renew sports posts	10,000			
Allan Border Oval	Renew sports posts	10,000			
Balmoral	New outdoor fitness equipment	50,000			
Clifton Gardens	Renew softfall	40,000			
Hunter Park	Renew softfall	5,000			
Reginald	Renew softfall	16,000			
General	Upgrade public gardens	30,000			
General	Street and park tree planting program	40,000			
Parriwi Park	Upgrade Bushland walking track	50,000			
Rawson Oval	New sight screens	40,000			
General	Upgrade sport fields playing surface and irrigation	60,000			
Mosman OCC	Renew softfall	25,000			
Quakers Hat North	Install new dinghy rack	45,000			
Balmoral	Renew sythetic cricket pitches	20,000			
Quakers Hat North	Install new Bushland walking track	90,000			
General	Renew Open Space ordinance fence	35,000			

# What has changed in this Delivery Program?

Draft 5 Year Capital Work Program – Parks and Open Space Continued.					Option 3 (PREFERRED SRV OPTION – 13%)
Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	
			Funding Scenario		
Allan Border Oval	Upgrade wicket square	50,000	Year 5	Year 4	Year 3
General	Upgrade public gardens	35,000			
General	Street and park tree planting program	40,000			
Rawson	Renew goal posts	18,000			
Cross Street	Upgrade outdoor netball courts for adaptation to multi-use	20,000			
Cross Street	Install new lights for courts	100,000			
Spit West	Install 2 x new BBQ and shelter	75,000			
Clifton Gardens	New perimeter path	70,000			
Reginald Street	New shade structure	35,000			
Sirius Cove East	Upgrade Bushland walking track	50,000			
Rosherville Reserve	Install new outdoor fitness equipment	45,000			
George's Heights	Renew goal posts	7,000			
Spit West	Renew dinghy racks	15,000			
Reid Park	Surface restoration	22,000	Year 5		
Reid Park	Surface restoration	40,000			
Middle Head Oval	New picket fence	120,000			
Rawson	Upgrade grated drains	60,000			
Allan Border Oval	Upgrade grated drains	60,000			
Balmoral	Renew Don Goodsir steps	50,000			
Balmoral	Renew practice synthetic cricket pitches	40,000			
General	Street and Park Tree Planting Program	40,000			
General	Renewal play equipments	120,000			
Quakers Hat Park	Upgrade Bushland walking track	80,000			
Balmoral	New Balmoral South walking path	50,000			
Clifton Gardens	Renew shade cloth	80,000	Year 5		
Clifton Gardens	Renew fencing	20,000			
General	Upgrades public gardens	35,000			
General	Renew Open Space ordinance fence	80,000			
General	Upgrade sport fields playing surface and irrigation	60,000			
Joels Reserve	Upgrade Bushland walking track	20,000			
General	Upgrade walking tracks and stairs	50,000			
Harett Park	Upgrade walking tracks and stairs - Stage 2	80,000			
Military Road	Renew tree pits	20,000			

Draft 5 Year Capital Work Program – Marine Structures					Option 3 (PREFERRED SRV OPTION - 13%)
Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	
			Funding Scenario		
Balmoral Baths and Jetty	Shark net inspection and patch or replace as required	40,000	Year 1	Year 1	Year 1
Balmoral Baths and Jetty	Timber deck, structural bolts and signage repair or replace as required	18,800			
Balmoral Baths and Jetty	Ladder and turning boards marine growth removal	8,000			
Balmoral Baths and Jetty	Design and construct turning boards (Design phase)	8,000			
Clifton Gardens	Shark net and ladders patching, cleaning and replacement as required	21,500			
Clifton Gardens	Pile condition assessment	5,000	Year 2	Year 1	Year 1
Balmoral Baths and Jetty	Shark net and others inspection and patch or replace as required	41,000			
Balmoral Baths and Jetty	Ladder and turning boards marine growth removal	8,000			
Balmoral Baths and Jetty	Design and construct turning boards (Construction phase)	50,000			
Balmoral Baths and Jetty	Pile condition assessment	5,000			
Clifton Gardens	Shark net and ladders patching, cleaning and replacement as required	21,500	Year 3	Year 1	Year 1
Balmoral Baths and Jetty	Shark net inspection and patch or replace as required	41,000			
Balmoral Baths and Jetty	Ladder and turning boards marine growth removal	8,000			
Clifton Gardens	Shark net and ladders patching, cleaning and replacement as required	23,500			
Clifton Gardens	Pile condition assessment	5,000			
Balmoral Baths and Jetty	Shark net and others inspection and patch or replace as required	41,000	Year 4	Year 1	Year 1
Balmoral Baths and Jetty	Ladder and turning boards marine growth removal	8,000			
Balmoral Baths and Jetty	Pile condition assessment	5,000			
Clifton Gardens	Shark net and ladders patching, cleaning and replacement as required	21,500			
Inkerman Street Jetty	Condition assessment	5,000			
Various seawalls	Seawall vegetation removal	6,500	Year 5	Year 2	Year 2
Balmoral Baths and Jetty	Shark net and others inspection and patch or replace as required	41,000			
Balmoral Baths and Jetty	Replace 8 piles and adjacent girders and capwales as required.	59,500			
Balmoral Baths and Jetty	Ladder and turning boards marine growth removal	8,000			
Clifton Gardens	Shark net and ladders patching, cleaning and replacement as required	21,500			
Clifton Gardens	Pile condition assessment	5,000		Year 3	Year 3
Balmoral Baths and Jetty	Annual replacement works	49,000			
Balmoral Baths and Jetty	Pile condition assessment	5,000			
Clifton Gardens	Annual replacement works	21,500			
Inkerman Street Jetty	Inkerman Street Jetty Refurbishment	70,000			
Balmoral Baths and Jetty	Annual replacement works	49,000		Year 4	Year 4
Balmoral Baths and Jetty	Pile condition assessment	5,000			
Clifton Gardens	Annual replacement works	21,500			
Clifton Gardens	Replace weathered section of concrete deck	50,000			
Balmoral Baths and Jetty	Annual replacement works	49,000			
Balmoral Baths and Jetty	Pile condition assessment	5,000		Year 5	Year 5
Clifton Gardens	Annual replacement works	21,500			
Various seawalls	Condition assessment and repair or renew seawalls as required	50,000			

Draft 5 Year Capital Work Program – Stormwater Drainage					Option 3 (PREFERRED SRV OPTION - 13%)
Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	
			Funding Scenario		
Various	Pits renewal	60,000	Year 1	Year 1	Year 1
Various	Lintels renewal	40,000			
Various	Converters renewal	70,000			
Various	Emergency collapse fund	50,000			

# What has changed in this Delivery Program?

Draft 5 Year Capital Work Program – Stormwater Drainage Continued.					Option 3 (PREFERRED SRV OPTION - 13%)
Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	
			Funding Scenario		
Various	Emergency collapse fund	50,000	Year 1	Year 1	Year 1
Various	CCTV surveys	20,000			
Various	Works identified by Flood Study	100,000			
Bay Street	Reline pipe	16,000			
Glen Street	Reline pipe	5,000			
Julian Street	Reline pipe	22,000			
Beaconsfield Road	Reline pipe	7,000			
Spit Road	Reline pipe	29,000			
Medusa Street	Reline pipe	7,000			
Nock Lane	Reline pipe	27,000			
Everview Avenue	Reline pipe	16,000			
Whiting Beach Road	Patch pipe	8,000			
Bardwell Road	Sectional replacement of conduit	10,000			
Musgrave Street	Sectional replacement of conduit	95,000			
Cobbittee Street	Sectional replacement of conduit	5,000			
Curraghbeena Road	Whole replacement of conduit	31,000			
Major Street	Sectional replacement of conduit	5,000			
Mosman Park	Sectional replacement of conduit	5,000			
Mosman Park	Sectional replacement of conduit	5,000			
Oswald Street	Sectional replacement of conduit	28,000			
Queen Street	Reline pipe	23,000			
Prince Albert Street	Sectional replacement of conduit	6,000			
Raglan Street	Reline pipe	6,000			
Waitovu Street	Reline pipe	45,000			
Prince Albert Street	Reline pipe	14,000			
Various	Pits renewal	60,000	Year 2	Year 2	Year 2
Various	Lintels renewal	40,000			
Various	Converters renewal	70,000			
Various	Emergency collapse fund	50,000			
Various	CCTV surveys	20,000			
Various	Works identified by Flood Study	100,000			
Milner Lane	Reline pipe	26,000			
Pretoria Avenue	Reline pipe	24,000			
Edwards Bay Road	Reline pipe	8,000			
Wyong Road	Reline pipe	7,000			
Illawarra Street	Reline pipe	20,000			
Parriwi Road	Reline pipe	18,000			
The Grove	Reline pipe	16,000			
Moruben Road	Patch pipe	9,000			
Calliope Street	Patch pipe	9,000			
Burrawong Avenue	Reline pipe	9,000			
Parriwi Road	Reline pipe	22,000			
Gordan Street	Reline pipe	20,000			
Stanley Avenue	Reline pipe	7,000			
Killamey Street	Reline pipe	6,000			
Mosman Bay Foreshore Watershed	Whole replacement of conduit	147,000			
Musgrave Street	Sectional replacement of conduit	71,000			
Bickell Road	Sectional replacement of conduit	17,000			
Myahgah Road	Whole replacement of conduit	5,000			
Statnton Road	Whole replacement of conduit	5,000			
Parriwi Road	Whole replacement of conduit	5,000			

Draft 5 Year Capital Work Program – Stormwater Drainage Continued.					Option 3 (PREFERRED SRV OPTION - 13%)
Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	
			Funding Scenario		
Various	Pits renewal	60,000	Year 3	Year 2	Year 2
Various	Lintels renewal	50,000			
Various	Converters renewal	70,000			
Various	Emergency collapse fund	100,000			
Various	CCTV surveys	20,000			
Various	Works identified by Flood Study	140,000			
Clifton Gardens Reserve	Sectional replacement of conduit	32,000			
Avenue Road	Sectional replacement of conduit	5,000			
Bay Street	Sectional replacement of conduit	6,000			
Mosman Bay East Catchment	Sectional replacement of conduit	5,000			
Magic Grove	Sectional replacement of conduit	6,000			
Myahgah Road	Sectional replacement of conduit	5,000			
Lawry Plunkett Reserve	Minor erosion control works	50,000			
Unmade Wallington Road	Installation of GPT or similar	25,000			
Hamett Park	Minor erosion control works	30,000			
Unmade Upper Inkerman	Minor erosion control works	15,000	Year 4	Year 3	Year 3
Unmade Lower Sverge	Minor erosion control works	20,000			
Sirius Cove East	Minor erosion control works	15,000			
Pearl Bay Avenue	Rectify concrete channel	120,000			
Various	Pits renewal	60,000			
Various	Lintels renewal	50,000			
Various	Converters renewal	70,000			
Various	Emergency collapse fund	100,000			
Various	CCTV surveys	20,000			
Various	Works identified by Flood Study	140,000			
Unmade Stanton Road	Minor erosion control works	30,000	Year 5	Year 4	Year 4
Kahibah Creek	Minor erosion control works	30,000			
Upper/Lower Almora	Upgrade channel	40,000			
Reid Park Channel	Whole replacement of conduit	158,000			
Various	Pits renewal	60,000			
Various	Lintels renewal	50,000			
Various	Converters renewal	70,000			
Various	Emergency collapse fund	100,000			
Various	CCTV surveys	20,000			
Various	Works identified by Flood Study	140,000			
Reid Park Channel	Whole replacement of conduit	260,000		Year 5	Year 5
Ryan Street Stairs	Sectional replacement of conduit	60,000			
Various	Works identified by CCTV survey	50,000			
Various	Works identified by CCTV survey	50,000			
Various	Works identified by CCTV survey	50,000			
Various	Works identified by CCTV survey	50,000			
Various	Works identified by CCTV survey	50,000			
Various	Works identified by CCTV survey	50,000			
Various	Works identified by CCTV survey	50,000			
Various	Works identified by CCTV survey	50,000			
Various	Works identified by CCTV survey	50,000			
Various	Works identified by CCTV survey	50,000			

# What has changed in this Delivery Program?

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# Financial Summary

# Financial Summary



## 2013-2017 Delivery Program

Council's budget forecast across the four year Delivery Program from 2013-2017 reflects the financial planning principles and assumptions that have also informed the 10 year Long Term Financial Plan. The latest forecasts also take into account efforts by Council over the last 12 months to further improve its financial sustainability over both the medium and longer term.

The forecast has been developed and reviewed using current base year data and by applying projected movements in a number of key drivers over the period. The assumptions incorporated in Council's 2014-2015 Budget and longer term financial forecasts are detailed here:

## Key Revenue Assumptions Rates and Annual Charges

Total revenue raised from the levying of land rates is capped by the State Government with the Independent Pricing and Regulatory Tribunal (IPART) developing a Local Government Cost Index (LGCI) for use in setting the maximum allowable increase in general income for local government.

The Delivery Program allows for a 2.3% increase in 2014-15 which amounts to an increase in revenue to the general fund of \$448,000. An estimated rate peg of 3% has been used for further financial forecasts to 2016-17.

Included within the estimated Rates and Annual Charges are allocations for both the Community Environmental Contract (CEC) and Infrastructure Levy. The estimates assume that the CEC will expire in 2015-16, however the Infrastructure Levy has no sunset clause.

Included within the Delivery Program is the Stormwater Levy which is estimated to raise \$240,625 in 2014-15 for allocation to important stormwater capital infrastructure initiatives.

This item also includes the revenue associated with the Domestic Waste Service. An annual increase of 10.6% has been applied for 2014-15 based on a full cost recovery determination. From 2015-16 a 2.8% factor has been applied across the future years.

# Financial Summary

## User Charges and Fees

Council's user charges are diverse and include items such as: planning and regulatory revenues, community services functions, property rentals, parking fees and engineering services.

The Pricing Policy sets out the specific fee structures which source the revenues for this key line item. It is important that Council remains competitive in the marketplace and the current inflation rate is the mechanism which drives the pricing structure.

A CPI rate of 3% has been used throughout the Delivery Program.

## Interest and Investment Revenue

The return on Council's short term investments has been heavily influenced by market interest rates in recent times. The movements within the model are based on rates of 4.50% in 2014-15 with modest increases through to 2017-18.

## Other Revenues

This item largely contains revenue from the leasing of Investment Properties which include sites such as the Mosman Square Shops, Library Walk Shops and Flats, Balmoral Bathers Pavilion, Boronia House and regulatory fines.

The rental on Investment Properties has been indexed at 3%.

## Grants and Contributions for Operating Purposes

Operating grants play a significant role in shoring up Council's contribution to the many services it provides. The largest single component is the general component of the Financial Assistance Grant which it receives via the Commonwealth and is \$615,000 in 2014-15. Community services such as Aged and Children Services also receive grant funding.

## Grants and Contributions for Capital Purposes

Council has been successful in recent years in attracting capital funding which has allowed for the expansion of many projects particularly those at Drill Hall Common and Community Environmental Contract works.

The 2014-15 Budget provides for capital funding particularly that sourced from the Roads and Maritime Services. However as capital grants are very much project based they are not relied upon as a recurrent source within the Delivery Program.

The Delivery Program provides for Developer Contributions of \$1 million in 2014-15, with indexed Roads to Recovery funding sourced from the Commonwealth.



## Key Expenses Assumptions

### Employee Benefits and On-Costs

The Local Government State Award provides for an increase of 2.6% in 2014/15, with further increases of 2.7% in 2015/16 and 2.8% thereafter. Appropriate increases have been used over the life of the Delivery Program

To help Australians be more self sufficient in retirement, the Federal Government in its 2010/2011 Budget announced a staged increase in the Superannuation Guarantee (SG) effective from 2013-14 which would see the SG gradually increase from 9% up to 12% by 2019. The latest changes to this superannuation timetable mean that the SG will now remain at 9.5% until 30 June 2021, and then increase to 12% by 1 July 2025. The costs associated with this action have been included within the model.

### Borrowing Costs

All costs associated with Council's existing and currently proposed borrowing requirements have been included within the model.

New loans of \$400,000 per annum are proposed to be taken up from 2015-16.

### Materials and Contracts

Mosman is a 'contracting Council' in that all of its key service contracts such as Waste, Street and Gutter Cleaning, Beach and Reserve Cleaning, Amenity and Building Cleaning and Engineering/Open Space contracts are provided at market rates by external contractors.

These contracts are indexed by the annual movement in the Sydney All Groups CPI as are all schedule of rate contracts and are indexed within the model at 2.8%.

### Depreciation and Amortisation

This line item remains static throughout the Delivery Program and is based on anticipated depreciation on all appropriate asset classes.

Depreciation rates have been reviewed and applied in accordance with Council's adopted Policy, with a significant reduction from previous years in the expense item.

All asset classes are booked in the Balance Sheet at fair value.

# Financial Summary

## Other Expenses

This item contains significant expenditure such as advertising, bank charges, computer software, contributions to other levels of government, councillor fees, electricity, insurance, leases, street lighting, postage and telecommunications.

The model provides for annual incremental increases of 2.8%.

Specific adjustments on an individual basis are made where information is available.

## Other Assumptions

The Delivery Program includes the following more specific assumptions:

- Additional parking income of \$56,000 from 2014–15.
- Continuation of existing policy of certain employees (Senior Staff/Managers) absorbing the cost of the Superannuation Guarantee from their total remuneration packages.

## Outcomes

Alternate Income Statements, Balance Sheets, Cash Flow Statements and Equity Statements are included on the following pages. These reflect the alternate rating options of:



No Special Rate Variation and Expiry of the 5% CEC Levy in 2015–16. Annual rate increases limited to estimated rate peg of 3%



One-off Special Rate Variation of 8% in 2015-16. (Including 5% increase built permanently into the rate base plus annual estimated rate peg of 3%)



**(PREFERRED SRV OPTION)**  
One-off Special Rate Variation of 13% in 2015-16. (Including 10% increase built permanently into the rate base plus annual estimated rate peg of 3%)

The infrastructure outcomes achievable under each option for the five years commencing 2015–16 are also included on pp 17–30.



### Mosman Council Income Statement - OPTION 1 - No Special Rate Variation, 5% CEC Expires (BASE)

Income	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
Rates and Annual Charges	22,611,000	23,673,825	23,542,630	24,232,971
User Fees & Charges	9,790,000	9,650,840	9,902,205	10,179,403
Interest and Investment Revenue	438,000	426,000	437,928	450,188
Other Revenue	6,524,000	3,897,710	4,005,723	4,117,814
Grants and Cont for Operating Purposes	1,996,000	2,433,590	2,148,222	2,182,019
Income from Joint Ventures and Associated Entities	31,000			
<b>Total Income</b>	<b>41,390,000</b>	<b>40,081,965</b>	<b>40,036,708</b>	<b>41,162,395</b>

Expenditure	Revised 2013/14 Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget
Employee Benefits and Oncosts	14,966,000	16,663,740	16,906,900	17,365,858
Materials and Contracts	11,052,000	11,761,372	11,720,026	12,217,892
Legal Costs	545,000	387,100	500,000	515,000
Consultants	89,000	200,830	206,366	212,057
Borrowing Costs	677,000	554,649	431,128	348,431
Depreciation and Amortisation	5,557,000	5,280,000	5,369,560	5,453,653
State Government Levies	1,200,000	1,245,600	1,280,477	1,316,325
Other Expenses	4,886,000	4,747,020	4,877,416	5,012,198
<b>Total Expenditure</b>	<b>38,972,000</b>	<b>40,840,311</b>	<b>41,291,873</b>	<b>42,441,414</b>
Operating Result Before Capital Grants and Contributions	2,418,000	(758,346)	(1,255,165)	(1,279,019)
Grants and Contributions for Capital Purposes	2,922,000	1,737,800	1,780,368	1,824,123
<b>Operating Result After Capital Grants and Contributions</b>	<b>5,340,000</b>	<b>979,454</b>	<b>525,203</b>	<b>545,104</b>

# Financial Summary

## Mosman Council Balance Sheet - OPTION 1 - No Special Rate Variation, 5% CEC Expires (BASE)

	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	10,150,000	9,188,620	8,854,239	8,688,697
Investments	0	0	0	0
Receivables	4,051,000	3,190,044	3,123,130	3,206,584
Inventories	164,000	188,804	190,109	197,948
Other	186,000	132,519	134,271	139,250
Non-current assets classified as "held for sale"	0	0	0	0
<b>Total Current Assets</b>	<b>14,551,000</b>	<b>12,699,987</b>	<b>12,301,748</b>	<b>12,232,479</b>
<b>Non-Current Assets</b>				
Investments	0	0	0	0
Receivables	29,000	58,714	58,388	60,100
Inventories	0	0	0	0
Infrastructure, Property, Plant & Equipment	463,132,000	463,693,907	463,330,147	463,007,506
Investments Accounted for using the equity method	674,000	674,000	674,000	674,000
Investment Property	46,821,000	46,821,000	46,821,000	46,821,000
Intangible Assets	312,000	312,000	312,000	312,000
Non-current assets classified as "held for sale"	0	0	0	0
Other	0	0	0	0
<b>Total Non-Current Assets</b>	<b>510,968,000</b>	<b>511,559,621</b>	<b>511,195,535</b>	<b>510,874,606</b>
<b>TOTAL ASSETS</b>	<b>525,519,000</b>	<b>524,259,608</b>	<b>523,497,283</b>	<b>523,107,085</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Bank Overdraft	0	0	0	0
Payables	8,509,000	7,784,018	7,667,087	7,736,092
Borrowings	1,880,000	2,028,247	1,853,971	1,158,817
Provisions	3,745,000	4,354,549	4,794,465	5,226,702
Liabilities associated with assets classified as "held for sale"	0	0	0	0
<b>Total Current Liabilities</b>	<b>14,134,000</b>	<b>14,166,814</b>	<b>14,315,522</b>	<b>14,121,611</b>
<b>Non Current Liabilities</b>				
Payables	0	0	0	0
Borrowings	9,086,000	6,932,789	5,478,818	4,720,001
Provisions	294,000	175,551	193,286	210,712
Investments Accounted for using the equity method	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0
<b>Total Non Current Liabilities</b>	<b>9,380,000</b>	<b>7,108,340</b>	<b>5,672,104</b>	<b>4,930,713</b>
<b>TOTAL LIABILITIES</b>	<b>23,514,000</b>	<b>21,275,154</b>	<b>19,987,627</b>	<b>19,052,324</b>
<b>NET ASSETS</b>	<b>502,005,000</b>	<b>502,984,454</b>	<b>503,509,657</b>	<b>504,054,761</b>
<b>EQUITY</b>				
Retained Earnings	290,803,000	291,782,454	292,307,657	292,852,761
Revaluation Reserves	211,202,000	211,202,000	211,202,000	211,202,000
Council Equity Interest	502,005,000	502,984,454	503,509,657	504,054,761
Minority Equity Interest	0	0	0	0
<b>TOTAL EQUITY</b>	<b>502,005,000</b>	<b>502,984,454</b>	<b>503,509,657</b>	<b>504,054,761</b>



### Mosman Council Cash Flow Statement - OPTION 1 - No Special Rate Variation, 5% CEC Expires (BASE)

	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
<b>Cash Flows from Operating Activities</b>				
Receipts:				
Rates and Annual Charges	22,735,000	23,584,514	23,545,037	24,220,306
User Charges and Fees	9,953,000	9,618,619	9,876,778	10,151,363
Interest and Investment Revenue Received	416,000	434,601	436,559	449,686
Grants and Contributions	4,031,000	4,801,559	4,052,225	4,001,397
Bonds and Deposits Received	1,923,000	0	0	0
Other	3,879,000	4,190,571	3,973,618	4,080,504
Payments:				
Employee Benefits and On-Costs	(15,144,000)	(16,172,640)	(16,449,249)	(16,916,195)
Materials and Contracts	(12,240,000)	(12,556,066)	(12,850,031)	(13,354,727)
Borrowing Costs	(663,000)	(567,065)	(439,047)	(355,503)
Bonds and Deposits Refunded	(1,303,000)	0	0	0
Other	(6,100,000)	(5,563,890)	(5,717,945)	(5,876,602)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>7,487,000</b>	<b>7,770,204</b>	<b>6,427,945</b>	<b>6,400,230</b>
<b>Cash Flows from Investing Activities</b>				
Receipts:				
Sale of Investment Securities	11,050,000	0	0	0
Sale of Investment Property	0	0	0	0
Sale of Real Estate Assets	0	0	0	0
Sale of Infrastructure, Property, Plant and Equipment	31,000	0	0	0
Sale of Interests in Joint Ventures and Associates	0	0	0	0
Sale of Intangible Assets	0	0	0	0
Deferred Debtors Receipts	0	0	0	0
Sale of Disposal Groups	0			
Distributions Received from Joint Ventures and Associates	35,000	0	0	0
Other Investing Activity Receipts	0			
Payments:				
Purchase of Investment Securities	(11,050,000)	0	0	0
Purchase of Investment Property	0	0	0	0
Purchase of Infrastructure, Property, Plant and Equipment	(7,037,000)	(6,726,620)	(5,134,079)	(5,111,802)
Purchase of Real Estate Assets	0	0	0	0
Purchase of Intangible Assets	0	0	0	0
Deferred Debtors and Advances Made	0	0	0	0
Purchase of Interests in Joint Ventures and Associates	0	0	0	0
Contributions Paid to Joint Ventures and Associates	0	0	0	0
Other Investing Activity Payments	0			
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,971,000)</b>	<b>(6,726,620)</b>	<b>(5,134,079)</b>	<b>(5,111,802)</b>
<b>Cash Flows from Financing Activities</b>				
Receipts:				
Proceeds from Borrowings and Advances	2,000,000	0	400,000	400,000
Proceeds from Finance Leases	0	0	0	0
Other Financing Activity Receipts	0	0	0	0
Payments:				
Repayment of Borrowings and Advances	(1,860,000)	(2,004,964)	(2,028,247)	(1,853,971)
Repayment of Finance Lease Liabilities	0	0	0	0
Distributions to Minority Interests	0	0	0	0
Other Financing Activity Payments	(130,000)			
<b>Net Cash provided (or used in) Financing Activities</b>	<b>10,000</b>	<b>(2,004,964)</b>	<b>(1,628,247)</b>	<b>(1,453,971)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>526,000</b>	<b>(961,380)</b>	<b>(334,381)</b>	<b>(165,542)</b>
<b>plus: Cash, Cash Equivalents and Investments - beginning of year</b>	<b>9,624,000</b>	<b>10,150,000</b>	<b>9,188,620</b>	<b>8,854,239</b>
<b>Cash and Cash Equivalents - end of the year</b>	<b>10,150,000</b>	<b>9,188,620</b>	<b>8,854,239</b>	<b>8,688,697</b>

# Financial Summary

## Mosman Council Cash Flow Statement - OPTION 1 - No Special Rate Variation, 5% CEC Expires (BASE)

	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
Representing:				
- External Restrictions	4,475,000	3,795,048	3,900,100	4,017,330
- Internal Restrictions	4,362,000	4,427,000	4,479,800	4,537,880
- Unrestricted	1,313,000	966,572	474,339	133,487
	10,150,000	9,188,620	8,854,239	8,688,697

## Mosman Council Equity Statement - OPTION 1 - No Special Rate Variation, 5% CEC Expires (BASE)

	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
Opening Balance	497,096,000	502,005,000	502,984,454	503,509,657
a. Current Year Income and Expenses Recognised direct to Equity	0	0	0	0
- Transfers to/(from) Asset Revaluation Reserve	0	0	0	0
- Transfers to/(from) Other Reserves	0	0	0	0
- Other Income/Expenses recognised	0	0	0	0
- Other Adjustments	(431,000)	0	0	0
Net Income Recognised Directly in Equity	(431,000)	0	0	0
b. Net Operating Result for the Year	5,340,000	979,454	525,203	545,104
Total Recognised Income and Expenses (candd)	4,909,000	979,454	525,203	545,104
c. Distributions to/(Contributions from) Minority Interests	0	0	0	0
d. Transfers between Equity	0	0	0	0
Equity - Balance at end of the reporting period	502,005,000	502,984,454	503,509,657	504,054,761



### Mosman Council Income Statement - OPTION 2 - Special Rate Variation 8%

Income	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
Rates and Annual Charges	22,611,000	23,673,825	24,377,631	25,093,022
User Fees & Charges	9,790,000	9,650,840	9,902,205	10,179,403
Interest and Investment Revenue	438,000	426,000	437,928	450,188
Other Revenue	6,524,000	3,897,710	4,005,723	4,117,814
Grants and Cont for Operating Purposes	1,996,000	2,433,590	2,148,222	2,182,019
Income from Joint Ventures and Associated Entities	31,000			
<b>Total Income</b>	<b>41,390,000</b>	<b>40,081,965</b>	<b>40,871,709</b>	<b>42,022,446</b>

Expenditure	Revised 2013/14 Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget
Employee Benefits and Oncosts	14,966,000	16,663,740	16,906,900	17,365,858
Materials and Contracts	11,052,000	11,761,372	11,720,026	12,217,892
Legal Costs	545,000	387,100	500,000	515,000
Consultants	89,000	200,830	206,366	212,057
Borrowing Costs	677,000	554,649	431,128	348,431
Depreciation and Amortisation	5,557,000	5,280,000	5,387,472	5,513,434
State Government Levies	1,200,000	1,245,600	1,280,477	1,316,325
Other Expenses	4,886,000	4,747,020	4,877,416	5,012,198
<b>Total Expenditure</b>	<b>38,972,000</b>	<b>40,840,311</b>	<b>41,309,785</b>	<b>42,501,195</b>
Operating Result Before Capital Grants and Contributions	2,418,000	(758,346)	(438,076)	(478,749)
Grants and Contributions for Capital Purposes	2,922,000	1,737,800	1,780,368	1,824,123
<b>Operating Result After Capital Grants and Contributions</b>	<b>5,340,000</b>	<b>979,454</b>	<b>1,342,292</b>	<b>1,345,374</b>

# Financial Summary

## Mosman Council Balance Sheet - OPTION 2 - Special Rate Variation 8%

	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	10,150,000	9,188,620	8,967,352	8,805,260
Investments	0	0	0	0
Receivables	4,051,000	3,190,044	3,137,483	3,221,312
Inventories	164,000	188,804	190,109	197,948
Other	186,000	132,519	134,271	139,250
Non-current assets classified as "held for sale"	0	0	0	0
<b>Total Current Assets</b>	<b>14,551,000</b>	<b>12,699,987</b>	<b>12,429,215</b>	<b>12,363,769</b>
<b>Non-Current Assets</b>				
Investments	0	0	0	0
Receivables	29,000	58,714	60,459	62,233
Inventories	0	0	0	0
Infrastructure, Property, Plant & Equipment	463,132,000	463,693,907	464,147,236	464,624,866
Investments Accounted for using the equity method	674,000	674,000	674,000	674,000
Investment Property	46,821,000	46,821,000	46,821,000	46,821,000
Intangible Assets	312,000	312,000	312,000	312,000
Non-current assets classified as "held for sale"	0	0	0	0
Other	0	0	0	0
<b>Total Non-Current Assets</b>	<b>510,968,000</b>	<b>511,559,621</b>	<b>512,014,695</b>	<b>512,494,099</b>
<b>TOTAL ASSETS</b>	<b>525,519,000</b>	<b>524,259,608</b>	<b>524,443,910</b>	<b>524,857,868</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Bank Overdraft	0	0	0	0
Payables	8,509,000	7,784,018	7,796,625	7,869,516
Borrowings	1,880,000	2,028,247	1,853,971	1,158,817
Provisions	3,745,000	4,354,549	4,794,465	5,226,702
Liabilities associated with assets classified as "held for sale"	0	0	0	0
<b>Total Current Liabilities</b>	<b>14,134,000</b>	<b>14,166,814</b>	<b>14,445,060</b>	<b>14,255,035</b>
<b>Non Current Liabilities</b>				
Payables	0	0	0	0
Borrowings	9,086,000	6,932,789	5,478,818	4,720,001
Provisions	294,000	175,551	193,286	210,712
Investments Accounted for using the equity method	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0
<b>Total Non Current Liabilities</b>	<b>9,380,000</b>	<b>7,108,340</b>	<b>5,672,104</b>	<b>4,930,713</b>
<b>TOTAL LIABILITIES</b>	<b>23,514,000</b>	<b>21,275,154</b>	<b>20,117,164</b>	<b>19,185,748</b>
<b>NET ASSETS</b>	<b>502,005,000</b>	<b>502,984,454</b>	<b>504,326,746</b>	<b>505,672,120</b>
<b>EQUITY</b>				
Retained Earnings	290,803,000	291,782,454	293,124,746	294,470,120
Revaluation Reserves	211,202,000	211,202,000	211,202,000	211,202,000
Council Equity Interest	502,005,000	502,984,454	504,326,746	505,672,120
Minority Equity Interest	0	0	0	0
<b>TOTAL EQUITY</b>	<b>502,005,000</b>	<b>502,984,454</b>	<b>504,326,746</b>	<b>505,672,120</b>



## Mosman Council Cash Flow Statement - OPTION 2 - Special Rate Variation 8%

	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
<b>Cash Flows from Operating Activities</b>				
Receipts:				
Rates and Annual Charges	22,735,000	23,584,514	24,364,719	25,079,898
User Charges and Fees	9,953,000	9,618,619	9,876,778	10,151,363
Interest and Investment Revenue Received	416,000	434,601	435,454	449,709
Grants and Contributions	4,031,000	4,801,559	4,052,225	4,001,397
Bonds and Deposits Received	1,923,000	0	0	0
Other	3,879,000	4,190,571	3,975,047	4,080,547
Payments:				
Employee Benefits and On-Costs	(15,144,000)	(16,172,640)	(16,449,249)	(16,916,195)
Materials and Contracts	(12,240,000)	(12,556,066)	(12,850,031)	(13,354,727)
Borrowing Costs	(663,000)	(567,065)	(439,047)	(355,503)
Bonds and Deposits Refunded	(1,303,000)	0	0	0
Other	(6,100,000)	(5,563,890)	(5,717,945)	(5,876,602)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>7,487,000</b>	<b>7,770,204</b>	<b>7,247,951</b>	<b>7,259,888</b>
<b>Cash Flows from Investing Activities</b>				
Receipts:				
Sale of Investment Securities	11,050,000	0	0	0
Sale of Investment Property	0	0	0	0
Sale of Real Estate Assets	0	0	0	0
Sale of Infrastructure, Property, Plant and Equipment	31,000	0	0	0
Sale of Interests in Joint Ventures and Associates	0	0	0	0
Sale of Intangible Assets	0	0	0	0
Deferred Debtors Receipts	0	0	0	0
Sale of Disposal Groups	0			
Distributions Received from Joint Ventures and Associates	35,000	0	0	0
Other Investing Activity Receipts	0			
Payments:				
Purchase of Investment Securities	(11,050,000)	0	0	0
Purchase of Investment Property	0	0	0	0
Purchase of Infrastructure, Property, Plant and Equipment	(7,037,000)	(6,726,620)	(5,840,971)	(5,968,010)
Purchase of Real Estate Assets	0	0	0	0
Purchase of Intangible Assets	0	0	0	0
Deferred Debtors and Advances Made	0	0	0	0
Purchase of Interests in Joint Ventures and Associates	0	0	0	0
Contributions Paid to Joint Ventures and Associates	0	0	0	0
Other Investing Activity Payments	0			
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,971,000)</b>	<b>(6,726,620)</b>	<b>(5,840,971)</b>	<b>(5,968,010)</b>
<b>Cash Flows from Financing Activities</b>				
Receipts:				
Proceeds from Borrowings and Advances	2,000,000	0	400,000	400,000
Proceeds from Finance Leases	0	0	0	0
Other Financing Activity Receipts	0	0	0	0
Payments:				
Repayment of Borrowings and Advances	(1,860,000)	(2,004,964)	(2,028,247)	(1,853,971)
Repayment of Finance Lease Liabilities	0	0	0	0
Distributions to Minority Interests	0	0	0	0
Other Financing Activity Payments	(130,000)			
<b>Net Cash provided (or used in) Financing Activities</b>	<b>10,000</b>	<b>(2,004,964)</b>	<b>(1,628,247)</b>	<b>(1,453,971)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>526,000</b>	<b>(961,380)</b>	<b>(221,267)</b>	<b>(162,092)</b>
<b>plus: Cash, Cash Equivalents and Investments - beginning of year</b>	<b>9,624,000</b>	<b>10,150,000</b>	<b>9,188,620</b>	<b>8,967,353</b>
<b>Cash and Cash Equivalents - end of the year</b>	<b>10,150,000</b>	<b>9,188,620</b>	<b>8,967,353</b>	<b>8,805,260</b>

# Financial Summary

## Mosman Council Cash Flow Statement - OPTION 2 - Special Rate Variation 8%

	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
Representing:				
- External Restrictions	4,475,000	3,795,048	3,900,100	4,017,330
- Internal Restrictions	4,362,000	4,427,000	4,479,800	4,537,880
- Unrestricted	1,313,000	966,572	587,453	250,050
	10,150,000	9,188,620	8,967,352	8,805,260

## Mosman Council Equity Statement - OPTION 2 - Special Rate Variation 8%

	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
Opening Balance	497,096,000	502,005,000	502,984,454	504,326,746
a. Current Year Income and Expenses Recognised direct to Equity	0	0	0	0
- Transfers to/(from) Asset Revaluation Reserve	0	0	0	0
- Transfers to/(from) Other Reserves	0	0	0	0
- Other Income/Expenses recognised	0	0	0	0
- Other Adjustments	(431,000)	0	0	0
Net Income Recognised Directly in Equity	(431,000)	0	0	0
b. Net Operating Result for the Year	5,340,000	979,454	1,342,292	1,345,374
Total Recognised Income and Expenses (candd)	4,909,000	979,454	1,342,292	1,345,374
c. Distributions to/(Contributions from) Minority Interests	0	0	0	0
d. Transfers between Equity	0	0	0	0
Equity - Balance at end of the reporting period	502,005,000	502,984,454	504,326,746	505,672,120



### Mosman Council Income Statement - OPTION 3 - Special Rate Variation 13% (PREFERRED SRV OPTION)

Income	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
Rates and Annual Charges	22,611,000	23,673,825	25,212,632	25,953,073
User Fees & Charges	9,790,000	9,650,840	9,902,205	10,179,403
Interest and Investment Revenue	438,000	426,000	437,928	450,188
Other Revenue	6,524,000	3,897,710	4,005,723	4,117,814
Grants and Cont for Operating Purposes	1,996,000	2,433,590	2,148,222	2,182,019
Income from Joint Ventures and Associated Entities	31,000			
<b>Total Income</b>	<b>41,390,000</b>	<b>40,081,965</b>	<b>41,706,710</b>	<b>42,882,497</b>

Expenditure	Revised 2013/14 Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget
Employee Benefits and Oncosts	14,966,000	16,663,740	16,906,900	17,365,858
Materials and Contracts	11,052,000	11,761,372	11,970,526	12,475,907
Legal Costs	545,000	387,100	500,000	515,000
Consultants	89,000	200,830	206,366	212,057
Borrowing Costs	677,000	554,649	431,128	348,431
Depreciation and Amortisation	5,557,000	5,280,000	5,387,472	5,530,969
State Government Levies	1,200,000	1,245,600	1,280,477	1,316,325
Other Expenses	4,886,000	4,747,020	4,877,416	5,012,198
<b>Total Expenditure</b>	<b>38,972,000</b>	<b>40,840,311</b>	<b>41,560,286</b>	<b>42,776,745</b>
Operating Result Before Capital Grants and Contributions	2,418,000	(758,346)	146,424	105,752
Grants and Contributions for Capital Purposes	2,922,000	1,737,800	1,780,368	1,824,123
<b>Operating Result After Capital Grants and Contributions</b>	<b>5,340,000</b>	<b>979,454</b>	<b>1,926,792</b>	<b>1,929,875</b>

# Financial Summary

## Mosman Council Balance Sheet - OPTION 3 - Special Rate Variation 13% (PREFERRED SRV OPTION)

	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	10,150,000	9,188,620	9,056,560	8,897,200
Investments	0	0	0	0
Receivables	4,051,000	3,190,044	3,151,754	3,235,955
Inventories	164,000	188,804	193,810	201,760
Other	186,000	132,519	136,080	141,114
Non-current assets classified as "held for sale"	0	0	0	0
<b>Total Current Assets</b>	<b>14,551,000</b>	<b>12,699,987</b>	<b>12,538,205</b>	<b>12,476,029</b>
<b>Non-Current Assets</b>				
Investments	0	0	0	0
Receivables	29,000	58,714	62,530	64,367
Inventories	0	0	0	0
Infrastructure, Property, Plant & Equipment	463,132,000	463,693,907	464,731,737	465,793,867
Investments Accounted for using the equity method	674,000	674,000	674,000	674,000
Investment Property	46,821,000	46,821,000	46,821,000	46,821,000
Intangible Assets	312,000	312,000	312,000	312,000
Non-current assets classified as "held for sale"	0	0	0	0
Other	0	0	0	0
<b>Total Non-Current Assets</b>	<b>510,968,000</b>	<b>511,559,621</b>	<b>512,601,267</b>	<b>513,665,234</b>
<b>TOTAL ASSETS</b>	<b>525,519,000</b>	<b>524,259,608</b>	<b>525,139,472</b>	<b>526,141,263</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Bank Overdraft	0	0	0	0
Payables	8,509,000	7,784,018	7,907,685	7,983,908
Borrowings	1,880,000	2,028,247	1,853,971	1,158,817
Provisions	3,745,000	4,354,549	4,794,465	5,226,702
Liabilities associated with assets classified as "held for sale"	0	0	0	0
<b>Total Current Liabilities</b>	<b>14,134,000</b>	<b>14,166,814</b>	<b>14,556,121</b>	<b>14,369,428</b>
<b>Non Current Liabilities</b>				
Payables	0	0	0	0
Borrowings	9,086,000	6,932,789	5,478,818	4,720,001
Provisions	294,000	175,551	193,286	210,712
Investments Accounted for using the equity method	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0
<b>Total Non Current Liabilities</b>	<b>9,380,000</b>	<b>7,108,340</b>	<b>5,672,104</b>	<b>4,930,713</b>
<b>TOTAL LIABILITIES</b>	<b>23,514,000</b>	<b>21,275,154</b>	<b>20,228,225</b>	<b>19,300,141</b>
<b>NET ASSETS</b>	<b>502,005,000</b>	<b>502,984,454</b>	<b>504,911,247</b>	<b>506,841,122</b>
<b>EQUITY</b>				
Retained Earnings	290,803,000	291,782,454	293,709,247	295,639,122
Revaluation Reserves	211,202,000	211,202,000	211,202,000	211,202,000
Council Equity Interest	502,005,000	502,984,454	504,911,247	506,841,122
Minority Equity Interest	0	0	0	0
<b>TOTAL EQUITY</b>	<b>502,005,000</b>	<b>502,984,454</b>	<b>504,911,247</b>	<b>506,841,122</b>



### Mosman Council Cash Flow Statement - OPTION 3 - Special Rate Variation 13% (PREFERRED SRV OPTION)

	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
<b>Cash Flows from Operating Activities</b>				
Receipts:				
Rates and Annual Charges	22,735,000	23,584,514	25,184,402	25,939,489
User Charges and Fees	9,953,000	9,618,619	9,876,778	10,151,363
Interest and Investment Revenue Received	416,000	434,601	434,431	449,735
Grants and Contributions	4,031,000	4,801,559	4,052,225	4,001,397
Bonds and Deposits Received	1,923,000	0	0	0
Other	3,879,000	4,190,571	3,976,476	4,080,590
Payments:				
Employee Benefits and On-Costs	(15,144,000)	(16,172,640)	(16,449,249)	(16,916,195)
Materials and Contracts	(12,240,000)	(12,556,066)	(13,086,088)	(13,612,309)
Borrowing Costs	(663,000)	(567,065)	(439,047)	(355,503)
Bonds and Deposits Refunded	(1,303,000)	0	0	0
Other	(6,100,000)	(5,563,890)	(5,717,945)	(5,876,602)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>7,487,000</b>	<b>7,770,204</b>	<b>7,831,982</b>	<b>7,861,966</b>
<b>Cash Flows from Investing Activities</b>				
Receipts:				
Sale of Investment Securities	11,050,000	0	0	0
Sale of Investment Property	0	0	0	0
Sale of Real Estate Assets	0	0	0	0
Sale of Infrastructure, Property, Plant and Equipment	31,000	0	0	0
Sale of Interests in Joint Ventures and Associates	0	0	0	0
Sale of Intangible Assets	0	0	0	0
Deferred Debtors Receipts	0	0	0	0
Sale of Disposal Groups	0			
Distributions Received from Joint Ventures and Associates	35,000	0	0	0
Other Investing Activity Receipts	0			
Payments:				
Purchase of Investment Securities	(11,050,000)	0	0	0
Purchase of Investment Property	0	0	0	0
Purchase of Infrastructure, Property, Plant and Equipment	(7,037,000)	(6,726,620)	(6,335,795)	(6,567,355)
Purchase of Real Estate Assets	0	0	0	0
Purchase of Intangible Assets	0	0	0	0
Deferred Debtors and Advances Made	0	0	0	0
Purchase of Interests in Joint Ventures and Associates	0	0	0	0
Contributions Paid to Joint Ventures and Associates	0	0	0	0
Other Investing Activity Payments	0			
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,971,000)</b>	<b>(6,726,620)</b>	<b>(6,335,795)</b>	<b>(6,567,355)</b>
<b>Cash Flows from Financing Activities</b>				
Receipts:				
Proceeds from Borrowings and Advances	2,000,000	0	400,000	400,000
Proceeds from Finance Leases	0	0	0	0
Other Financing Activity Receipts	0	0	0	0
Payments:				
Repayment of Borrowings and Advances	(1,860,000)	(2,004,964)	(2,028,247)	(1,853,971)
Repayment of Finance Lease Liabilities	0	0	0	0
Distributions to Minority Interests	0	0	0	0
Other Financing Activity Payments	(130,000)			
<b>Net Cash provided (or used in) Financing Activities</b>	<b>10,000</b>	<b>(2,004,964)</b>	<b>(1,628,247)</b>	<b>(1,453,971)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>526,000</b>	<b>(961,380)</b>	<b>(132,061)</b>	<b>(159,360)</b>
<b>plus: Cash, Cash Equivalents and Investments - beginning of year</b>	<b>9,624,000</b>	<b>10,150,000</b>	<b>9,188,620</b>	<b>9,056,560</b>
<b>Cash and Cash Equivalents - end of the year</b>	<b>10,150,000</b>	<b>9,188,620</b>	<b>9,056,560</b>	<b>8,897,200</b>

# Financial Summary

## Mosman Council Cash Flow Statement - OPTION 3 - Special Rate Variation 13% (PREFERRED SRV OPTION)

	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
Representing:				
- External Restrictions	4,475,000	3,795,048	3,900,100	4,017,330
- Internal Restrictions	4,362,000	4,427,000	4,479,800	4,537,880
- Unrestricted	1,313,000	966,572	676,660	341,990
	10,150,000	9,188,620	9,056,560	8,897,200

## Mosman Council Equity Statement - OPTION 3 - Special Rate Variation 13% (PREFERRED SRV OPTION)

	2013/14 Actual	Revised 2014/15 Budget	2015/16 Budget	2016/17 Budget
Opening Balance	497,096,000	502,005,000	502,984,454	504,911,246
a. Current Year Income and Expenses Recognised direct to Equity	0	0	0	0
- Transfers to/(from) Asset Revaluation Reserve	0	0	0	0
- Transfers to/(from) Other Reserves	0	0	0	0
- Other Income/Expenses recognised	0	0	0	0
- Other Adjustments	(431,000)	0	0	0
Net Income Recognised Directly in Equity	(431,000)	0	0	0
b. Net Operating Result for the Year	5,340,000	979,454	1,926,792	1,929,875
Total Recognised Income and Expenses (candd)	4,909,000	979,454	1,926,792	1,929,875
c. Distributions to/(Contributions from) Minority Interests	0	0	0	0
d. Transfers between Equity	0	0	0	0
Equity - Balance at end of the reporting period	502,005,000	502,984,454	504,911,246	506,841,121



# Financial Summary

## 2014-2015 Budget

The General Fund budget result for 2014-15 is a projected operating deficit, before capital grants and contributions of \$474,919.

Funding has been maintained across all service levels with expenditure being forecast to increase at 2.8% in line with the current Consumer Price Index (CPI) findings. Revenue sources have been increased by 3% where appropriate. Car Parking charges have also been reviewed.

Rate income is recommended to increase by the IPART limit of 2.3%. For the Domestic Waste service, costs have been reviewed to ensure that they disclose the full cost of service provision as required by the *Local Government Act 1993*. Differential charging is maintained with a recommended increase of 10%.

A Stormwater Levy is recommended to be continued and will provide \$240,625 in income to address stormwater works identified within the Stormwater Asset Management Plan.

# Financial Summary

## Budgeted operating result

The forecasted 2014-15 Operating Result is as follows:

Income from Continuing Operations		\$
Rates and Annual Charges		23,650,825
User Fees and Charges		9,699,240
Interest and Investment Revenue		426,000
Other Revenue		3,874,810
Grants and Contributions for Operating Purposes		2,431,090
Total Income		40,081,965

Expenditure from Continuing Operations		\$
Employee Benefits and Oncosts		16,663,740
Materials and Contracts		11,341,025
Legal Costs		387,100
Consultants		200,830
Borrowing Costs		554,649
Depreciation and Ammortisation		5,280,000
State Government Levies		1,245,600
Other Expenses		4,883,940
Total Expenditure		40,556,884
Operating Result Before Capital Grants and Contributions		(474,919)
Grants and Contributions for Capital Purposes		1,737,800
Operating Result After Capital Grants and Contributions		1,262,881



## Key Income Sources

Rates and Annual Charges form the most significant revenue source within the budget. The following information is provided to assist in clarifying other key income sources.

## User Fees and Charges

Significant components of this allocation include:

On Street Parking – The Esplanade	\$1,370,000
Bridgepoint Bridge	769,000
Development Application Fees	658,900
Foreshore Car Parking - Balmoral	520,000
Restorations	406,250
Before and After School Care	384,000
Mosman Occassional Care Centre Fees	346,200
Foreshore Car Parking - Spit West	340,000
Bus Shelter Advertising	270,000
Foreshore Car Parking - Clifton Gardens	250,000
On Street Parking – Bradleys Head Rd	242,000
Rental – Community Facilities	236,380
Foreshore Car Parking Stickers - Other	228,000
Mosman Swim Centre	213,800
Work Zone Fees	200,000
Section 125 Leases	190,550
Hoarding Fees	190,000
Foreshore Car Parking - Spit East	115,000
On Street Parking – Botanic Road	138,000
Section 149 Planning Certificate Fees	135,000
On Street Parking – Parriwi Rd/Spit Rd	120,000
Meals on Wheels Debtor Income Control	107,300
Crown Land Leases	103,900
Stand Plant on Roadway Permits	100,000

# Financial Summary

## Other Revenues

This allocation includes:

Commercial Property Leases	\$1,886,100
Fines – Car Parking	1,800,000
Fines – Other	60,500

## Grants and Contributions – Operating

The following sources will provide funding in 2014-15:

Financial Assistance Grant – General	\$642,500
Aged Services	561,450
Roads Maintenance	453,600
Financial Assistance Grant – Roads Component	231,750
Waste and Sustainability	180,000
Pension Rebate	94,000
Street Lighting	75,050
Library Services	55,000
Children's Services	53,740

## Grants and Contributions – Capital

The following sources will provide funding in 2014-15.

Section 94 Developer Contributions	\$1,000,000
Roads	387,500
Playgrounds	282,000
Cycleways	68,300



## Key Expenditure Allocations

### Employee Benefits and On Costs

The Budget provides for an estimated 2.8% State Award increase from the first full pay period in July 2014, noting that the Award negotiations are not finalised.

The Superannuation line item includes an increase of 0.25% to coincide with the Federal Government Superannuation Guarantee Levy adjustment.

### Materials and Contracts

The bulk of Council services are provided by contract.

The following are some of the more significant allocations for 2014-15 by function:

Domestic Waste	\$3,987,900
Open Space – Maintenance	1,687,300
Waste and Cleaning	1,438,990
Sporting Fields	683,600
Building Management	499,050
Environmental Sustainability	375,800
Community Services Management	294,845
Roads	280,970
Property Administration	267,100
Ranger Operations	238,900
Works Depot	157,300
Aged and Disability Services	149,150
Arts Programming and Exhibitions	147,930
Network and PC Administration	113,100
Children's Service	112,380
Stormwater Drainage	105,520
Risk Management	104,600

# Financial Summary

## Other Expenditure

Core elements include:

NSW Government Emergency Services Levy	\$1,050,000
Computer Software	897,650
Street Lighting	556,400
Electricity	894,800
Insurance	753,300

## Capital Expenditure

Capital Program		
MOSPLAN Program	Item	Amount \$
Library and Information	Books	289,920
Arts and Culture	Acquisitions	59,100
Built Environment	Footpaths	543,000
	Roads	1,367,200
	Stormwater Drainage	467,000
Community Spaces	Buildings	1,094,000
	Foreshore	70,000
	Open Space	697,000
Governance and Risk	Information Technology	178,700
	Mobile Equipment	5,000
Healthy Environment	Replacement Bins	118,260
Traffic and Transport	Car Parks	150,000
Total		5,039,180

Loan Principal Repaid		
MOSPLAN Program	Item	Amount \$
Governance and Risk	Finance	2,004,964



Included with the Infrastructure Works Program Capital funding are:

Road Pavement	\$500,000
Retaining Structures	100,000
Footpaths, Steps and Pram Ramps	150,000
Street Furniture	5,000
Jetties and Pools	70,000
Stormwater Quality Improvement Devices	30,000
Rainwater Reuse Devices	50,000
Drains	57,000
Pits	130,000
Pipes	200,000
Operational Buildings	300,000
Leased Buildings	100,000
Melaleuca and Ritchie Ln Cycle Way*	15,400
Canrobert St Cycle Way*	19,100
Middle Head Rd Cycle Way*	57,400
Muston St and Middle Head Rd Bicycle Facilities*	12,200
Avenue Road Cycle Way*	32,500
Bradleys Head Rd New Footpath*	190,000
Canrobert St Pedestrian Refuge Upgrade*	90,000
Mandalong Rd Pedestrian Crossing Upgrade*	90,000
Belmont and Cowles Rd Roundabout - Pedestrian Refuge Upgrade*	90,000
Bradleys Head Rd New Kerb and Gutter*	166,000

\*RMS Part Grant Funded

# Financial Summary

Spit West Fitness Equipment†	27,000
Rosherville Accessible Pathway†	32,000
Middle Head Oval Lights†	250,000
Balmoral Playground†	200,000
Library Foyer Upgrade	120,000
Amenities Building Review	25,000
Customer Foyer Upgrade	120,000
Parking Strategy	75,000
Development of Raglan West Car Park and Stage 2 of Military Road Streetscape Upgrade	75,000
Construction of sporting club storage adjacent Balmoral Pavilion	6,000
Art Gallery Works	10,000
Access Strategy Works	25,000
Seniors Centre Compliance Upgrade	45,000
Bubbler Upgrade - The Esplanade	10,000
Upgrade to Spofforth Street Shopping area	50,000
Military Road Tree and Paving Maintenance	25,000
Demolition of shed at Croquet Green	30,000
Public Garden Upgrade	20,000
Global Positioning System Project for Traffic Signs	20,000
Pedestrian Access Mobility Plan Works	25,000
Art Gallery Landscape Upgrade	40,000
Street Tree Planting	20,000
Lights in Art Gallery	15,000
Visual Amenities Works	10,000

†Part Grant Funded



## Revenue Policy

### Rating Structure

Total revenue raised from the levying of land rates continues to be capped by the State Government through the Independent Pricing and Regulatory Tribunal (IPART).

IPART has approved a rate increase to a maximum of 2.3% in 2014–15 and Council's 2014–15 budget is based on adopting the full 2.3% increase.

### Rating Categories

There are two categories of rates:

- Residential
- Business

Council operates a base rating system whereby 50% of residential rate revenue is derived from a rate in the dollar (ad valorem) calculation based on all rateable land value within the Council area with the remaining 50% derived from a base rate which is calculated by dividing the remaining rate revenue by the number of assessable properties. The same system operates within the business category however the split is 60% ad valorem and 40% base rate.

	Residential	Business
Rateable Valuations	\$10,787,330,255	\$443,074,185
Number of Properties	12,597	598
Rate in \$	\$0.000734	\$0.002260
Base amount	\$628.00	\$1,115.00
Total income	\$15,831,330	\$1,672,578
Average	\$1,257	\$2,778

# Financial Summary

## Special Variations

Included in the rate revenue detailed above are two special rate variations.

The Community Environmental Contract (CEC) was introduced in July 2000 (following approval by the State Government for a 5% increase in general revenue) allowing Council to undertake significant works in the following areas:

- Stormwater Quality
- Bushland
- Creek Rehabilitation
- Seawall Remediation/Construction

Under the CEC, \$766,000 is derived from the rate revenue in 2014-15. It should be noted that all on the ground works have been completed and the CEC revenue until its expiration in 2016-17 is being used to extinguish the debt from loans raised to undertake the work.

The Infrastructure Levy was introduced in July 2008 (following approval by the State Government for a 5.99% increase in general revenue) allowing Council to provide much needed additional funding to its infrastructure assets such as:

- Roads
- Footpaths
- Drains
- Buildings
- Retaining Walls
- Open Space
- Marine Structures

Under the Infrastructure Levy, \$951,000 is derived from the rate revenue in 2014-15. The debt repayment allocation is \$194,000 and allocation to works is \$757,000. Unlike the CEC, this levy has no sunset clause.

A full description of the works undertaken under both programs is published in Council's Annual Report.



## Domestic Waste Management Service

The Domestic Waste Management Service is provided on a full cost recovery basis.

A resident has a choice of the following size bins/fee structure in 2014–15:

1 × 80 litre mobile garbage bin	\$328
1 × 120 litre mobile garbage bin	\$534
1 × 240 litre mobile garbage bin (available only to existing customers)	\$1,116

The above rates include the following services for houses, with other arrangements being made for multi unit dwellings with shared services:

- Weekly waste collection
- Fortnightly glass and containers
- Fortnightly paper and cardboard
- Monthly green waste

## Pension Subsidy

Pensioners who hold a Pensioner Concession card and own and occupy rateable property in Mosman receive a mandatory rebate per annum on Rates and Domestic Waste Management up to a maximum of \$250.

Council also offers a voluntary rebate to Australian Service Veterans who do not qualify for a pensioner rate rebate up to a maximum of \$125 per annum. This is applied against the Domestic Waste Charge.

## Interest Charges

In 2014–15 it is proposed that interest charges on unpaid rates and charges will accrue on a daily basis at the rate of 8.5% per annum.

## Stormwater Levy

The Stormwater Levy will be continued with the following parameters:

- Residential Property: \$25 per annum
- Residential Strata Property: \$12.50 per annum
- Business Property: \$25 per annum
- Business Strata Property: \$12.50 per annum

# Financial Summary

## Annual Fees and Charges

In accordance with Section 608 of the *Local Government Act, 1993* and other relevant legislation, Council is authorised to charge and recover approved fees and charges for any service it provides. For 2014–15 these are included in the document entitled 'Draft 2014–15 Pricing Policy – Schedule of Fees and Charges'. This document forms part of MOSPLAN, however is published separately.

The fees and charges are generally intended to be imposed on the following services provided by Council:

- Supply of a product, service or commodity
- Provision of information
- Provision of a service in connection with the exercise of the Council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate
- Allow admission to any building or enclosure
- Allow use or benefit from Council's assets, possessions, etc

Mosman Council's general policy in determining the amount of fees to be charged for goods and services considers the following factors:

- The cost of providing the service
- The importance of the service to the community
- Prices fixed by the relevant industry body/ies
- Any factors specified in the Local Government Regulations
- Equity factors
- User pays principle
- Financial objectives
- Customer objectives
- Resource use objectives
- Impact of Taxation e.g. GST
- Market Prices
- Cross subsidisation objectives

In cases where a fee and/or charge is determined by legislation or other regulatory bodies, Council's policy is not to determine an amount that is inconsistent with any fee or charge so determined.

All Council's fees and charges not subject to statutory control are reviewed on an annual basis prior to finalisation of Council's draft Budget. However, in special circumstances, fees and charges can be reviewed and approved by Council at other times, subject to any relevant legislative requirements.

As per Australian Taxation Office guidelines, all fees and charges continue to be reviewed to assess for the impact of the GST.

# Program Plans and Budgets

# Program Plans and Budgets



## Programs

Community Wellbeing  
Library and Information  
Arts and Culture

## Related Strategies and Plans

Mosman Social Directions 2012  
Mosman Community Engagement Strategy 2009  
Regional Home and Community Care Plan  
SHOREPLAN - Shorelink Strategic Plan  
SHOROC 'Shaping our Future'

## Key Partners

Federal government – various agencies and authorities including Department of Health; Department of Social Services and Department of Education

State government – various agencies and authorities including Department of Family and Community Services; NSW Ministry of Health; Department of Education and Communities; Arts NSW; National Parks and Wildlife Service and NSW Police Force

SHOROC

Sydney Harbour Federation Trust

Shorelink Library Network

Non-government and community organisations

# Social

## Community Sustainability Indicators

Community connectedness  
Community pride  
Age diversity  
Physical activity  
Life expectancy  
Community safety





## Direction Statement

A thriving, connected and healthy community that celebrates and respects diversity in age, interest, culture and ability

## Program Coordination

Manager Community Services

## Strategies

These 10 Year Strategies will be implemented to achieve the Program Direction

- 1 Anticipate, plan and provide for social change
- 2 Advocate on behalf of the community to Commonwealth and State government and non-government organisations
- 3 Deliver integrated, inclusive and accessible services and programs that contribute to community wellbeing
- 4 Embrace partnerships and facilitate services that enrich the experience of living in Mosman
- 5 Ensure community facilities are welcoming, accessible, support the effective delivery of services and programs and serve as community hubs
- 6 Maximise opportunities for residents to connect with and participate in community life

## Key Deliverables 2013-2017

Community Services Framework	✓
Community Services online presence and payment system	
Youth Advisory Forum	✓
Food Services Contract	
Aged and Disability Services Accreditation	
Person Centered approach to the delivery of Aged and Disability Services	
Children's Services National Quality Framework Accreditation	✓
Mosman Rider bus service review	
Family Day Care Partnership	
Regional Ageing and Youth Strategies	
Regional immunisation review	
Mosman Square Seniors Centre improvement works	
Disability Action Plan	

# Community Wellbeing

## Expenditure

### Program Expenditure by Funding Source 2014-2015

\$2,692,755

■ Rates ■ Other

38%

62%

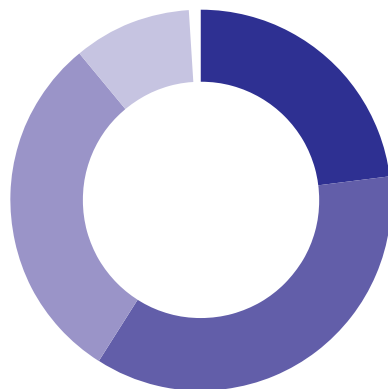
## KPIs

- % Residents satisfied with:
  - Services and facilities for children and families
  - Services and facilities for older people
  - Overall range and quality of community facilities and activities
  - Services and facilities for people with a disability
  - Access to Council information and Council support
  - Services for young people
  - Services and facilities for people from culturally and linguistically diverse backgrounds
- No. of volunteers in Council services
- Mosman Rider passenger numbers per annum
- No. of meals delivered by Meals on Wheels per annum
- No. of Community Transport trips per annum
- No. of children immunised per annum
- No of needs-based programs delivered by Youth Services per annum

## Achievements 2013-2014

### In 2013-2014 Council delivered the following results under this Program

- Review of Aged and Disability Services
- Ten year celebrations for Mosman Carer's Group
- Implementation of revised Mosman Rider timetable
- Online payments introduced for Children's services
- Partnership with Infants Home extended for delivery of Family Day Care in Mosman
- Twenty five young people from eight schools participating in youth volunteering programs
- Youth Forum established with members currently from four schools and three universities
- New partnership program with local schools to deliver health and well-being workshops
- Coordination of major regional youth music concert – Shorefest 2014
- Skill development workshops for young people including barista training, event marketing and furniture building
- Community Services framework completed
- Participation in the development of the Northern Sydney Ageing Strategy, and Northern Youth Strategy
- Staff training on Aboriginal Heritage and Awareness, Disability Awareness and Cultural Diversity
- Development of Mosman Access Strategy in consultation with Access and Mobility Community Consultative Committee



■ Community Services	23%
■ Aged and Disability Services	36%
■ Children's Services	30%
■ Youth Services	10%

## 2014–2015 Budget

Income	2013/14	2014/15
Community Services Management	—	—
Aged & Disability Services	735,767	746,890
Children's Services	824,627	901,980
Youth Services	49,530	27,400
Total Program Income	1,609,924	1,676,270

Expenditure	2013/14	2014/15
Community Services	615,495	631,395
Aged & Disability Services	1,013,017	967,960
Children's Services	769,560	817,290
Youth Services	277,288	276,110
Total Program Expenditure	2,675,360	2,692,755
Operating Surplus/(Deficit)	(1,065,436)	(1,016,485)

# Community Wellbeing

## Community Services

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure		
Employee Benefits and Oncosts	210,500	259,500
Materials and Contracts	330,195	294,845
Legal Costs	—	—
Consultants	—	2,250
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	74,800	74,800
Total Expenditure	615,495	631,395
Operating Surplus/(Deficit)	(615,495)	(631,395)

## Aged and Disability Services

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	189,929	185,440
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	545,838	561,450
Total Income	735,767	746,890

Expenditure		
Employee Benefits and Oncosts	735,989	777,310
Materials and Contracts	229,128	149,150
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	1,000	1,000
State Government Levies	—	—
Other Expenses	46,900	40,500
Total Expenditure	1,013,017	967,960
Operating Surplus/(Deficit)	(277,250)	(221,070)



# Community Wellbeing

## Children's Services

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	770,500	848,240
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	54,127	53,740
Total Income	824,627	901,980

Expenditure		
Employee Benefits and Oncosts	599,500	646,760
Materials and Contracts	113,950	112,380
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	8,000	8,000
State Government Levies	—	—
Other Expenses	48,110	50,150
Total Expenditure	769,560	817,290
Operating Surplus/(Deficit)	55,067	84,690

## Youth Services

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	42,300	24,500
Interest and Investment Revenue	—	—
Other Revenue	2,000	2,900
Grants and Cont for Operating Purposes	5,230	—
Total Income	49,530	27,400

Expenditure		
Employee Benefits and Oncosts	200,000	217,500
Materials and Contracts	38,650	28,850
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	38,638	29,760
Total Expenditure	277,288	276,110
Operating Surplus/(Deficit)	(227,758)	(248,710)



# Delivery Program 2013-2017 and Operational Plan 2014-2015

Denotes the year in which initiatives are to be undertaken or proposed in the current Delivery Program.  
 Indicates where initiatives have been rescheduled or not undertaken where originally programmed.

## Strategy 1

S1

Anticipate, plan and provide for social change

### Recurrent Programs And Projects

- Demographic research
- Social planning
- Network development

**Responsibility: Manager Community Services**

- Community capacity building
- Community engagement
- Community consultation

**Responsibility: Manager Community Services**

### Key Initiatives

	13/14	14/15	15/16	16/17
1A Undertake impact focused integrated social planning based on research and contemporary social planning principles <b>Responsibility: Manager Community Services</b>	<div></div>	<div></div>	<div></div>	<div></div>
1B Strengthen Council's position in inter-sectoral planning <b>Responsibility: Manager Community Services</b>		<div></div>		
1C Initiate and support active youth engagement programs <b>Responsibility: Manager Community Services</b>	<div></div>			
1D Develop a framework clarifying Council's aims and roles in the provision, funding and facilitation of community services, and positioning Mosman to anticipate and meet future needs and demands <b>Responsibility: Manager Community Services</b>	<div></div>	<div></div>		
1E Initiate and support community sector development for Mosman <b>Responsibility: Manager Community Services</b>	<div></div>	<div></div>	<div></div>	
1F Partner with SHOROC and NSROC on community development initiatives, including SHOROC Regional Liveability Strategy <b>Responsibility: Manager Community Services</b>	<div></div>	<div></div>		

# Community Wellbeing

	13/14	14/15	15/16	16/17
1G Accreditation of Aged and Disability Services <b>Responsibility: Manager Community Services</b>				
1H National Quality Framework Accreditation of Children's Services <b>Responsibility: Manager Community Services</b>				
1I Develop a Disability Action Plan <b>Manager Community Services</b> <b>Manager Assets and Services</b>				

## Strategy 2

S2

Advocate on behalf of the community to Commonwealth and State government and non-government organisations

### Recurrent Programs And Projects

- Participation in regional and sector planning and development forums
  - Participation in State and Commonwealth government planning processes for community services
  - Advocacy that responds to community concerns
- Responsibility: Manager Community Services**

### Key Initiatives

	13/14	14/15	15/16	16/17
2A Position Aged and Disability Services for the DoSS/HACC changes to service and funding frameworks <b>Responsibility: Manager Community Services</b>				
2B Contribute to the NSW Government Regional Youth Strategy and the implementation of the Youth Health Policy Directive <b>Responsibility: Manager Community Services</b>				
2C Participate in the development of a regional Ageing Strategy <b>Responsibility: Manager Community Services</b>				
2D Participate in the development of regional cross-agency planning for services to children and families <b>Responsibility: Manager Community Services</b>				
2E Monitor the progress of the Northern Sydney Local Health District Disability Action Plan <b>Responsibility: Manager Community Services</b>				



		13/14	14/15	15/16	16/17
2F	Contribute to the development and implementation of the NSW Government Regional Youth Strategy <b>Manager Community Services</b>				
2G	Contribute to the development and implementation of the NSW Government Regional Ageing Strategy <b>Manager Community Services</b>				
2H	Participate where possible in the development of Commonwealth plans for service delivery to ageing communities <b>Manager Community Services</b>				

## Strategy 3

S3

Deliver integrated, inclusive and accessible services and programs that contribute to community wellbeing

### Recurrent Programs And Projects

- Occasional Care, Long Day Care and Pre-School
- Before and After School Care
- Vacation Care
- Immunisation Clinic
- Children Leisure and Learning activities
- Parenting Education
- Saturday Youth Group
- D-Caff Friday Dementia Café
- Mosman Rider
- Saturday Respite

**Responsibility: Manager Community Services**









- Community Transport
- Food Services
- Healthy Ageing Programs
- Senior's Centre Leisure Activities
- Carers' Group
- Volunteering
- Social Support
- Access and Mobility Community Consultative Committee
- Friday Nights for Young People with a Disability

**Responsibility: Manager Community Services**

### Key Initiatives

		13/14	14/15	15/16	16/17
3A	Develop an understanding of the measurement of social impact and apply to Council's community services <b>Responsibility: Manager Community Services</b>				
3B	Review the effectiveness, efficiency and performance of Aged and Disability Services <b>Responsibility: Manager Community Services</b>				
3C	Review and improve the marketing and promotion of all community services <b>Responsibility: Manager Community Services</b>				

# Community Wellbeing

		13/14	14/15	15/16	16/17
3D	Instigate and establish a Community Services online presence and payment system <b>Responsibility: Manager Community Services Chief Financial Officer</b>				
3E	Review the potential for a regional approach to immunisation <b>Responsibility: Manager Community Services</b>				
3F	Achieve better utilisation of opportunities available in the youth centre <b>Responsibility: Manager Community Services</b>				
3G	Investigate opportunities for services for 18-25 year olds <b>Responsibility: Manager Community Services</b>				
3H	Develop and implement a Person Centered approach to the delivery of Aged and Disability Services <b>Responsibility: Manager Community Services</b>				
3I	Prepare and award the tender for Food Services <b>Responsibility: Manager Community Services</b>				

## Strategy 4


# S4

Embrace partnerships and facilitate services that enrich the experience of living in Mosman

### Recurrent Programs And Projects

- Community Grants
  - Family Day Care
  - Programs with Schools including health, mental health and drug and alcohol programs
  - Mosman Men's Shed
  - Community English language classes
  - Northern Sydney Local Health District Projects
  - Family Support Projects
  - Living with Memory Loss Program
  - Lifeline Support Programs
- Responsibility: Manager Community Services**

### Key Initiatives

		13/14	14/15	15/16	16/17
4A	Establish the partnership for the delivery of Family Day Care with The Infants' Home <b>Responsibility: Manager Community Services</b>				



		13/14	14/15	15/16	16/17
4B	Seek and support regional partnerships to improve community awareness and appreciation of cultural diversity and service delivery for people from a culturally and linguistically diverse background <b>Responsibility: Manager Community Services</b>				
4C	Seek and support regional partnerships to improve community awareness and appreciation of Aboriginal cultural heritage and service delivery for Aboriginal community members <b>Responsibility: Manager Community Services</b>				
4D	Improve capacity to support community based organisations and initiatives in Mosman <b>Responsibility: Manager Community Services</b>				

## Strategy 5

S5

Ensure community facilities are welcoming, accessible, support the effective delivery of services and programs and serve as community hubs

### Recurrent Programs And Projects

- Youth Centre
- Seniors' Centre and Lounge
- Mosman Occasional Care Centre

- Cremorne Early Childhood Health Centre
- Mosman Drill Hall

**Responsibility: Manager Community Services**

### Key Initiatives

		13/14	14/15	15/16	16/17
5A	Develop effective promotion strategies to ensure optimal use of all facilities <b>Responsibility: Manager Community Services</b>				
5B	Develop and implement a framework for pricing of facilities and services <b>Responsibility: Manager Community Services</b>				
5C	Seek funding to maintain a welcoming ambience in Community Services facilities <b>Responsibility: Manager Community Services</b>				
5D	Undertake disability compliance and improvement works – Mosman Square Seniors Centre <b>Manager Assets and Services</b>				

# Community Wellbeing

## Strategy 6

S6

Maximise opportunities for residents to connect with and participate in community life

### Recurrent Programs And Projects

- Volunteering
- Connections Playgroup
- Children's Week
- Children's Fair
- Youth Week
- Shorefest
- 24/7 Film Festival
- Seniors' Lounge and Seniors' Centre
- Community Visitor's Scheme
- Seniors' Week
- Community Restaurant
- Carer's Group
- Community Transport
- Mosman Rider
- New Residents' Events and Information
- Responsibility: Manager Community Services  
Manager Library Resources**
- Community Events (including Harmony Day, International Women's Day & International Day of People with Disability, Guringai Festival)
- Responsibility: Manager Community Services  
Manager Cultural Services**

### Key Initiatives

13/14 14/15 15/16 16/17

6A Establish a Youth Advisory Forum

**Responsibility: Manager Community Services**

6B Develop and implement strategies and initiatives that facilitate community connections

**Responsibility: Manager Community Services**

6C Review volunteering coordination to enhance provision of opportunities for volunteering in the community

**Responsibility: Manager Community Services**

6D Establish and support a Dementia Café

**Responsibility: Manager Community Services**

6E Review welcoming activities for new residents

**Responsibility: Manager Community Services  
Manager Library Resources**

6F Review the operation of the Mosman Men's Shed

**Responsibility: Manager Community Services**

6G Monitor and review Mosman Rider service

**Responsibility: Manager Community Services**

6H National Quality Framework Accreditation of Children's Services

**Responsibility: Manager Community Services**



## Direction Statement

An informed, engaged community that values heritage, lifelong learning and literacy

## Program Coordination

Manager Library Services  
Manager Library Resources

## Strategies

These 10 Year Strategies will be implemented to achieve the Program Direction

- 1** Consolidate the library's identity as a community hub: a functional, multipurpose space accommodating intellectual, cultural, recreational and information services, life-long learning opportunities, resources and activities for all age groups
- 2** Deliver library services that are accessible and which anticipate and fulfil community expectations
- 3** Develop and manage resources which cater for the information, life-long learning and leisure needs of the community
- 4** Maintain key external partnerships including the Shorelink Library Network
- 5** Develop and maintain a Local Studies Collection that celebrates Mosman's heritage, reflects all eras of Mosman's history and is appropriately preserved and accessible for future generations
- 6** Communicate through a range of media, enabling the community to be well informed, engaged, and actively participating in community life

## Key Deliverables 2013-2017

Redesign Council website

Implement Stage 2 of RFID project – Automated returns

Implement new design for Level 2 Entrance Foyer

Implement new Shorelink Library Management System ✓

Commemorate centenary of the Great War 1914-1918

Implement community reporting tool for mobile devices

New Community Events website ✓

# Library and Information

## Expenditure

### Program Expenditure by Funding Source 2014-2015

\$2,108,430

■ Rates ■ Other

92% 8%

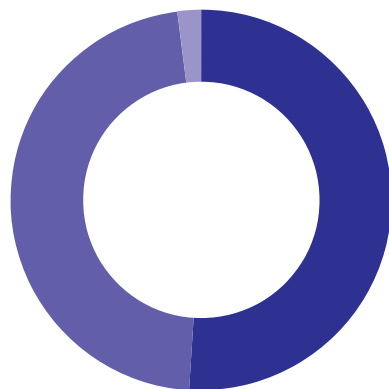
## KPIs

- % Residents satisfied with Library services
- % Library users satisfied with Library services and resources
- No. Library visits per capita per annum
- No. Loans per capita per annum
- No. Website visits and page views per annum

## Achievements 2013-2014

### In 2013-2014 Council delivered the following results under this Program

- 290,000 visits to the Library and 380,000 items borrowed
- Over 620,000 visits made to Council websites (1.8 million pageviews)
- Continuation of the Doing our Bit: Mosman 1914-1918 Project (ANZAC Centenary)
- Implementation of new Shorelink Library Management system (AIT Aurora)
- Shorelink Library Network celebrated 30 years as a cooperative project between northern Sydney Councils
- Designs completed for improvements to Library entrance foyer
- Library Customer service model improved with roving reference service
- Development of new Council and event websites
- Interactive Learning Centre for Seniors launched
- Weekly Justice of the Peace service established in the Library
- New writing workshops established for children



- Library Services 51%
- Library Resources 47%
- Information Technology 2%

## 2014-2015 Budget

Income	2013/14	2014/15
Library Services	143,750	144,250
Library Resources	13,100	13,100
Information Technology	16,500	16,500
Total Program Income	173,350	173,850

Expenditure	2013/14	2014/15
Library Services	1,079,353	1,077,150
Library Resources	941,050	989,880
Information Technology	40,500	41,400
Total Program Expenditure	2,060,903	2,108,430
Operating Surplus/(Deficit)	(1,887,553)	(1,934,580)

# Library and Information

## Library Services

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	34,400	33,900
Interest and Investment Revenue	—	—
Other Revenue	55,350	55,350
Grants and Cont for Operating Purposes	54,000	55,000
Total Income	143,750	144,250

Expenditure		
Employee Benefits and Oncosts	864,300	907,650
Materials and Contracts	90,353	43,900
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	63,000	63,000
State Government Levies	—	—
Other Expenses	61,700	62,600
Total Expenditure	1,079,353	1,077,150
Operating Surplus/(Deficit)	(935,603)	(932,900)

## Library Resources

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	5,000	5,000
Interest and Investment Revenue	—	—
Other Revenue	8,100	8,100
Grants and Cont for Operating Purposes	—	—
Total Income	13,100	13,100

Expenditure		
Employee Benefits and Oncosts	560,300	606,300
Materials and Contracts	26,250	26,840
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	273,000	273,000
State Government Levies	—	—
Other Expenses	81,500	83,740
Total Expenditure	941,050	989,880
Operating Surplus/(Deficit)	(927,950)	(976,780)



# Library and Information



## Information Technology

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	16,000	16,000
Interest and Investment Revenue	—	—
Other Revenue	500	500
Grants and Cont for Operating Purposes	—	—
Total Income	16,500	16,500

Expenditure		
Employee Benefits and Oncosts	—	—
Materials and Contracts	29,000	29,800
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	11,500	11,600
Total Expenditure	40,500	41,400
Operating Surplus/(Deficit)	(24,000)	(24,900)



# Delivery Program 2013-2017 and Operational Plan 2014-2015

 Denotes the year in which initiatives are to be undertaken or proposed in the current Delivery Program.  
 Indicates where initiatives have been rescheduled or not undertaken where originally programmed.

## Strategy 1

# S1

**Consolidate the Library's identity as a community hub: a functional, multipurpose space accommodating intellectual, cultural, recreational and information services, life-long learning opportunities, resources and activities for all age group**

### Recurrent Programs And Projects

- Ongoing community consultation through Library Annual User Survey, social networking tools and face to face customer contact
- Marketing and promoting the Library using a range of media
- Providing programs and activities for all age groups
- Ongoing review and evaluation of Library services and programs

**Responsibility: Manager Library Services**

### Key Initiatives

13/14 14/15 15/16 16/17

- 1A Plan and implement the new design for Level 2 Entrance Foyer including the Customer Desk to improve customer service and accommodate RFID technology

**Responsibility: Manager Library Services  
Manager Assets and Services**



- 1B Implement the new design for the Level 2 Library Entry Foyer including the Customer Service Desk to improve customer service and accommodate RDID technology

**Responsibility: Manager Library Services**



# Library and Information

## Strategy 2

## S2

Delivery of library services that are accessible and which anticipate and fulfil community expectations

### Recurrent Programs And Projects

- Home Library Service
  - Inter Library Loan Service
  - Reader Education to develop information literacy skills
  - Information accessible to Library customers in-house and electronically
  - Lifelong learning programs including Monday Matters and Technology Tuesday Talks
  - Services for children and teens
  - Outreach programs such as staff visits to schools
  - Library visits by school classes
  - Services and resources that support school curricula and local students
  - Services to high school students including HSC Lock-Ins
  - Regular author events
  - Annual Mosman Youth Awards in Literature Competition
  - Marketing and promotional activities including Library Lovers' Day, Seniors Week and Australian Library and Information Week
  - Reader education
  - Reader Advisory Services including Book Clubs, Mosman Readers and Reading Lounge
- Responsibility: Manager Library Services**

### Key Initiatives

13/14 14/15 15/16 16/17

- 2A Improve customer service through implementation of RFID Project Stage 2: RFID enabled returns chute



**Responsibility: Manager Library Services**

- 2B Review Customer Service Delivery Model



**Responsibility: Manager Library Services**

- 2C Introduce Roving Reference Service



**Responsibility: Manager Library Services**



## Strategy 3

S3

Develop and manage resources which cater for the information, life-long learning and leisure needs of the community

### Recurrent Programs And Projects

- Maintain, develop and evaluate the collection
  - Provide print, audiovisual and electronic resources
  - Review Resources Selection Guidelines
  - Improve literacy resources
  - Analyse customer feedback to ensure that resources meet community needs
  - Improve access to document delivery services and online resources
  - Maintain awareness of developments in electronic publishing and document delivery
  - Train staff and customers in the use of the Library's IT resources
  - Cumulus digital asset management system
- Responsibility: Manager Library Resources**

### Key Initiatives

		13/14	14/15	15/16	16/17
3A	Develop downloadable digital resources (eAudio books and eBooks), in response to changing technology and customer needs <b>Responsibility: Manager Library Resources</b>	<div></div>	<div></div>	<div></div>	<div></div>
3B	Improve collection management through implementation of RFID Project <b>Responsibility: Manager Library Resources</b>	<div></div>	<div></div>		
3C	Review efficiency and effectiveness of the RFID system <b>Responsibility: Manager Library Resources</b>	<div></div>	<div></div>		

# Library and Information

## Strategy 4

# S4

Maintain key external partnerships including the Shorelink Library Network

### Recurrent Programs And Projects

- Shorelink Library Network:
- Maintain membership
- Review ShorePlan (Shorelink Strategic Plan) and implement cooperative services, activities and programs
- Operate the Library Management System

**Responsibility: Manager Library Resources**

- Participate in professional networks including NSW Metropolitan Public Libraries Association
- Participate in campaigns to lobby State and Federal Governments to increase public library funding
- Apply for grants to fund Library projects
- Host and service the School Principals' Liaison Group

**Responsibility: Manager Library Services**

### Key Initiatives

13/14 14/15 15/16 16/17

- 4A Implement the new Shorelink Library Management System (Aurora/AIT), including training of staff and Library customers

**Responsibility: Manager Library Resources**



- 4B Review efficiency and effectiveness of the Aurora Library Management system

**Responsibility: Manager Library Resources**



- 4C Improve the content, appearance and functionality of the Shorelink online catalogue

**Responsibility: Manager Library Resources**



- 4D Review the effectiveness of the School Principals' Liaison Group

**Responsibility: Manager Library Services**





## Strategy 5

S5

Develop and maintain a Local Studies Collection that celebrates Mosman's heritage, reflects all eras of Mosman's history and is appropriately preserved and accessible for future generations

### Recurrent Programs And Projects

- Collection management and evaluation
  - Conservation and preservation of fragile material
  - Workshops and training for individuals, groups and Council staff
  - Curation of displays and exhibitions
  - Support for the Mosman Historical Society
  - Support and development of Local Studies volunteers team
  - Online projects including 'Mosman Memories of Your Street', 'Mosman Voices', 'Mosman Faces' and 'Doing our Bit: Mosman 1914-1918', Trace Digital Archive
- Responsibility: Manager Library Services**

### Key Initiatives

		13/14	14/15	15/16	16/17
5A	Build on Great War Project: program of seminars, workshops <b>Responsibility: Manager Library Services</b>	■	■		
5B	Commemorate the centenary of the Great War 1914-1918 <b>Responsibility: Manager Library Services</b>	■	■		
5C	Develop and promote Trace Mosman Digital Archive <b>Responsibility: Manager Library Services</b>	■	■	■	

# Library and Information

## Strategy 6

## S6

Communication through a range of media, enabling the community to be well informed, engaged, and actively participating in community life

### Recurrent Programs And Projects

#### Internet Services:

- Maintenance and improvement of website functionality and efficiency
- Council business papers, policies, forms available online
- Online facilities for community consultation and feedback
- Promotion of website and online spaces to community and staff
- Extension of range and quality of information published online in open, machine-readable formats
- Digital talks and workshops to support community participation and collaboration online

**Responsibility: Manager Library Resources**

#### Community Information Service:

- Update the LINCS Community Information database
- Printed directories, lists of services and facilities, brochures
- Information disseminated via Council website, social media, press, noticeboards, brochures

**Responsibility: Manager Library Resources**

### Key Initiatives

13/14 14/15 15/16 16/17

6A Implement events website

**Responsibility: Manager Library Resources**



6B Launch redesigned Mosman website

**Responsibility: Manager Library Resources**



6C Redesign Mosman Council's website to be task-focused and mobile-friendly, and improve online consultation opportunities

**Responsibility: Manager Library Resources**



6D Develop Mosman Council DATAstore to publish information in open, machine-readable formats for Council and third-party web services

**Responsibility: Manager Library Resources**



6E Extend opportunities for customer requests and reports online, including reporting tools for mobile devices

**Responsibility: Manager Library Resources**





## Direction Statement

A place of cultural excellence that nurtures contemporary arts practices; that celebrates the richness of Mosman's distinctive local culture and heritage; and that delights, challenges, engages and inspires

## Program Coordination

Manager Cultural Services

## Strategies

These 10 Year Strategies will be implemented to achieve the Program Direction

- 1 Support, develop and showcase a broad range of contemporary arts, artists and arts practices, with special emphasis on the visual arts
- 2 Deliver and support events and other projects that celebrate Mosman, drawing inspiration from the area's artists, history, demographics, lifestyle and environment
- 3 Engage and extend arts audiences while building patronage and broad community support of local cultural activities
- 4 Promote the cultural services and programs provided and supported by Council to a wide audience
- 5 Consolidate and extend the operations of the Mosman Art Gallery to ensure its continued leadership of cultural initiatives and programs
- 6 Create and maintain public art projects that enhance the public domain and generate community pride
- 7 Facilitate cultural opportunities through the development of partnerships and by harnessing public, private and corporate resources

## Key Deliverables 2013-2017

Consolidation of Mosman Festival as a biennial event	✓
Development of Business Plan for Mosman Art Gallery	
Delivery of expanded performance program	
Major arts projects including 200th Anniversary Project of the Bungaree land grant, technology based projects and Sirius Cove Artist Camp project	
Continued development of philanthropy program	✓
Enhanced recognition and reputation of the Mosman Art Gallery and its programs	✓
Addressing the longer term storage and conservation of the Mosman Art Collection	
International Fleet Review and Freedom of Entry celebrations	✓
Online Art Collection Database	
Gallery Friends and Volunteers program reviews	
External façade, signage and landscaping improvements – Mosman Art Gallery	
Public Art Policy review	

# Arts and Culture

## Expenditure

### Program Expenditure by Funding Source 2014-2015

\$1,321,890

■ Rates ■ Other

59%

41%

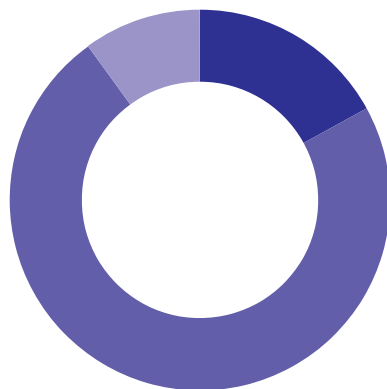
## KPIs

- % Residents satisfied with:
  - Mosman Art Gallery and Community Centre
  - Local festivals and events
  - Overall range of facilities and activities relevant to culture and the arts
- % users satisfied – Mosman Market
- Total visitation per annum – Mosman Art Gallery
- No. of exhibitions, educational activities and special events held per annum at Mosman Art Gallery
- No. of community events held per annum
- No. of attendees at community events per annum
- No. of Gallery Friends and Volunteers
- No. of members of the Creative Circle philanthropy program
- No. of events, projects and activities undertaken with Mosman's Friendship Communities per annum

## Achievements 2013-2014

### In 2013–2014 Council delivered the following results under this Program

- 2013 Festival of Mosman held with best ever attendance numbers
- Successful staging of the Mosman component of the International Fleet Review including Freedom of Entry Parade by HMAS Penguin
- Industry recognition of Mosman Art Gallery programming through state and national awards in exhibition, design and collection management
- Middle Head contemporary art exhibition held at Mosman Art Gallery and on-site at Middle Head
- Development and staging of major new exhibitions including Encounters with Bali and Hilda Rix Nicholas in Paris, Tangier and Sydney
- Continued success in annual exhibition program including Mosman Art Prize and Mosman Youth Art Prize
- Six new sportspeople inducted to the Mosman Sporting Wall of Fame
- Installation and refurbishment of public art including Tribal Sun and Mosman Sporting Wall of Fame
- Rebranding of the Mosman Market
- Major donations achieved under the philanthropy program, including artworks by Ben Quilty and Anne Ferguson



- Art Gallery and Community Centre 17%
- Arts Programming & Exhibitions 73%
- Events 10%

## 2014-2015 Budget

Income	2013/14	2014/15
Art Gallery and Community Centre	229,500	236,380
Arts Programming and Exhibitions	254,650	242,560
Events	64,919	68,400
Total Program Income	549,069	547,340

Expenditure	2013/14	2014/15
Art Gallery and Community Centre	219,050	218,770
Arts Programming and Exhibitions	942,480	974,870
Events	143,302	123,250
Total Program Expenditure	1,304,832	1,321,890
Operating Surplus/(Deficit)	(755,763)	(774,550)

# Arts and Culture

## Art Gallery and Community Centre

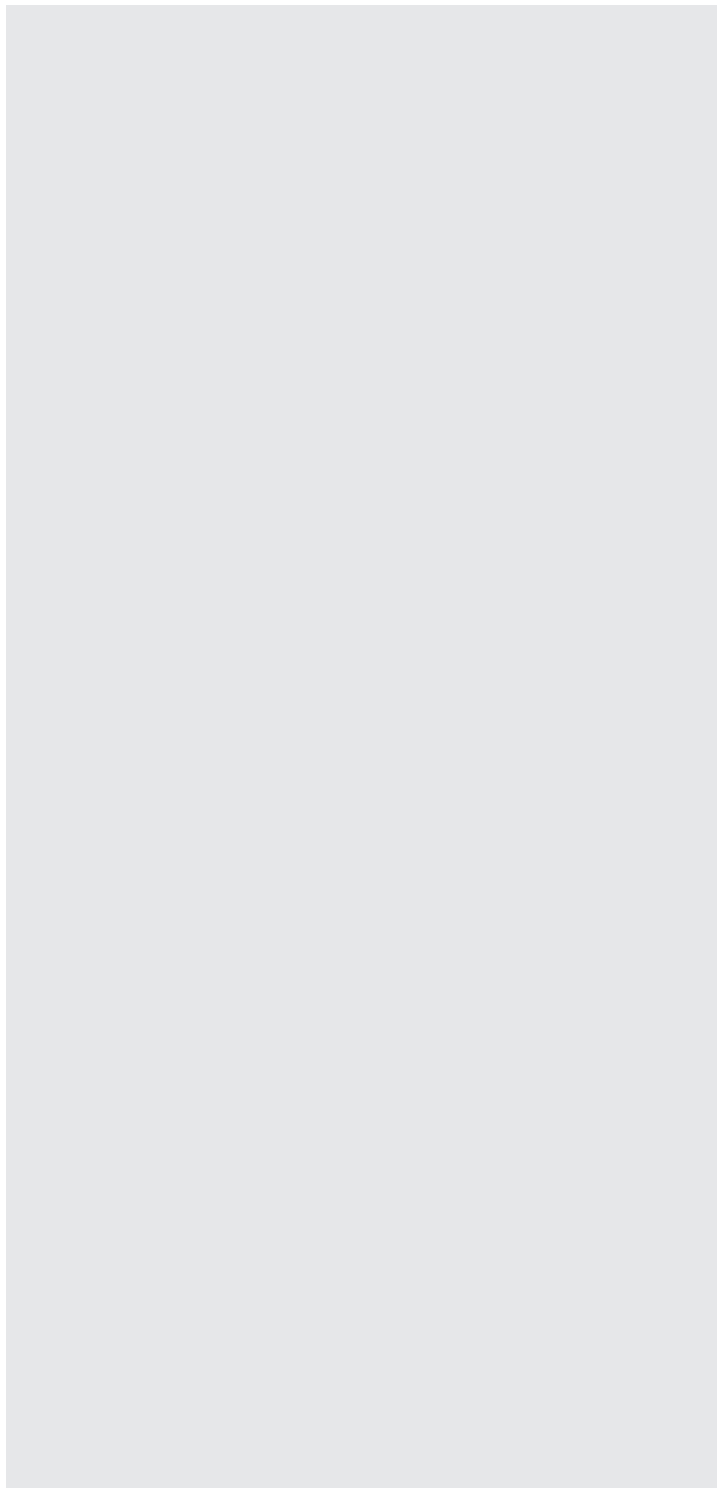
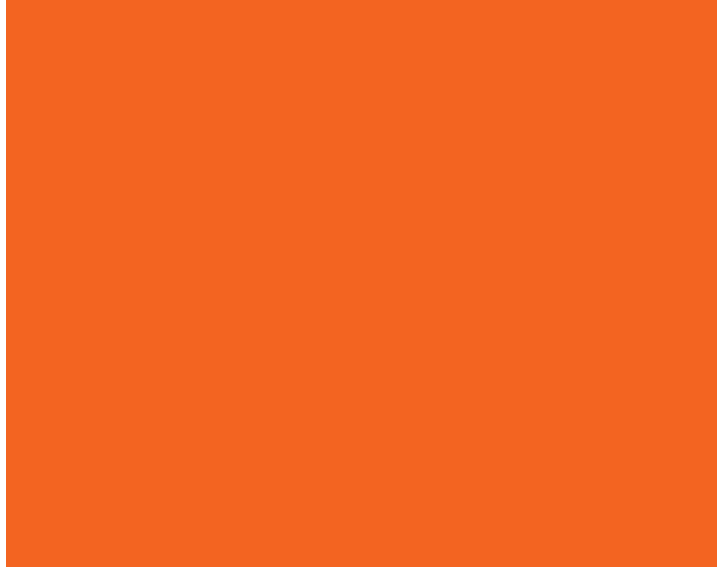
Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	229,500	236,380
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	229,500	236,380

Expenditure		
Employee Benefits and Oncosts	23,600	24,240
Materials and Contracts	18,900	18,180
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	111,000	111,000
State Government Levies	—	—
Other Expenses	65,550	65,350
Total Expenditure	219,050	218,770
Operating Surplus/(Deficit)	10,450	17,610

## Arts Programming and Exhibitions

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	99,000	98,800
Interest and Investment Revenue	—	—
Other Revenue	75,650	63,760
Grants and Cont for Operating Purposes	80,000	80,000
Total Income	254,650	242,560

Expenditure		
Employee Benefits and Oncosts	688,400	717,860
Materials and Contracts	175,530	182,930
Legal Costs	—	—
Consultants	3,100	3,100
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	75,450	70,980
Total Expenditure	942,480	974,870
Operating Surplus/(Deficit)	(687,830)	(732,310)





# Arts and Culture

## Events

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	64,919	68,400
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	64,919	68,400
<b>Expenditure</b>		
Employee Benefits and Oncosts	4,000	4,100
Materials and Contracts	103,502	97,900
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	35,800	26,250
Total Expenditure	143,302	128,250
Operating Surplus/(Deficit)	(78,383)	(59,850)



# Delivery Program 2013-2017 and Operational Plan 2014-2015

 Denotes the year in which initiatives are to be undertaken or proposed in the current Delivery Program.  
 Indicates where initiatives have been rescheduled or not undertaken where originally programmed.

## Strategy 1
















S1

Support, develop and showcase a broad range of contemporary arts, artists and arts practices, with special emphasis on the visual arts

### Recurrent Programs And Projects

- Mosman Art Prize
  - Annual programming – Mosman Art Gallery
  - Maintenance, conservation, documentation and cataloguing of the Mosman Art Collection
  - Facilitation, advocacy and promotion of local artists, craft practitioners and designers
  - Assistance to community organisations planning and providing arts and craft activities and events
  - Planning and administration of the monthly Mosman Market
  - Arts and Culture Community Consultative Committee
- Responsibility: Manager Cultural Services**

### Key Initiatives

		13/14	14/15	15/16	16/17
1A	Review prize money allocation for Mosman Art Prize, ensuring it retains its current level of prestige				
	<b>Responsibility: Manager Cultural Services</b>				
1B	Utilise the Gallery's philanthropy program to attract donations of key works celebrating the Mosman region and its heritage				
	<b>Responsibility: Manager Cultural Services</b>				
1C	Complete online database of Council's Art Collection				
	<b>Responsibility: Manager Cultural Services</b>				
1D	Introduce regular seasons of musical performances at Mosman Art Gallery				
	<b>Responsibility: Manager Cultural Services</b>				
1E	Expand the variety of cultural events presented in the Mosman Art Gallery and Community Centre				
	<b>Responsibility: Manager Cultural Services</b>				

# Arts and Culture

	13/14	14/15	15/16	16/17
1F Develop a program of artisan works on display and for sale in the Gallery <b>Responsibility: Manager Cultural Services</b>				
1G Review and enhance storage options for Mosman Council's Art Collection <b>Responsibility: Manager Cultural Services</b>				

## Strategy 2

## S2

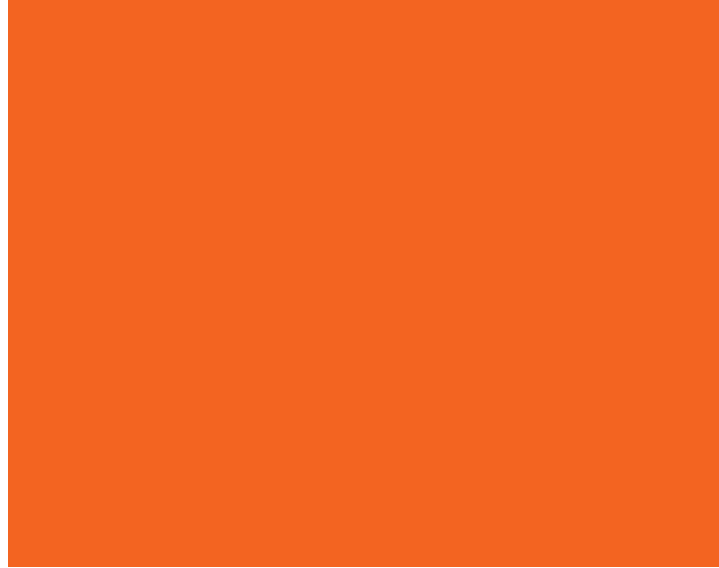
Deliver and support events and other projects that celebrate Mosman, drawing inspiration from the area's artists, history, demographics, lifestyle and environment

### Recurrent Programs And Projects

- Exhibitions, public programs and online resources
- Promotion of Mosman's artistic heritage
- Festival of Mosman
- InSitu Festival of Sculpture and Installation  
**Responsibility: Manager Cultural Services**
- Mosman Day and Hunter Day celebrations  
**Responsibility: General Manager**
- Harmony Day celebrations
- International Women's Day
- Annual Guringai Festival
- Other civic and community events  
**Responsibility: Manager Cultural Services  
Manager Community Services**

### Key Initiatives

	13/14	14/15	15/16	16/17
2A Consolidate the process of re-invigorating the Festival of Mosman in collaboration with the local community, businesses, and other key stakeholders <b>Responsibility: Manager Cultural Services</b>				
2B Develop a Mosman Bohemian series of exhibitions for the Gallery, including the Sirius Cove Artist Camp project, celebrating Mosman's artistic heritage <b>Responsibility: Manager Cultural Services</b>				
2C Development and staging of a project marking the 200th anniversary of Governor Macquarie's land grant to Bungaree at Middle Head and Georges Heights <b>Responsibility: Manager Cultural Services</b>				
2D Develop a series of technology focused art based projects , including locative media works <b>Responsibility: Manager Cultural Services</b>				



## Strategy 3

S3

Engage and extend arts audiences while building patronage and broad community support of local cultural activities

### Recurrent Programs And Projects

- Arts and Culture Community Consultative Committee
- Event promotions
- Gallery Friends
- Gallery volunteer program
- Creative Circle philanthropy program

**Responsibility: Manager Cultural Services**

### Key Initiatives

13/14 14/15 15/16 16/17

- 3A Develop an Arts and Ageing project with a key goal of enhancing the health of the local community and its cultural vitality



**Responsibility: Manager Cultural Services  
Manager Community Services**

- 3B Review the Gallery's Friends and Volunteer programs



**Responsibility: Manager Cultural Services**

# Arts and Culture

## Strategy 4

# S4

Promote the cultural services and programs provided and supported by Council to a wide audience

### Recurrent Programs And Projects

- Promotion of community events and recreational and cultural services and facilities, including use of Council's events calendar, web marketing and local media
- Promotion and marketing of Mosman Art Gallery and Community Centre programs, activities and opportunities for venue hire

**Responsibility: Manager Cultural Services**

### Key Initiatives

13/14 14/15 15/16 16/17

- 4A Investigate the provision of directional tourist signage to the Mosman Art Gallery

**Responsibility: Manager Cultural Services**

- 4B Provide improved façade treatment/external signage, landscaping and lighting for the Mosman Art Gallery

**Responsibility: Manager Cultural Services  
Manager Assets and Services**

- 4C Review use of social media/interactive media as a key promotional tool for Cultural Services and local events

**Responsibility: Manager Cultural Services**

- 4D Provide new signage and promotional strategy for Mosman Market

**Responsibility: Manager Cultural Services**



## Strategy 5

S5

Consolidate and extend the operations of the Mosman Art Gallery to ensure its continued leadership of cultural initiatives and programs

### Recurrent Programs And Projects

- Calendar of exhibitions
  - Mosman Youth Art Prize
  - Artists of Mosman: 2088
  - Mosman Art Society
  - Children's education program
  - Public/education programs and special events
  - Mosman Art Prize and Allan Gamble Memorial Art Prize
  - Friends of the Gallery and Gallery Volunteers programs
  - In Profile local artists exhibitions
  - Gallery shop
- Responsibility: Manager Cultural Services**

### Key Initiatives

		13/14	14/15	15/16	16/17
5A	Finalise the development of a business plan for Council's Cultural Services, including the Mosman Art Gallery <b>Responsibility: Manager Cultural Services</b>	■			
5B	Develop planning and costings for the conversion of the Grand Hall into a flexible space suitable for concerts and exhibitions and possible conversion of the outside area of the Art Gallery and Community Centre for more effective community use <b>Responsibility: Manager Cultural Services</b>	■	■		
5C	Investigate future expansion options for the operations of Mosman Art Gallery <b>Responsibility: Manager Cultural Services</b>			■	■
5D	Link market activities to the Mosman Art Gallery and Community Centre precinct/activities <b>Responsibility: Manager Cultural Services</b>	■	■		

# Arts and Culture

## Strategy 6

## S6

Create and maintain public art projects that enhance the public domain and generate community pride

### Recurrent Programs And Projects

- Partnership projects with the Mosman Public Art Trust
  - Annual Mosman Address
  - Maintenance of Public Art works
- Responsibility: Manager Cultural Services  
Manager Assets and Services**

### Key Initiatives

13/14 14/15 15/16 16/17

6A Review Council's Public Art Policy  
**Responsibility: Manager Cultural Services**



6B Identify key sites and potential projects for public art in Mosman  
**Responsibility: Manager Cultural Services**

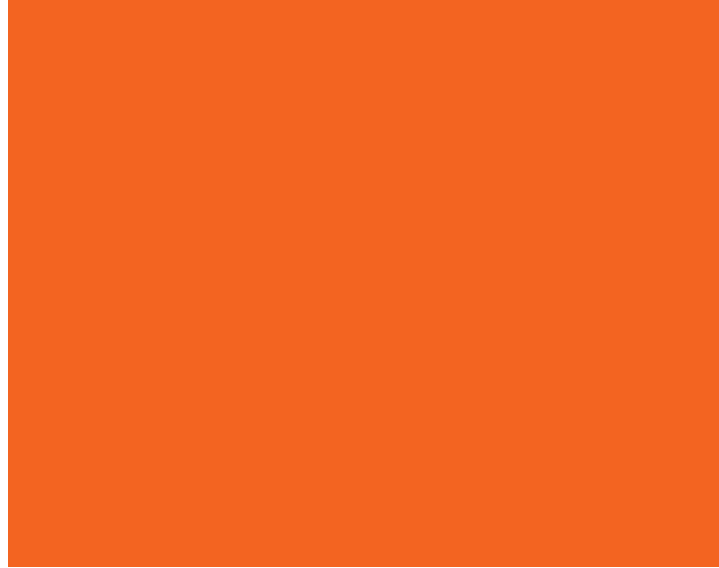


6C Work in partnership with National Parks and Wildlife Services, Sydney Harbour Federation Trust and Metropolitan Land Council to develop a public interpretive art trail celebrating the unique indigenous heritage of Mosman  
**Responsibility: Manager Cultural Services**



6D Work with the Mosman Public Art Trust to fund identified public art projects in Mosman  
**Responsibility: Manager Cultural Services**





# Strategy 7

S7

Facilitate cultural opportunities through the development of partnerships and by harnessing public, private and corporate resources

## Recurrent Programs And Projects

- Friendship Agreements with Otsu, (Japan), Mudanjiang (China), Isle of Wight (United Kingdom), Maubara (East Timor), Paciano (Italy) and Norfolk Island
  - Annual Glen Innes Celtic Festival
  - Friendship community exchanges, partnerships and collaborations
- Responsibility: General Manager  
Manager Cultural Services**
- Glen Innes Aboriginal Art Education Project
- Responsibility: Manager Community Services  
Manager Cultural Services**

## Key Initiatives

		13/14	14/15	15/16	16/17
7A	Consolidate the operations and activities of the philanthropy officer position				
	<b>Responsibility: Manager Cultural Services</b>				
7B	Submit a minimum of three funding applications per year to state and federal cultural funding bodies (Arts NSW, Australia Council, etc) and private foundations for the support of identified Gallery/Cultural Services projects and activities				
	<b>Responsibility: Manager Cultural Services</b>				
7C	Work with the Royal Australian Navy and partner organisations on the Mosman based component of the 2013 Australian Fleet Review				
	<b>Responsibility: Manager Cultural Services</b>				
7D	Work with Taronga Zoo in planning celebrations for the 100th Anniversary of its establishment at Mosman in 1916				
	<b>Responsibility: Manager Cultural Services</b>				

# Arts and Culture



## Programs

Built Environment  
Healthy Environment  
Community Spaces  
Traffic and Transport

## Related Strategies and Plans

Mosman Local Environmental Plan  
Mosman Development Control Plans  
Mosman Environmental Management Plan  
Mosman Environmental Sustainability Action Plan  
Mosman State of the Environment Report  
Community Environmental Contract  
Mosman Asset Management Plans  
Mosman Section 94A Contribution Plan  
Mosman Catchment Management Plans  
Metropolitan Plan and Draft Metropolitan Strategy 2013  
Open Space Plans of Management – various  
Road Safety Action Plan  
SHOROC ‘Shaping our Future’

## Key Partners

Federal government – various agencies and authorities  
State government – various agencies and authorities  
including:  
Department of Premier and Cabinet;  
Office of Environment and Heritage; NPWS;  
Transport for NSW; Roads and Maritime Services and  
NSW Police Force  
SHOROC  
Sydney Harbour Federation Trust

# Environment

## Community Sustainability Indicators

Health of bushland  
Water quality  
Waste diverted from landfill  
Water consumption  
Electricity consumption  
Public transport usage  
Housing diversity  
Level of graffiti/vandalism  
Road safety





## Direction Statement

A unique urban environment that is maintained and protected through strong planning & regulatory practice, an appreciation of Mosman's heritage, and a commitment to high quality infrastructure and development

## Program Coordination

Manager Urban Planning  
Manager Development Services

## Strategies

These 10 Year Strategies will be implemented to achieve the Program Direction

- 1 Maintain the special local character of Mosman with effective planning strategies in place
- 2 Ensure Mosman's position is strong within the framework of the State's planning and regulatory reforms
- 3 Effectively manage the conservation of Mosman's heritage
- 4 Provide excellent planning information, advice and effective development assessment that delivers high quality outcomes
- 5 Contribute to a safe, healthy and responsible community through inspection of building works, auditing of fire and swimming pool safety and effective regulatory enforcement
- 6 Provide, maintain and sustainably manage Mosman's public infrastructure including roads, footpaths, drainage and marine structures

## Key Deliverables 2013-2017

Interactive online production of planning certificates	
Completion of iPlan Enquire	
Contributions Plan for parking in business centres	
Protection of Mosman's interests in response to State Planning Review recommendations and outcomes	✓
Continued development of e-planning capability	
Completion of the Mosman Flood Study	
Completion of 4 year renewal works program for Roads, Stormwater Drainage, and Marine Structures	
Increased renewal of assets through identification and use of additional funding sources	
Contract renewals – Roads and civil works	
Completion of renewal works - Balmoral Seawall	✓
Revaluation of Council Stormwater Drainage Assets	✓
Balmoral Reserves Plan of Management review	
Bushland Zoning review	
Spit Junction Masterplan project	

# Built Environment

## Expenditure

### Program Expenditure by Funding Source 2014-2015

\$4,891,550

■ Rates ■ Other

50%

50%

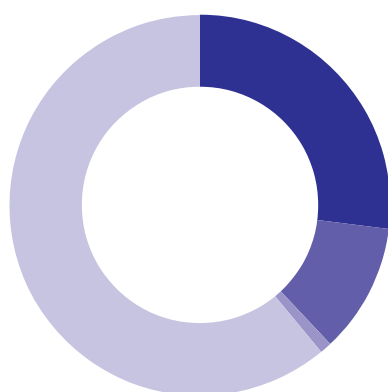
## KPIs

- % Residents satisfied with:
  - Managing development – land use planning
  - Protection of heritage values and buildings
  - Development approvals process
  - Providing and maintaining local roads
  - Providing and maintaining footpaths
- No. mtrs of stormwater pipes renewed per annum
- % programmed seawall renewal works completed per annum
- % programmed road renewal works completed per annum

## Achievements 2013-2014

### In 2013–2014 Council delivered the following results under this Program

- Restoration of Balmoral Seawall completed
- Mosman Flood Study commenced
- Initiation and completion of planning proposals as part of review of Mosman LEP2012
- Completion of amendments to Residential & Business DCPs
- Public exhibition of Spit Junction Masterplan and Civic Centre site development options
- 17 heritage projects assisted by the Mosman Heritage Fund
- 235 Development Applications and 111 S96 Applications assessed and determined
- 22% improvement in DA processing times
- Successful review of development assessment process and Mosman Development Assessment Panel
- Major road and footpath improvements including Spofforth Street (in partnership with North Sydney Council), North Esplanade and Raglan Street
- Restoration works – Clem Morath Pool and Clifton Gardens Jetty
- \$450,000 in renewal works on creeks, pipelines and pits funded through the Stormwater levy
- Revaluation of Building and Stormwater Assets



■ Development Services	27%
■ Urban Planning Advocacy	11%
■ Heritage Management	1%
■ Roads, Footpaths and Stormwater	61%

## 2014-2015 Budget

Income	2013/14	2014/15
Development Services	1,169,250	1,153,300
Urban Planning and Advocacy	145,600	167,600
Heritage Management	—	—
Roads, Footpaths and Stormwater	810,773	1,222,000
Total Program Income	2,125,623	2,442,900

Expenditure	2013/14	2014/15
Development Services	1,267,500	1,335,140
Urban Planning Advocacy	521,861	531,100
Heritage Management	45,000	46,260
Roads, Footpaths and Stormwater	3,512,345	2,979,050
Total Program Expenditure	5,346,706	4,891,550
Operating Surplus/(Deficit)	(3,221,083)	(2,448,650)

# Built Environment

## Development Services

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	1,169,250	1,152,600
Interest and Investment Revenue	—	—
Other Revenue	—	700
Grants and Cont for Operating Purposes	—	—
Total Income	1,169,250	1,153,300

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	845,500	909,780
Materials and Contracts	—	123,360
Legal Costs	300,000	300,000
Consultants	120,000	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	2,000	2,000
Total Expenditure	1,267,500	1,335,140
Operating Surplus/(Deficit)	(98,250)	(181,840)

## Urban Planning and Advocacy

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	144,600	166,600
Interest and Investment Revenue	—	—
Other Revenue	1,000	1,000
Grants and Cont for Operating Purposes	—	—
Total Income	145,600	167,600

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	346,500	371,500
Materials and Contracts	20,000	—
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	151,361	155,600
Other Expenses	4,000	4,000
Total Expenditure	521,861	531,100
Operating Surplus/(Deficit)	(376,261)	(363,500)



# Built Environment

## Heritage Management

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	—	—
Materials and Contracts	—	15,420
Legal Costs	—	—
Consultants	45,000	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	—	30,840
Total Expenditure	45,000	46,260
Operating Surplus/(Deficit)	(45,000)	(46,260)



## Roads, Footpaths and Stormwater

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	411,273	426,650
Interest and Investment Revenue	—	—
Other Revenue	10,000	10,000
Grants and Cont for Operating Purposes	389,500	685,350
Total Income	810,773	1,122,000

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	—	—
Materials and Contracts	460,345	432,090
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	3,012,000	2,512,000
State Government Levies	—	—
Other Expenses	40,000	34,960
Total Expenditure	3,512,345	2,979,050
Operating Surplus/(Deficit)	(2,701,572)	(1,857,050)



# Delivery Program 2013–2017 and Operational Plan 2014–2015

 Denotes the year in which initiatives are to be undertaken or proposed in the current Delivery Program.  
 Indicates where initiatives have been rescheduled or not undertaken where originally programmed.

## Strategy 1

S1

Maintain the special local character of Mosman with effective planning strategies in place

### Recurrent Programs And Projects

- Implementation of Plans of Management, Recreation Strategy Action Plans and Management Frameworks
- Preparation, review and monitoring of open space Plans of Management  
**Responsibility: Manager Urban Planning  
Manager Assets and Services**
- Implementation and Review – Mosman Local Environmental Plan and Development Control Plans
- Mosman Housing Strategy implementation and review
- Ongoing monitoring and response to State policies and plans
- Biennial Mosman Design Awards
- Contribute to Sydney Harbour Federation Trust Management Plan review
- Demographic analysis and forecasting  
**Responsibility: Manager Urban Planning**

### Key Initiatives

- 1A Prepare Planning Proposals to amend Mosman LEP2012 as required

**Responsibility: Manager Urban Planning**

13/14 14/15 15/16 16/17



- 1B Investigate a Laneway Activation Strategy for business centres

**Responsibility: Manager Urban Planning**



- 1C Review Development Control Plans, subject to the outcomes of State planning reforms

**Responsibility: Manager Urban Planning**



- 1D Progress the Spit Junction Masterplan project

**Responsibility: Manager Urban Planning**



# Built Environment

	13/14	14/15	15/16	16/17
1E Review Balmoral Reserves Plan of Management <b>Responsibility: Manager Urban Planning</b>				
1F Undertake Bushland Zoning Review <b>Responsibility: Manager Urban Planning</b>				

## Strategy 2

## S2

Ensure Mosman's position is strong within the framework of the State's planning and regulatory reforms

### Recurrent Programs And Projects

- Ongoing advocacy and lobbying to protect Mosman's interests in relation to Government policy, inquiries and legislation
  - Participation in consultations, workshops and information sessions on State policy, regulation and legislative change
  - Participation in regional and other planning networks
  - Community engagement on major planning proposals and reforms
- Responsibility: Manager Urban Planning**

### Key Initiatives

	13/14	14/15	15/16	16/17
2A Review and respond to the State government's 2013 planning reforms including the Planning Reform White Paper and Metropolitan Strategy <b>Responsibility: Manager Urban Planning</b>				
2B Implement appropriate actions arising from the 2013 planning reforms, together with the Northern Beaches Regional Action Plan and Central Sub-Regional Plan <b>Responsibility: Manager Urban Planning</b>				
2C Review Development Control Plans, subject to the outcomes of State planning reforms <b>Responsibility: Manager Urban Planning</b>				



## Strategy 3

S3

Effectively manage the conservation of Mosman's heritage

### Recurrent Programs And Projects

- Implementation of Aboriginal Heritage Study recommendations
  - Local Heritage Fund
  - State Heritage Inventory updates
  - Heritage conservation promotion
  - Heritage Advisory Service – providing advice on heritage matters and community education
- Responsibility: Manager Urban Planning**

### Key Initiatives

13/14 14/15 15/16 16/17

- 3A Develop and prepare a coordinated program of on-site interpretation of significant sites in Mosman



**Responsibility: Manager Urban Planning**

- 3B Develop a heritage strategy and branding to raise the profile of heritage



**Responsibility: Manager Urban Planning**

- 3C Develop a phone app with a heritage theme to raise community awareness



**Responsibility: Manager Urban Planning**

# Built Environment

## Strategy 4

S4

Provide excellent planning information, advice and effective development assessment that delivers high quality outcomes

### Recurrent Programs And Projects

- Dedicated Duty Planner service for face-to-face consultation and advice
  - Planning Certificates
  - e-communications
  - Targeted engagement, workshops and information sessions
  - Maintenance and improvement of iPlan
- Responsibility: Manager Development Services  
Manager Urban Planning**
- Assessment of Development Applications having regard to relevant performance standards, legislation, codes and policies
  - Mosman Development Assessment Panel
  - Monitoring and review of approved development
- Responsibility: Manager Development Services**

### Key Initiatives

13/14 14/15 15/16 16/17

4A Improve neighbour notification processes by utilising e-planning capabilities

**Responsibility: Manager Development Services**

4B Interactive online production and delivery of planning certificates and information

**Responsibility: Manager Urban Planning**

4C Develop a monthly planning news bulletin video

**Responsibility: Manager Urban Planning**

4D Review iPlan assessment module to enhance efficiency

**Responsibility: Manager Development Services**

4E Promote the use of Council's Enquire module when brought online

**Responsibility: Manager Development Services  
Manager Urban Planning**

4F Implement e-lodgement capabilities of iPlan

**Responsibility: Manager Development Services**

4G Review opportunities for 3D built environment modelling

**Responsibility: Manager Urban Planning**

4H Review ICON software for effectiveness in Development Assessment process

**Responsibility: Manager Development Services  
Manager Information Technology Services**



## Strategy 5

# S5

Contribute to a safe, healthy and responsible community through inspection of building works, auditing of fire and swimming pool safety and effective regulatory enforcement

### Recurrent Programs And Projects

- Regulatory enforcement, management of building sites and environmental controls
- Fire safety inspections
- Implementation of Fire Safety Program

**Responsibility: Manager Development Services**

- Provision of policy and regulatory information relating to development control
- Provision of information on swimming pool safety fencing and inspection service
- Swimming pool inspections
- Swimming Pool Register

**Responsibility: Manager Development Services**

# Built Environment

## Strategy 6

S6

Provide, maintain and sustainably manage Mosman's public infrastructure including roads, footpaths, drainage and marine structures

### Recurrent Programs And Projects

- Annual renewal and maintenance programs – stormwater assets, marine structures and road assets

Responsibility: Manager Assets and Services

### Key Initiatives

13/14 14/15 15/16 16/17

- 6A Develop annual e-inspections for road assets  
Responsibility: Manager Assets and Services



- 6B Revalue Road Assets in accordance with Office of Local Government Requirements  
Responsibility: Manager Assets and Services



- 6C Undertake actions arising from Flood Study in conjunction with Stormwater Asset Management Plan, subject to funding  
Responsibility: Manager Assets and Services



- 6D Develop annual e-inspections for stormwater assets  
Responsibility: Manager Assets and Services



- 6E Develop annual e-inspection process for marine assets  
Responsibility: Manager Assets and Services



- 6F Implement a five year contract for scheduled Maintenance and Renewal works on Inkerman Street Wharf, Clifton Gardens Jetty and Baths and Balmoral Jetty and Baths  
Responsibility: Manager Assets and Services



- 6G Renewal of Balmoral Seawall  
Responsibility: Manager Assets and Services





## Direction Statement

Public spaces and places that anticipate and respond to community needs, that promote opportunities to connect, and that complement other local services and facilities

## Program Coordination

Manager Assets and Services

## Strategies

These 10 Year Strategies will be implemented to achieve the Program Direction

- 1 Provide, manage and maintain public land for the benefit of residents, businesses and visitors
- 2 Manage parklands, sporting fields and recreational facilities in a manner that is well maintained, well-equipped and encourages healthy lifestyles
- 3 Provide and maintain community buildings and facilities that are accessible, functional, fit-for-purpose and responsive to changing demographics and lifestyles
- 4 Deliver civic and public spaces that promote community connections, complement Mosman's character, foster vitality in local business precincts and incorporate safe, accessible, functional and well-designed facilities

## Key Deliverables 2013-2017

Completion of the Recreational Needs Analysis and Recreation Strategy

Upgrade of Lighting at Middle Head Oval

Completion of renewal works - Balmoral Seawall ✓

Planning and costings - Stage 2 of the Military Road Streetscape Improvement Program

Options for redevelopment of Raglan Street (west side) car park, including opportunities for improved parking provision and toilet facilities at Mosman Junction

Development of options for redevelopment of Allan Border Oval Pavilion

Revised Playground Upgrade Program

Completion of Street and Parks Tree Inventory for priority areas

Implement updated Policy for Use and Management of Sporting Fields

Spit West Playground Upgrade ✓

Mosman Access Strategy implementation

Clem Morath Pool repairs ✓

The Esplanade Playground Upgrade

Visual Amenity/signage and advertising review

Civic Centre site Needs Assessment

Public Domain Upgrading – Spofforth Street and Military Road shopping precincts

# Community Spaces

## Expenditure

### Program Expenditure by Funding Source 2014-2015

\$5,961,870

■ Rates ■ Other

27%

73%

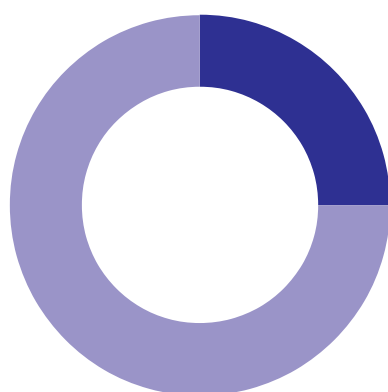
## KPIs

- % Residents satisfied with:
  - Provision and maintenance of parklands including bushland, harbour foreshores, local parks and bushland trails
  - Sport and recreational facilities
  - Overall cleanliness, appearance and management of public spaces
- % users satisfied – Sporting fields
- No. users per annum – Marie Bashir Mosman Sports Centre
- No. users per annum – Mosman Swim Centre
- Average no. ovals bookings per week

## Achievements 2013-2014

### In 2013–2014 Council delivered the following results under this Program

- Completion of Spit West Playground
- Adoption of a new Policy for Use and Management of Sporting Fields
- New Recreational Needs Assessment undertaken
- Development of Mosman Access Strategy
- Visual Amenity – Signage and Advertising Community Consultative Committee established
- Stage 1 Buildings and Amenities Review completed
- Designs completed for renewal and refurbishment of Library Foyer to incorporate RFID technology and improve toilet facilities
- Tree Management Contract reviewed and extended
- Further exhibition and public consultation on Spit Junction Masterplan project



- Building and Property 25%
- Open Space, Foreshore and Sporting Fields 75%

## 2014-2015 Budget

Income	2013/14	2014/15
Building and Property	4,047,238	4,196,630
Open Space, Foreshore and Sporting Fields	162,200	167,300
Total Program Income	4,209,438	4,363,930

Expenditure	2013/14	2014/15
Building and Property	1,454,217	1,482,180
Open Space, Foreshore and Sporting Fields	4,472,017	4,479,690
Total Program Expenditure	5,926,234	5,961,870
Operating Surplus/(Deficit)	(1,716,796)	(1,597,940)

# Community Spaces

## Building and Property

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	2,180,970	2,273,530
Interest and Investment Revenue	—	—
Other Revenue	1,866,268	1,923,100
Grants and Cont for Operating Purposes	—	—
Total Income	4,047,238	4,196,630

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	62,000	63,320
Materials and Contracts	752,817	766,150
Legal Costs	23,500	24,100
Consultants	1,800	800
Borrowing Costs	—	—
Depreciation and Ammortisation	14,000	14,000
State Government Levies	—	—
Other Expenses	600,100	613,810
Total Expenditure	1,454,217	1,482,180
Operating Surplus/(Deficit)	2,593,021	2,714,450



## Open Space, Foreshore and Sporting Fields

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	162,200	167,300
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	162,200	167,300

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	429,000	460,000
Materials and Contracts	2,426,869	2,398,460
Legal Costs	5,500	5,500
Consultants	3,000	3,000
Borrowing Costs	—	—
Depreciation and Ammortisation	1,447,000	1,447,000
State Government Levies	—	—
Other Expenses	160,648	165,730
Total Expenditure	4,472,017	4,479,690
Operating Surplus/(Deficit)	(4,309,817)	(4,312,390)



# Delivery Program 2013-2017 and Operational Plan 2014-2015

 Denotes the year in which initiatives are to be undertaken or proposed in the current Delivery Program.  
 Indicates where initiatives have been rescheduled or not undertaken where originally programmed.

## Strategy 1

S1

Provide, manage and maintain public land for the benefit of residents, businesses and visitors

### Recurrent Programs And Projects

- Property leasing, licencing and management  
**Responsibility: Manager Governance**
- Review of opportunities for improved use of public land and facilities  
**Responsibility: Manager Governance  
Manager Assets and Services**

### Key Initiatives

		13/14	14/15	15/16	16/17
1A	Prepare options for the redevelopment of premises currently known as Pippies Childcare Centre at Balmoral at the end of the existing lease <b>Responsibility: Manager Assets and Services Manager Governance</b>				
1B	Review opportunities for alternate use of Council premises at the south-east corner of Mosman Square <b>Responsibility: Manager Assets and Services</b>				
1C	Review options for redevelopment of the Raglan Street (west side) car park, including opportunities for improved parking provision at Mosman Junction <b>Responsibility: Director Environment and Planning</b>				
1D	Provide upgraded seating in Mosman Library <b>Responsibility: Manager Assets and Services Manager Library Services</b>				

# Community Spaces

## Strategy 2

S2

Manage parklands, sporting fields and recreational facilities in a manner that is well maintained, well-equipped and encourages healthy lifestyles

### Recurrent Programs And Projects

- Annual renewal and maintenance program - Parks and Open Space
- Auditing of tree pruning and removal permit approvals
- National Tree Day activities
- Urban Forest Management Register
- Responsibility: Manager Assets and Services**
- Management of Mosman Swim Centre, Marie Bashir Mosman Sports Centre and Mosman Drill Hall
- Responsibility: Manager Governance**
- Sporting fields user group surveys and meetings
- Management of open space maintenance contracts
- Bushland walking track upgrades
- Project delivery according to priority programs and Plans of Management
- Annual inspections of shark nets at Clifton Gardens Baths and Balmoral Baths
- Responsibility: Manager Assets and Services**

### Key Initiatives

13/14 14/15 15/16 16/17

- 2A Develop options for the redevelopment of Allan Border Oval Pavilion  
**Responsibility: Manager Assets and Services**

- 2B Renew scheduled Swim Centre equipment at end of lease in 2017  
**Responsibility: Manager Assets and Services**

- 2C Negotiate with the Sydney Harbour Federation Trust with a view to improved sporting use by Mosman residents of Georges Heights and Middle Head Ovals as well as long term leases over these facilities.  
**Responsibility: Manager Assets and Services**

- 2D Undertake scheduled asset renewal - Middle Head Oval Floodlights  
**Responsibility: Manager Assets and Services**

- 2E Implement recommendations of report on Balmoral Figs, subject to funding  
**Responsibility: Manager Assets and Services**

- 2F Review Contract for Bushland Restoration  
**Responsibility: Manager Assets and Services**

- 2G Review Contract for Turf Management  
**Responsibility: Manager Assets and Services**

- 2H Review Contract for Weeds Management  
**Responsibility: Manager Assets and Services**



		13/14	14/15	15/16	16/17
2I	Review Specification and Tender Contract for Parks Management <b>Responsibility: Manager Assets and Services</b>		<div></div>		
2J	Investigate extension of Tree Management Contract to include tracks in bushland areas <b>Responsibility: Manager Assets and Services</b>		<div></div>		
2K	Improve bushland connectivity through the Unmade Roads Rehabilitation Program <b>Responsibility: Manager Assets and Services</b>	<div></div>			
2L	Implement recommendations outlined in 2012 Sporting Fields Use and Management Report, subject to funding <b>Responsibility: Manager Assets and Services</b>	<div></div>			
2M	Review Specification and Tender Contract for Sporting Fields Management <b>Responsibility: Manager Assets and Services</b>		<div></div>		
2N	Develop and adopt a revised Sporting Fields Use and Management Policy <b>Responsibility: Manager Assets and Services</b>	<div></div>			
2O	Review and report revised Playground Upgrade Program <b>Responsibility: Manager Assets and Services</b>	<div></div>	<div></div>		
2P	Undertake scheduled asset renewal - The Esplanade and Spit West Playgrounds <b>Responsibility: Manager Assets and Services</b>	<div></div>	<div></div>		
2Q	Update Mosman Recreational Needs Assessment Report <b>Responsibility: Manager Assets and Services</b>	<div></div>			
2R	Construct disabled access to Balmoral Baths <b>Responsibility: Manager Assets and Services</b>	<div></div>			
2S	Formalise foreshore pathway link from 8A Stanton Road to Wyargine Point Bushland track <b>Responsibility: Manager Assets and Services</b>	<div></div>			
2T	Repair damaged section of Clem Morath Pool <b>Responsibility: Manager Assets and Services</b>	<div></div>			
2U	Review findings of amenities and pavilion investigations – Allan Border Oval <b>Responsibility: Manager Assets and Services</b>		<div></div>		
2V	Undertake design, conduct community consultation, and construct The Esplanade Playground in accordance with Council's asset renewal schedule <b>Responsibility: Manager Assets and Services</b>		<div></div>		
2W	Implement the Policy for Use and Management of Sporting Fields <b>Responsibility: Manager Assets and Services</b>		<div></div>		
2X	Review usage of football at Allan Border Oval to determine impact on cricket pitch <b>Responsibility: Manager Assets and Services</b>		<div></div>		

# Community Spaces

		13/14	14/15	15/16	16/17
2Y	Progress investigations into expanded provision of sporting fields on land owned by the Sydney Harbour Federation Trust <b>Responsibility: Manager Assets and Services</b>				
2Z	Provide improved service levels for maintaining recreational spaces along the Balmoral foreshore <b>Responsibility: Manager Assets and Services</b>				

## Strategy 3

S3

Provide and maintain community buildings and facilities that are accessible, functional, fit-for-purpose and responsive to changing demographics and lifestyles

### Recurrent Programs And Projects

- Annual renewal and maintenance program - Buildings Assets  
**Responsibility: Manager Assets and Services**

### Key Initiatives

		13/14	14/15	15/16	16/17
3A	Implement and undertake programmed e-inspections of Building Assets <b>Responsibility: Manager Assets and Services</b>				
3B	Review opportunities to participate in joint procurement contracts for consolidated building maintenance services <b>Responsibility: Manager Assets and Services</b>				
3C	Subject to grant funding, renew Library Foyer to incorporate new technology and improve toilet facilities <b>Responsibility: Manager Assets and Services Manager Library Services</b>				
3D	Pursue available funding to undertake access audits for all community facilities <b>Responsibility: Manager Assets and Services Manager Community Services</b>				
3E	Provide improved façade treatment/external signage for the Mosman Art Gallery <b>Responsibility: Manager Cultural Services Manager Assets and Services</b>				



		13/14	14/15	15/16	16/17
3F	Develop planning and costings for the conversion of the Art Gallery's Grand Hall into a flexible space suitable for concerts and exhibitions and possible conversion of the outside area of the Art Gallery and Community Centre for more effective community use <b>Responsibility: Manager Cultural Services Manager Assets and Services</b>				
3G	Continue to pursue funding opportunities for improved lighting at Mosman Art Gallery <b>Responsibility: Manager Cultural Services</b>				
3H	Undertake a needs assessment in relation to the provision of community facilities and services on a redeveloped Civic Centre site <b>Responsibility: Director Environment and Planning</b>				
3I	Review needs assessment for the Civic Centre site including results of community engagement and proceed to development of concept designs and plans for a redeveloped site if appropriate <b>Responsibility: Director Environment and Planning</b>				
3J	Demolish storage shed at Mosman Croquet Green in preparation for further upgrade works <b>Responsibility: Manager Assets and Services</b>				
3K	Participate in community partnership project to construct new storage adjacent to Balmoral Pavilion <b>Responsibility: Manager Assets and Services</b>				

## Strategy 4

S4

Deliver civic and public spaces that promote community connections, complement Mosman's character, foster vitality in local business precincts and incorporate safe, accessible, functional and well-designed facilities

### Recurrent Programs And Projects

- Implementation of planting program in accordance with Street Tree Master Plan  
**Responsibility: Manager Assets and Services**
- Programmed Playground and Street Tree Inspections
- Participation in National Benchmarking Surveys
- Visual Amenity – Signage and Advertising Community Consultative Committee  
**Responsibility: Manager Assets and Services**

# Community Spaces

## Key Initiatives

		13/14	14/15	15/16	16/17
4A	Review Contract for Tree Management <b>Responsibility: Manager Assets and Services</b>				
4B	Complete Street and Parks Tree Inventory for priority areas <b>Responsibility: Manager Assets and Services</b>				
4C	Develop policies and protocols for style, form and location of local signage <b>Responsibility: Manager Assets and Services</b>				
4D	Undertake further planning and costings for Stage 2 of the Military Road Streetscape Improvement Program <b>Responsibility: Manager Assets and Services</b>				
4E	Progress the Spit Junction Masterplan project <b>Responsibility: Manager Urban Planning</b>				
4F	Progressively implement recommended actions relating to improvements to signage in Mosman <b>Responsibility: Manager Assets and Services</b>				
4G	Undertake public domain upgrade works – Spofforth Street shopping precinct <b>Responsibility: Manager Assets and Services</b>				
4H	Improve Military Road infrastructure service levels – tree and paving maintenance <b>Responsibility: Manager Assets and Services</b>				
4I	Integrate Street and Parks Tree Inventory into Council's new Asset Management System <b>Responsibility: Manager Assets and Services</b>				
4J	Progressively implement recommended actions in the Mosman Access Strategy and provide recurrent funding for this purpose <b>Responsibility: Manager Assets and Services</b>				
4K	Provide additional street tree plantings <b>Responsibility: Manager Assets and Services</b>				
4L	Implement the public garden upgrade project <b>Responsibility: Manager Assets and Services</b>				



## Direction Statement

A healthy natural environment that is protected and managed through regulatory practice and the delivery of programs and services that promote cleanliness, health and positive environmental outcomes

## Program Coordination

Manager Environment and Services

## Strategies

These 10 Year Strategies will be implemented to achieve the Program Direction

- 1** Enhance community knowledge and awareness and foster long-term sustainable behaviours through engagement programs
- 2** Preserve and enhance biodiversity on both public and private land, including Mosman's urban forest, bushland, reserves, open space, beaches, intertidal zone and the marine environment
- 3** Implement total water cycle management approaches to maximise water conservation, reuse and efficiency, and improve water quality
- 4** Reduce waste to landfill through the implementation of waste avoidance, minimisation, reuse and recycling strategies and initiatives
- 5** Implement and promote an integrated sustainable transport network throughout Mosman to increase the uptake of health-wise transport modes
- 6** Implement energy efficiency and conservation measures to reduce energy consumption, and apply mitigation, adaptation and resilience strategies to address climate change risks
- 7** Implement policies, practices and services to ensure the continued health and well-being of the Mosman community, and cleanliness of the local environment
- 8** Lobby and/or work with the Federal and State Governments, and regional organisations/local Councils to advocate for stronger policy and legislation, and implement programs to achieve robust sustained environmental outcomes

## Key Deliverables 2013-2017

Common Waste Collection System	
New Contract for Beach and Reserves Cleaning	✓
Completion of the Mosman Flood Study	
Improvements to food safety and public health in the community	
Improved procedures/policies for waste and environmental health	
Revised environmental plans/strategies	
Completion of the Coastal Zone Management Plan	
Updated Flora and Fauna Survey	
Community and business environmental education programs	
Regional Waste Strategy participation	

# Healthy Environment

## Expenditure

### Program Expenditure by Funding Source 2014-2015

\$6,858,570

■ Rates ■ Other

93% 7%

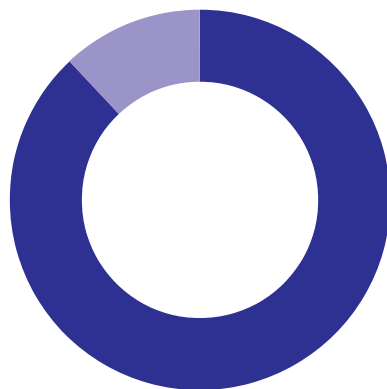
## KPIs

- % Residents satisfied with:
  - Waste and recycling collection services
  - Overall cleanliness, appearance and management of public spaces
  - Cleaning of streets
  - Management and protection of the environment
  - Enforcement of health and food regulations
  - Litter control and rubbish dumping
  - Condition of public toilets

## Achievements 2013-2014

### In 2013-2014 Council delivered the following results under this Program

- Completion of Waste and Sustainability Improvement Payment Program (WASIP)
- Environment action plans and policies review and consolidation
- Living Mosman Program activities
- Energy efficient lighting retrofit of Mosman Library and Mosman Art Gallery
- Waste and recycling audit of multi-unit dwellings
- Two successful E-waste drop off events
- Waste and Sustainability education programs
- Responsible pet ownership campaign
- Regional collaboration and partnerships with Sydney Institute of Marine Science and Taronga Zoo
- Promotion of active transport
- Stormwater harvesting systems
- Bushland management and Bushcare programs



■ Waste and Cleaning 88%

■ Environmental Sustainability 12%

## 2014-2015 Budget

Income	2013/14	2014/15
Waste and Cleaning	5,566,327	6,158,216
Environmental Sustainability	204,300	219,740
Total Program Income	5,770,627	6,377,956

Expenditure	2013/14	2014/15
Waste and Cleaning	5,361,786	6,015,690
Environmental Sustainability	1,307,723	842,880
Total Program Expenditure	6,669,509	6,858,570
Operating Surplus/(Deficit)	(898,882)	(480,614)

# Healthy Environment

## Waste and Cleaning

Income	2013/14	2014/15
Rates and Annual Charges	5,498,327	6,089,656
User Fees and Charges	68,000	68,560
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	5,566,327	6,158,216

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	320,150	382,900
Materials and Contracts	4,842,036	5,431,890
Legal Costs	6,000	6,000
Consultants	15,000	15,000
Borrowing Costs	—	—
Depreciation and Ammortisation	131,000	131,000
State Government Levies	—	—
Other Expenses	47,600	48,800
Total Expenditure	5,361,786	6,015,690
Operating Surplus/(Deficit)	204,541	142,526



## Environmental Sustainability

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	33,800	34,240
Interest and Investment Revenue	—	—
Other Revenue	5,500	5,500
Grants and Cont for Operating Purposes	165,000	180,000
Total Income	204,300	219,740

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	786,300	423,300
Materials and Contracts	478,223	375,800
Legal Costs	3,000	3,000
Consultants	20,300	20,280
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	19,900	20,500
Total Expenditure	1,307,723	842,880
Operating Surplus/(Deficit)	(1,103,423)	(623,140)



# Delivery Program 2013-2017 and Operational Plan 2014-2015

 Denotes the year in which initiatives are to be undertaken or proposed in the current Delivery Program.  
 Indicates where initiatives have been rescheduled or not undertaken where originally programmed.

## Strategy 1

# S1

Enhance community knowledge and awareness and foster long-term sustainable behaviours through engagement programs




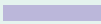





### Recurrent Programs And Projects

- Walk Mosman iPhone App promotion
- PIRATES sustainability programs and actions
- Living Mosman Program implementation
- Living Mosman e-newsletters
- Engagement and education programs for schools, youth and the community

- Waste avoidance and resource recovery programs
- Community water and energy efficiency programs
- Compost Revolution Program participation
- Staff Engagement Programs

**Responsibility: Manager Environment and Services**

### Key Initiatives

	13/14	14/15	15/16	16/17
1A Investigate a program in partnership with community/ businesses to reduce/ ban HDPE plastic bags <b>Responsibility: Manager Environment and Services</b>				
1B Develop and implement Waste to Art Schools Program <b>Responsibility: Manager Environment and Services</b>				
1C Design and promote the Underwater Trail Program <b>Responsibility: Manager Environment and Services</b>				
1D Develop and implement a community 'Take Action' Program <b>Responsibility: Manager Environment and Services</b>				

# Healthy Environment

## Strategy 2

S2

Preserve and enhance biodiversity on both public and private land, including Mosman's urban forest, bushland, reserves, open space, beaches, intertidal zone and the marine environment

### Recurrent Programs And Projects

- Manual cleaning of Chinamans Beach and other nominated beaches
- Environmental considerations incorporated into marine asset refurbishment / contracts
- Responsible Pet Ownership and Backyard Biodiversity Program
- Wildlife Reporting Tool promotion
- Caring for our Coast Program
- Responsibility: Manager Environment and Services**
- Coordination, support and promotion of the volunteer Bushcare Program
- Bushland Management Contracts
- Unmade Roads Program
- Community Gardens
- Phytophthora Cinnamomi Plan implementation
- Feral Animal control program
- Responsibility: Manager Assets and Services**

### Key Initiatives

13/14 14/15 15/16 16/17

- 2A Conduct a monitoring program of beach wrack and the intertidal zone at selected Mosman beaches



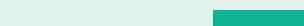
**Responsibility: Manager Environment and Services**

- 2B Implement the Caring for Our Coast Program



**Responsibility: Manager Environment and Services**

- 2C Review and Update Flora and Fauna Survey



**Responsibility: Manager Assets and Services**

- 2D Conduct a monitoring program of biodiversity at Mosman beaches, and at the intertidal zone



**Responsibility: Manager Environment and Services**



## Strategy 3

S3

Implement total water cycle management approaches to maximise water conservation, reuse and efficiency, and improve water quality

### Recurrent Programs And Projects

- Harbourwatch data collation and reporting
  - Water quality monitoring as required
  - Stormwater Quality Improvement Device (SQID) Data collection
- Responsibility: Manager Environment and Services**

### Key Initiatives

		13/14	14/15	15/16	16/17
3A	Implement and report on the Water Efficiency Management Plan <b>Responsibility: Manager Environment and Services</b>	<div></div>	<div></div>		
3B	Undertake actions in the SQID Report subject to funding <b>Responsibility: Manager Assets and Services</b>	<div></div>	<div></div>		
3C	Liaise with Sydney Water to improve condition of the sewer network in areas identified in the SQID Review Report <b>Responsibility: Manager Assets and Services</b>		<div></div>	<div></div>	

# Healthy Environment

## Strategy 4

S4

Reduce waste to landfill through the implementation of waste avoidance, minimisation, reuse and recycling strategies and initiatives

### Recurrent Programs And Projects

- Waste Dumping Policy / Procedures
  - Public place recycling bin installations
  - Waste and Recycling Services Contract
  - Recycling/disposal program promotion for household hazardous chemicals/fridges and other materials
  - Litter and Illegal Dumping Strategy implementation
  - Community Waste Programs including Clothes Swap
  - E-Waste Strategy implementation
  - Support for Clean Up Australia Day
  - Consideration of options for specific waste collection services under proposed common collection system
  - Garage Sale Trail
- Responsibility: Manager Environment and Services**

### Key Initiatives

13/14 14/15 15/16 16/17

- 4A Develop a waste management procedures manual  
**Responsibility: Manager Environment and Services**



- 4B Review and implement a Local Approvals Policy for Management of Waste in Public Places  
**Responsibility: Manager Environment and Services**



- 4C Conduct location and condition audits for street and reserve bins  
**Responsibility: Manager Assets and Services**



- 4D Conduct a Service Audit and implement an awareness program for Multi-Unit Dwellings  
**Responsibility: Manager Environment and Services**



- 4E Implement an illegal dumping 'report it' program  
**Responsibility: Manager Environment and Services**



- 4F Participate in the tender for the regional Common Waste Collection System and implementation of the system  
**Responsibility: Manager Assets and Services  
General Manager**



- 4G Implement 'Love Food Hate Waste' Charity Program  
**Responsibility: Manager Environment and Services**



- 4H Implement 'Reduce, Reuse, Recycle' Program – including littering and illegal dumping reduction program  
**Responsibility: Manager Environment and Services**





## Strategy 5

S5

Implement and promote an integrated sustainable transport network throughout Mosman to increase the uptake of health-wise transport modes

### Recurrent Programs And Projects

- Car Share Scheme monitoring and promotion
- Sustainable Transport and Fleet Action Plan review and implementation
- Sustainable transport maps/website information

**Responsibility: Manager Environment and Services**

- Walking tracks and bike paths developed and maintained
- Sustainable transport infrastructure and education programs

**Responsibility: Manager Assets and Services**

# Healthy Environment

## Strategy 6

## S6




Implement energy efficiency and conservation measures to reduce energy consumption, and apply mitigation, adaptation and resilience strategies to address climate change risks

### Recurrent Programs And Projects

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>▪ Earth Hour and Climate Clever Program participation</li> <li>▪ Inclusion of solar panels or other energy efficient measures in building design plans or redevelopment of council buildings</li> <li>▪ Energy efficient lighting retrofits of Council buildings</li> </ul> <p><b>Responsibility: Manager Environment and Services</b></p> | <ul style="list-style-type: none"> <li>▪ Coastal Zone Management Plan</li> <li>▪ Mosman Flood Study</li> <li>▪ Climate Change Risk Assessment Adaptation actions</li> <li>▪ Monitoring of State/Government programs/policies on climate change</li> <li>▪ Options for solar lighting in parks and reserves dependant on funding</li> </ul> <p><b>Responsibility: Manager Assets and Services</b></p> |
|---|--|

### Key Initiatives

13/14 14/15 15/16 16/17

- |   |   |
|---|---|
| <p>6A Implement the Energy Management Plan</p> <p><b>Responsibility: Manager Environment and Services</b></p>   |   |
| <p>6B Review and complete actions in the Greenhouse Gas Reduction Plan</p> <p><b>Responsibility: Manager Environment and Services</b></p>                                   |   |
| <p>6C Complete Coastal Zone Management Plan including strategies to manage coastal hazards and climate change</p> <p><b>Responsibility: Manager Assets and Services</b></p> |  |



S7

## Strategy 7

Implement policies, practices and services to ensure the continued health and wellbeing of the Mosman community, and cleanliness of the local environment

### Recurrent Programs And Projects

- Inspection program for food shops
  - Reporting in accordance with the Food Service Plan
  - Food safety awareness programs for businesses
  - Inspection program for beauty salons, hairdressers and skin penetration businesses
  - Inspection/testing of cooling towers and public swimming pools
  - Water pollution, sewer leak and noise investigations
  - Asbestos Policy implementation
  - *Enforcement of the Public Health Act, Local Government Act, Protection of the Environment Operations Act, Food Act and associated regulations and policies*
  - Contract administration (Street & Gutter, Graffiti, Public Amenity Buildings Cleaning)
  - Contractor performance, WHS and toxic/harmful chemicals audits
  - Compliance with site Environmental Management Plans for Balmoral Park and Northern Nursery School
  - Contractor compliance electronic reporting system
- Responsibility: Manager Environment and Services**

### Key Initiatives

	13/14	14/15	15/16	16/17
7A Finalise and implement an Information Technology based integrated data management system for health inspections <b>Responsibility: Manager Information Technology Services Manager Environment and Services</b>				
7B Implement the Incident Response Plan <b>Responsibility: Manager Environment and Services</b>				
7C Develop a protocol for handling of noise complaints <b>Responsibility: Manager Environment and Services</b>				
7D Tender and commence a new contract for Beach and Reserves Cleaning <b>Responsibility: Manager Assets and Services</b>				

# Healthy Environment

## Strategy 8

# S8

Lobby and/or work with Federal and State Governments, and regional organisations/local Councils to advocate for stronger policy and legislation, and implement programs to achieve robust, sustained environmental outcomes

### Recurrent Programs And Projects

- Monitor environmental legislative developments, and enforce legislation as required
  - Collaborative networks, committees and regional forums
  - Environmental action plan reporting (State Government)
  - Grant application submissions
  - New/ongoing regional and/or state government program coordination
  - Council environmental policies/plans review
  - State of the Environment Report
  - Regional Ready Set Grow Program
  - Support for local community groups
  - Sustainable Schools Program Regional Coordination
  - Planet Footprint Water and Energy Reporting
- Responsibility: Manager Environment and Services**

### Key Initiatives

13/14 14/15 15/16 16/17

8A Collaborate with the SHOROC member Councils on regional environmental programs

**Responsibility: Manager Environment and Services**



## Direction Statement

Transport infrastructure and services that are safe, efficient, provide Mosman-friendly solutions, and promote access and mobility

## Program Coordination

Manager Assets and Services

## Strategies

These 10 Year Strategies will be implemented to achieve the Program Direction

- 1 Lobby State and Federal Government to improve transport along the Spit and Military Road Corridor
- 2 Improve safety and accessibility in local streets through appropriate traffic management and increased opportunities for active transport
- 3 Have a managed parking strategy to meet the demand of residents and visitors

## Key Deliverables 2013-2017

Mosman BikePlan 2014-2019 implementation

Mosman Parking Policy and Strategy review

Improved parking opportunities in business centres including Mosman Junction

Upgrade of Pedestrian Crossing at Mandolong Road and Military Road

Upgrade of Pedestrian Crossing on Military Road near Almora Street

Construction of new Pedestrian Crossing on Gouldsbury Street near Military Road

Construction of Pedestrian Crossing on Almora Street near Military Road

Pedestrian Access Mobility Plan implementation

Progress towards traffic solutions for the Spit Road/Military Road corridor including a tunnel from the Northern Beaches to the Warringah Freeway.

Pearl Bay Avenue traffic calming scheme

# Traffic and Transport

## Expenditure

### Program Expenditure by Funding Source 2014-2015

\$639,000

■ Rates ■ Other

100%

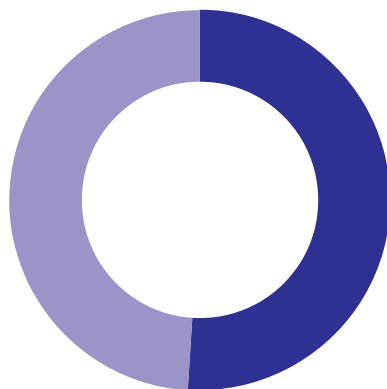
## KPIs

- % Residents satisfied with:
  - Traffic management
  - Enforcement of restrictions
  - Provision of carparking
  - Providing and maintaining bikepaths
- No. of (off-street) public carparking spaces
- No. of traffic accidents reported on local roads per annum
- No. mtrs of marked bike paths in Mosman

## Achievements 2013-2014

### In 2013-2014 Council delivered the following results under this Program

- Ongoing advocacy regarding traffic safety issues and the Pearl Bay Avenue rat run – culminating in \$450,000 in grant funding from the NSW Government for implementation of traffic calming measures
- Investigation of opportunities for new parking technology usage in Council carparks
- Development of Mosman Bikeplan 2014-2019
- Signage audits in conjunction with Visual Amenity – Signage and Advertising Community Consultative Committee
- Progressive implementation of kerbside 'No Stopping' lines



■ Car Parks 51%

■ Street Lighting 49%

## 2014-2015 Budget

Income	2013/14	2014/15
Car Parks	3,578,000	3,684,000
Street Lighting	74,040	76,050
Total Program Income	3,652,040	3,760,050

Expenditure	2013/14	2014/15
Car Parks	646,795	569,980
Street Lighting	550,000	556,400
Total Program Expenditure	1,196,795	1,126,380
Operating Surplus/(Deficit)	2,455,245	2,633,670

# Traffic and Transport

## Car Parks

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	3,578,000	3,684,000
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	3,578,000	3,684,000

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	10,000	10,280
Materials and Contracts	319,845	274,500
Legal Costs	2,000	2,000
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	236,000	236,000
State Government Levies	—	—
Other Expenses	78,950	74,200
Total Expenditure	646,795	569,980
Operating Surplus/(Deficit)	2,931,205	3,114,020



## Street Lighting

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	1,040	1,000
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	73,000	75,050
Total Income	74,040	76,050

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	—	—
Materials and Contracts	—	—
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	550,000	556,400
Total Expenditure	550,000	556,400
Operating Surplus/(Deficit)	(475,960)	(480,350)



# Delivery Program 2013-2017 & Operational Plan 2014-2015

 Denotes the year in which initiatives are to be undertaken or proposed in the current Delivery Program.  
 Indicates where initiatives have been rescheduled or not undertaken where originally programmed.

## Strategy 1

S1

Lobby and/or work with Federal and State Governments, and regional organisations/local Councils to advocate for stronger policy and legislation, and implement programs to achieve robust, sustained environmental outcomes

### Recurrent Programs And Projects

- Progressive implementation of the SHOROC Regional Strategy - 'Shaping Our Future'
- Ongoing lobbying of State and Federal Government for preferred traffic and transport solutions including Bus Rapid Transit and a tunnel from the northern beaches to the Warringah Freeway  
**Responsibility: General Manager  
 Director Environment and Planning**
- Oppose 24 Hour Clearways and 24 Hour Dedicated kerbside Bus Lanes through the Spit and Military Road Corridor
- Opposition to peak hour rat runs through residential streets including the Pearl Bay Avenue Rat Run through Beauty Point
- Ongoing lobbying to maintain and improve local bus and ferry services

### Key Initiatives

	13/14	14/15	15/16	16/17
1A Analyse trial closure results with a view to the permanent closure of the Pearl Bay Avenue Rat Run <b>Responsibility: Manager Assets and Services</b>				
1B Actively participate in further planning and engagement by the NSW Government in relation to Military Road/Spit Road transport solutions <b>Responsibility: Director Environment and Planning</b>				
1C Implement Pearl Bay Avenue traffic calming scheme <b>Responsibility: Manager Assets and Services</b>				

# Traffic and Transport

## Strategy 2

# S2

Improve safety and accessibility in local streets through appropriate traffic management and increased opportunities for active transport

### Recurrent Programs And Projects

- Vehicle speed and volume counts in local streets
  - Review of Construction Traffic Management Plans
  - Advocacy for improved street lighting including Streetlighting Improvement Program
  - Implementation of Road Safety Action Plan
  - Local Traffic Management Plans
  - Annual report - Traffic Accidents
  - Mosman Rider community bus
  - Traffic management facilities and signage
  - Local Traffic Committee
  - Active Transport Community Consultative Committee
  - Roads and Maritime Services liaison – approvals, funding, partnerships
- Responsibility: Manager Assets and Services**
- Responsibility: Manager Assets and Services**

### Key Initiatives

13/14 14/15 15/16 16/17

2A Complete the Mosman Bikeplan 2013-2018

**Responsibility: Manager Assets and Services**

2B Complete a Traffic Facility Audit subject to grant funding

**Responsibility: Manager Assets and Services**

2C Undertake a Traffic Signage Inventory subject to grant funding

**Responsibility: Manager Assets and Services**

2D Identify and map areas in Mosman without formed footpaths

**Responsibility: Manager Assets and Services**

2E Subject to funding, progressively implement recommended actions in the Pedestrian Access Mobility Plan

**Responsibility: Manager Assets and Services**

2F Subject to funding, progressively implement actions detailed in the Mosman Bikeplan 2014-2019

**Responsibility: Manager Assets and Services**



S3

## Strategy 3

Have a managed parking strategy to meet the demands of residents and visitors

### Recurrent Programs And Projects

- Parking regulation and enforcement
  - Provision of Scooter parking and motor bike parking
  - Investigation of Resident Parking Schemes on Local Streets
  - Public and paid parking areas
  - Disabled parking provision
- Responsibility: Manager Assets and Services**

### Key Initiatives

		13/14	14/15	15/16	16/17
3A	Install Parking Management Devices in Council Car Parks <b>Responsibility: Manager Assets and Services</b>	■	■		
3B	Review existing Parking Strategy and develop a Mosman Parking Policy <b>Responsibility: Manager Assets and Services</b>	■	■		
3C	Review options for improved business centre parking including redevelopment of existing sites and new contributions plans <b>Responsibility: Director Environment and Planning Manager Urban Planning</b>	■	■		

# Traffic and Transport



## Programs

Local Economy

## Related Strategies and Plans

Mosman Local Environmental Plan  
Mosman Development Control Plans  
SHOROC 'Shaping our Future'

## Key Partners

Federal government –various agencies and authorities  
State government – various agencies and authorities including  
NSW Industry and Investment; Arts NSW, National Parks and  
Wildlife Service and Destination NSW  
SHOROC  
Mosman Chamber of Commerce  
Sydney Harbour Federation Trust  
Businesses, business associations, and tourism operators

# Economic

## Community Sustainability Indicators

Unemployment rate  
Gross local product  
Employment containment  
Average weekly earnings





## Direction Statement

A strong local economy where businesses are in tune with local needs and where planning, services and infrastructure help support economic prosperity

## Program Coordination

Director Community Development

## Strategies

These 10 Year Strategies will be implemented to achieve the Program Direction

- 1 Support economic activity through appropriate planning controls, projects and partnerships with local businesses, associations and networks
- 2 Sensitively promote Mosman's unique qualities, heritage and identity as part of local and regional initiatives
- 3 Capitalise on regional, State and Federal initiatives to help support businesses and the local economy
- 4 Pursue improvements to accessibility, functionality and public domain in and around business centres

## Key Deliverables 2013-2017

Partnerships with Northside Business Enterprise Centre	✓
Public domain improvements	
Mosman Business Forum investigation	
Collaboration with local business associations, particularly Mosman Chamber of Commerce	✓
Pedestrian Access Mobility Plan implementation	
Mosman Rider bus service	✓

# Local Economy

## KPIs

- % Residents satisfied with:
  - Council assisting economic development with the business community and visitors
  - Overall cleanliness, appearance and management of public spaces
- Cost per passenger trip – Mosman Rider

## Achievements 2013-2014

### **In 2013–2014 Council delivered the following results under this Program**

- Amendments to Business Development Control Plan completed
- Small Biz Bus hosted twice in Mosman to provide free advice to small businesses
- Ongoing discussion and collaboration with Mosman Chamber of Commerce
- Third annual Christmas Decoration Competition held for Mosman retailers in partnership with Mosman Chamber of Commerce
- Businesses engaged on Spit Junction Masterplan and Civic Centre concept proposals

\*



# Delivery Program 2013-2017 & Operational Plan 2014-2015

Denotes the year in which initiatives are to be undertaken or proposed in the current Delivery Program.

Indicates where initiatives have been rescheduled or not undertaken where originally programmed.

## Strategy 1

S1

Support economic activity through appropriate planning controls, projects and partnerships with local businesses, associations and networks

### Recurrent Programs And Projects

- Mosman Business Centres Development Control Plan (DCP)  
**Responsibility: Manager Urban Planning**
- Business association partnerships – including Mosman Chamber of Commerce, Business Networks International Balmoral and Mosman Village Business Association  
**Responsibility: Director Community Development  
Manager Cultural Services**
- Community, cultural and economic development partnerships with local businesses  
**Responsibility: Manager Cultural Services  
Director Community Development**
- Business community consultation and education  
**Responsibility: Manager Urban Planning  
Manager Environment and Services  
Director Community Development**
- Christmas Window Decoration Competition  
**Responsibility: Director Community Development**

### Key Initiatives

- 1A Investigate the establishment of a regular Business forum to promote dialogue and to explore partnership opportunities with local businesses and business associations  
**Responsibility: Director Community Development**

13/14 14/15 15/16 16/17



# Local Economy

## Strategy 2

# S2

Sensitively promote Mosman's unique qualities, heritage and identity as part of local and regional initiatives

### Recurrent Programs And Projects

- Provision of information to residents and visitors directly through Council's website, publications and media promotions
  - Dissemination of information through partnerships with other local publications and promotions across the wider metropolitan area
- Responsibility: Director Community Development**

### Key Initiatives

13/14 14/15 15/16 16/17

- 2A Participate in Shore Regional Organisation of Councils (SHOROC) regional business initiatives

**Responsibility: Director Community Development**

- 2B Development of stronger links with Destination NSW and other relevant agencies through funding and partnership arrangements

**Responsibility: Director Community Development  
Manager Cultural Services**

- 2C Coordinate local working group involving key agencies including Sydney Harbour Federation Trust, National Parks and Wildlife Service, Taronga Zoo and other local stakeholders to serve as an ongoing forum for development of ideas and initiatives supporting sustainability, cultural and community development, as well as programs and facilities for residents and visitors

**Responsibility: Manager Cultural Services  
Manager Community Services**

## Strategy 3

S3

Capitalise on regional, State and Federal initiatives to help support businesses and the local economy

### Recurrent Programs And Projects

- Promotion and support for business workshops, training and other resources offered locally by external providers including State and Federal government

**Responsibility: Director Community Development**

### Key Initiatives

- 3A Pursue opportunities to work in partnership with Northside Business Enterprise Centre and the Small Biz Connect program to assist Mosman businesses

**Responsibility: Director Community Development**

13/14 14/15 15/16 16/17



## Strategy 4

# S4

Pursue improvements to accessibility, functionality and public domain in and around business centres

### Recurrent Programs And Projects

- Mosman Rider bus service  
**Responsibility: Manager Community Services**
- Community information, education and promotion – sustainable transport options  
**Responsibility: Manager Environment and Services**
- Cycling and pedestrian accessibility works  
**Responsibility: Manager Assets and Services**
- Implementation of 'Shaping our Future' and 'Shaping Our Sustainable Future' – SHOROC's regional strategy and sub-strategy, with focus on housing, jobs, health, transport and sustainability  
**Responsibility: General Manager  
All Directors**

### Key Initiatives

- 4A Participate in SHOROC lobbying efforts and associated feasibility studies/works delivering regional transport solutions – particularly in relation to the east/west and north/south transport corridors

**Responsibility: General Manager  
Director Environment and Planning**

13/14 14/15 15/16 16/17



## Programs

Leadership and Engagement  
Governance and Risk

## Related Strategies and Plans

Mosman State of the Environment Report  
Mosman Environmental Management Plan  
Mosman Environmental Sustainability Action Plan  
Mosman Community Engagement Strategy 2009  
MOSPLAN Community Engagement Strategy 2012  
Mosman Council Workforce Plan  
Mosman Council Equal Employment Management Plan  
Mosman Community Environmental Contract  
Mosman Governance Plan  
Mosman Council Enterprise Agreement  
Mosman Social Directions 2012  
DISPLAN  
Manly-Mosman District Bushfire Management Plan  
SHOROC 'Shaping our Future'

## Key Partners

Federal government – various agencies and authorities  
State government – various agencies and authorities including  
Office of Local Government, NSW Police Force (Harbourside Local  
Area Command); the Ministry of Police and Emergency Services;  
and Office of Environment and Heritage  
SHOROC

# Governance

## Community Sustainability Indicators

Overall community satisfaction  
Overall staff satisfaction and wellbeing  
Work health and safety performance  
Overall budget performance  
Financial health check compliance  
Scheduled capital works completed  
Scheduled key initiatives completed  
Corporate environmental sustainability  
Asset renewal ratio





## Direction Statement

Providing excellent service and leadership to the Mosman community, actively involving community members in local affairs and decision-making

## Program Coordination

Manager Assets and Services

## Strategies

These 10 Year Strategies will be implemented to achieve the Program Direction

- 1** Deliver a high level of customer service that is responsive, appropriate and subject to continuous improvement
- 2** Provide strong and effective leadership on issues of significance to Council and the Mosman community
- 3** Explore, develop and maintain partnerships, networks and affiliations that support and enhance local governance and improved community outcomes
- 4** Build and maintain a commitment to integrated planning and reporting that responds to community aspirations, sets direction and measures performance according to Council and community targets
- 5** Actively inform and engage the community on matters of local interest, encouraging broad participation and providing a range of opportunities for community involvement
- 6** Acknowledge and support community aspirations, initiatives & achievements

## Key Deliverables 2013-2017

Full integration of strategic and financial planning and reporting

Mosman Community Surveys 2014 and 2016

Customer Service Guarantee review

Community Engagement Strategy review and implementation

Local and regional advocacy



Additional resource sharing and joint service delivery/procurement projects



Improvements to Customer Service Centre

Active participation in local government and planning reviews



# Leadership and Engagement

## Expenditure

### Program Expenditure by Funding Source 2014-2015

\$2,199,040

■ Rates ■ Other

100%

## KPIs

- % Residents satisfied with:
  - Council engaging (consulting) with the community
  - Access to Council information and Council support
  - Council leadership on matters important to the community
  - Council advocacy on matters impacting on Mosman and neighbouring areas
  - Overall delivery of Council services

## Achievements 2013-2014

### In 2013–2014 Council delivered the following results under this Program

- Submissions and representations made on behalf of Mosman regarding reports of the Independent Local Government Review Panel and Local Government Acts Taskforce.
- Ongoing advocacy regarding traffic safety issues and the Pearl Bay Avenue rat run – culminating in \$450,000 in grant funding from the NSW Government for implementation of traffic calming measures.
- Continued collaboration as a member of SHOROC in advocating for improved transport solutions along the Spit Road/Military Road corridor.
- Participation in discussions and negotiations regarding expanded regional partnerships including the Northern Sydney Council of Mayors.
- Ongoing lobbying in relation to proposed State planning reforms.
- Mosman Council joins newly-established Sydney Metropolitan Mayors Association



## 2014-2015 Budget

Income	2013/14	2014/15
Leadership and Engagement	—	—
Total Program Income	—	—
Expenditure	2013/14	2014/15
Leadership and Engagement	1,938,079	2,199,040
Total Program Expenditure	1,938,079	2,199,040
Operating Surplus/(Deficit)	(1,938,079)	(2,199,040)

# Leadership and Engagement



## Leadership and Engagement

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	1,542,200	1,732,060
Materials and Contracts	90,100	93,080
Legal Costs	—	—
Consultants	36,529	100,000
Borrowing Costs	—	—
Depreciation and Ammortisation	34,000	34,000
State Government Levies	—	—
Other Expenses	235,250	239,900
Total Expenditure	1,938,079	2,199,040
Operating Surplus/(Deficit)	(1,938,079)	(2,199,040)



# Delivery Program 2013-2017 & Operational Plan 2014-2015

 Denotes the year in which initiatives are to be undertaken or proposed in the current Delivery Program.  
 Indicates where initiatives have been rescheduled or not undertaken where originally programmed.

## Strategy 1

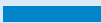
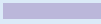
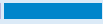
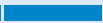
S1

Deliver a high level of customer service that is responsive, appropriate and subject to continuous improvement

### Recurrent Programs And Projects

- Regular surveys of customer/community satisfaction, including use of online tools
- Service and efficiency reviews
- Responsibility: General Manager  
All Directors**
- Complaint investigation, systems and monitoring
- Responsibility: Director Corporate Services**

### Key Initiatives

	13/14	14/15	15/16	16/17
1A Undertake a random survey of at least 400 Mosman residents biennially to ascertain community views on local issues and Council performance <b>Responsibility: Director Community Development</b>				
1B Review and adopt Customer Service Guarantee <b>Responsibility: Manager Governance</b>				
1C Review and monitor improvements to Customer Service Centre <b>Responsibility: Director Corporate Services</b>				
1D Implement further improvements to the Customer Service Centre <b>Responsibility: Director Corporate Services</b>				

# Leadership and Engagement

## Strategy 2

S2

Provide strong and effective leadership on issues of significance to Council and the Mosman community

### Recurrent Programs And Projects

- Ongoing liaison with, lobbying of and submissions to State and Federal Government agencies and representatives  
**Responsibility: General Manager**
- Committee for an Independent Mosman  
**Responsibility: General Manager**

### Key Initiatives

13/14 14/15 15/16 16/17

- 2A Advocate for recognition of local government in the Australian Constitution  
**Responsibility: General Manager**



- 2B Represent the interests of Council and the Mosman community in the Independent Review of Local Government in NSW, and the response by the NSW Government  
**Responsibility: General Manager**



- 2C Participate in regional planning and advocacy initiatives to strengthen local outcomes for Mosman  
**Responsibility: General Manager**



- 2D Advocate for retention of the Beauty Point rat run closure following conclusion of the trial period in July 2013  
**Responsibility: General Manager  
Director Environment and Planning**



- 2E Monitor and participate in review of the *NSW Local Government Act 1993* and *Environmental Planning and Assessment Act 1979*  
**Responsibility: General Manager  
Director Corporate Services  
Director Environment and Planning**



- 2F Participate in SHOROC lobbying efforts and associated feasibility studies/works delivering regional transport solutions – particularly in relation to the east/west and north/south transport corridors  
**Responsibility: General Manager  
Director Environment and Planning**





## Strategy 3

# S3

Explore, develop and maintain partnerships, networks and affiliations that support and enhance local governance and improved community outcomes

### Recurrent Programs And Projects

- Regional resource-sharing, project and service delivery
  - Issue and profession-based networks, forums and working groups
  - Regional Strategy implementation – ‘Shaping our Future’, ‘Shaping our Sustainable Future’ and Regional Community Indicators (SHOROC)
  - Political, strategic and professional support of SHOROC
  - Membership and support of Shorelink
- Responsibility: General Manager**  
All Directors
- Responsibility: General Manager**
- Responsibility: Manager Library Resources**

### Key Initiatives

13/14 14/15 15/16 16/17

- 3A Contribute to the further development of joint procurement and service delivery models with other Councils

**Responsibility: General Manager**

- 3B Actively partner in the successful implementation of a new regional Waste Management Model, including alternate waste technology and common collection systems

**Responsibility: General Manager**  
Manager Environment and Services

- 3C Contribute to the development of the SHOROC Regional Liveability Strategy

**Responsibility: General Manager**  
Manager Community Services

- 3D Implement new Shorelink Library Management System

**Responsibility: Manager Library Resources**

# Leadership and Engagement

## Strategy 4

# S4

Build and maintain a commitment to integrated planning and reporting that responds to community aspirations, sets direction and measures performance according to Council and community targets

### Recurrent Programs And Projects

- MOSPLAN
  - Quarterly and annual reporting
  - Community Sustainability Indicators
  - State of the Environment Reporting
  - Strategic Asset Management
  - Workforce Plan
  - Long Term Financial Plan
- Responsibility: General Manager  
All Directors**

### Key Initiatives

13/14 14/15 15/16 16/17

4A Review and improve Council's Delivery Program and Operational Plan

**Responsibility: General Manager  
Director Community Development**

4B Prepare a Community Engagement Strategy for development of MOSPLAN 2017-2027

**Responsibility: Director Community Development**

4C Assist Council in undertaking a comprehensive review of its Community Strategic Plan (MOSPLAN)

**Responsibility: General Manager  
Director Community Development**

4D Strengthen linkages between strategic and financial planning and reporting

**Responsibility: Director Community Development  
Chief Financial Officer**

4E Enhance business planning skills and implementation across Council

**Responsibility: Manager Human Resources  
Director Community Development**



## Strategy 5

# S5

Actively inform and engage the community on matters of local interest, encouraging broad participation and providing a range of opportunities for community involvement

### Recurrent Programs And Projects

- Community engagement and information dissemination including meetings, forums, workshops, front-line customer service, hard-copy publications, surveys, websites, social media and e-distribution  
**Responsibility: General Manager  
All Directors**
- Public Council Meetings including Question Time  
**Responsibility: General Manager**
- Regular production and distribution of Mosman Now (weekly column and quarterly newsletter) and other media releases/liaison as required  
**Responsibility: Director Community Development**

### Key Initiatives

	13/14	14/15	15/16	16/17
5A Review Council's Community Engagement Strategy, including preparation of an Engagement Resource Kit for staff <b>Responsibility: Manager Community Services Manager Library Resources</b>	<div></div>	<div></div>		
5B Implement and monitor Council's revised suite of Community Consultative Committees <b>Responsibility: Director Community Development Director Environment and Planning</b>	<div></div>	<div></div>	<div></div>	<div></div>
5C Implement and monitor revised approach to newspaper advertising and community newsletters <b>Responsibility: Director Community Development</b>	<div></div>			
5D Expand the capacity and rigor of local community engagement <b>Responsibility: Director Community Development</b>		<div></div>	<div></div>	<div></div>

# Leadership and Engagement

## Strategy 6

# S6

Acknowledge and support community aspirations, initiatives & achievements

### Recurrent Programs And Projects

- Civic receptions
- Citizen and Young Citizen of the Year
- Australia Day, Mosman Day and Hunter Day celebrations
- Citizenship Ceremonies

**Responsibility: General Manager**

- School Citizenship Awards

**Responsibility: Manager Governance**



## Direction Statement

An organisation that is well governed, accountable and managed in a way that is responsible, sustainable and attuned to the needs of the community, elected members and staff

## Program Coordination

Manager Governance  
Chief Financial Officer  
Manager IT Services  
Manager Ranger Services  
Manager Assets and Services  
Manager Human Resources

## Strategies

These 10 Year Strategies will be implemented to achieve the Program Direction

- 1 Support the ongoing financial sustainability of Mosman Council by applying sound financial planning, principles and practices
- 2 Anticipate and proactively manage risks relating to Council operations and the wider Mosman community
- 3 Provide a working environment that attracts and retains quality staff and encourages continuous improvement and service excellence
- 4 Contribute to a safer Mosman community through planning, partnerships, education, and emergency management
- 5 Sustainably manage local infrastructure through strategic asset planning and management
- 6 Support good governance, customer service and communication with contemporary policies, systems and processes

## Key Deliverables 2013-2017

Review of Business Recovery Plan	
Development of a Security Bond Retention Policy	
Review Investment Strategy/Policy	
Undertake Fair Valuation of all infrastructure assets as required by DLG	
Development of on-line staff induction capability	
Governance Health Check	
Employee Engagement Surveys	✓
Determination and implementation of organisation structure	✓
Organisation reviews in relation to compliance, communications and customer service functions	
Implement new Capitalisation and Disposal Policy for Infrastructure Assets	✓
Improved IT systems and capability	

# Governance and Risk

## Expenditure

### Program Expenditure by Funding Source 2014-2015

\$13,396,399

■ Rates ■ Other

76% 24%

## KPIs

- % residents satisfied with access to Council information and Council support
- % residents who feel safe in their local community
- % of customer service telephone enquiries resolved on first contact
- % of formal complaints resolved within 10 days

**(NB. these indicators are in addition to Corporate Key Performance Indicators)**

## Achievements 2013-2014

### In 2013-2014 Council delivered the following results under this Program

- New Capitalisation and Disposal Policy implemented
- Asset Management Strategy and Policy updated
- New Asset Management Software System implemented
- Stormwater and Building Asset Management Plans completed
- Virtualisation of Core Information Technology Applications
- Implementation of new systems for Budgeting, Corporate Reporting and Performance Management
- Implementation of new Client Management System - Aged and Disability Services
- Deployment of Office 2010
- Review of Access to Information and Records and Information Management Policies
- Completion of purchase of Mosman Bowling Club
- Business Continuity Plan under review



Finance	27%
Governance Support and Risk	21%
Information Technology	14%
Human Resources	4%
Rangers	9%
Assets and Services Management	13%
Emergency and Depot	12%

## 2014-2015 Budget

Income	2013/14	2014/15
Finance	18,395,546	18,903,469
Governance Support & Risk	—	—
Information Technology	300	100
Human Resources	—	—
Rangers	1,734,000	1,836,100
Assets & Services Management	—	—
Emergency and Depot	—	—
Total Program Income	20,129,846	20,739,669

Expenditure	2013/14	2014/15
Finance	3,555,942	3,697,249
Governance Support & Risk	2,906,500	2,792,790
Information Technology	1,603,693	1,828,750
Human Resources	411,492	587,100
Rangers	1,047,000	1,176,980
Assets & Services Management	1,433,200	1,705,000
Emergency and Depot	1,542,850	1,608,530
Total Program Expenditure	12,500,677	13,396,399
Operating Surplus/(Deficit)	7,629,169	7,343,270

# Governance and Risk

## Finance

Income	2013/14	2014/15
Rates and Annual Charges	17,115,886	17,561,169
User Fees and Charges	140,250	176,200
Interest and Investment Revenue	420,000	426,000
Other Revenue	3,660	3,600
Grants and Cont for Operating Purposes	715,750	736,500
Total Income	18,395,546	18,903,469

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	2,642,000	2,826,100
Materials and Contracts	98,035	102,100
Legal Costs	12,000	12,000
Consultants	—	—
Borrowing Costs	626,907	554,649
Depreciation and Ammortisation	—	—
State Government Levies	33,000	40,000
Other Expenses	144,000	162,400
Total Expenditure	3,555,942	3,697,249
Operating Surplus/(Deficit)	14,839,604	15,206,220

## Governance Support and Risk

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	1,530,000	1,453,000
Materials and Contracts	101,700	177,600
Legal Costs	13,500	14,500
Consultants	72,200	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	1,189,100	1,147,690
Total Expenditure	2,906,500	2,792,790
Operating Surplus/(Deficit)	(2,906,500)	(2,792,790)



## Information Technology

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	300	100
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	300	100

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	609,000	622,000
Materials and Contracts	110,000	—
Legal Costs	—	—
Consultants	5,000	5,000
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	879,693	1,201,750
Total Expenditure	1,603,693	1,828,750
Operating Surplus/(Deficit)	(1,603,393)	(1,828,650)

# Governance and Risk

## Human Resources

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	330,000	471,900
Materials and Contracts	—	—
Legal Costs	—	20,000
Consultants	40,992	52,200
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	40,500	43,000
Total Expenditure	411,492	587,100
Operating Surplus/(Deficit)	(411,492)	(587,100)

## Rangers

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	29,700	31,800
Interest and Investment Revenue	—	—
Other Revenue	1,700,300	1,800,300
Grants and Cont for Operating Purposes	4,000	4,000
Total Income	1,734,000	1,836,100

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	1,015,000	1,144,280
Materials and Contracts	29,000	29,700
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	3,000	3,000
Total Expenditure	1,047,000	1,176,980
Operating Surplus/(Deficit)	687,000	659,120



## Assets and Services Management

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—
Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	823,200	1,250,000
Materials and Contracts	30,000	5,000
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	580,000	450,000
State Government Levies	—	—
Other Expenses	—	—
Total Expenditure	1,433,200	1,705,000
Operating Surplus/(Deficit)	(1,433,200)	(1,705,000)

# Governance and Risk



## Emergency and Depot

Income	2013/14	2014/15
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2013/14	2014/15
Employee Benefits and Oncosts	357,000	382,000
Materials and Contracts	153,000	157,300
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	1,014,000	1,050,000
Other Expenses	18,850	19,230
Total Expenditure	1,542,850	1,608,530
Operating Surplus/(Deficit)	(1,542,850)	(1,608,530)



# Delivery Program 2013-2017 & Operational Plan 2014-2015

 Denotes the year in which initiatives are to be undertaken or proposed in the current Delivery Program.  
 Indicates where initiatives have been rescheduled or not undertaken where originally programmed.

## Strategy 1

S1

Support the ongoing financial sustainability of Mosman Council by applying sound financial planning, principles and practices

### Recurrent Programs And Projects

- Rating structure review
  - Preparation and auditing of financial reports
  - Loan program management
  - Budget preparation, review and reporting
  - Review of 10 year Financial Plan
- Responsibility: Chief Financial Officer**
- Review of Investment Properties Business Plan
- Responsibility: Manager Governance**

### Key Initiatives

- 1A Prepare a case for conversion of the Community Environmental Contract to an Infrastructure Levy

**Responsibility: Manager Assets and Services  
Chief Financial Officer**

13/14 14/15 15/16 16/17



- 1B Introduce a stormwater Levy to fund key stormwater works

**Responsibility: Manager Assets and Services**



- 1C Further improve integration of Council's Budget with the Community Strategic Plan – MOSPLAN

**Responsibility: Chief Financial Officer  
Director Community Development**



- 1D Achieve full integration of asset management plan financials and 10 year Financial Plan

**Responsibility: Chief Financial Officer  
Manager Assets and Services**



# Governance and Risk

	13/14	14/15	15/16	16/17
1E Undertake a fair valuation of infrastructure assets in accordance with Office of Local Government requirements <b>Responsibility: Chief Financial Officer</b>	<div></div>	<div></div>	<div></div>	<div></div>
1F Implement a new Capitalisation and Disposal Policy for infrastructure assets <b>Responsibility: Manager Assets and Services Chief Financial Officer</b>	<div></div>	<div></div>	<div></div>	<div></div>
1G Review online payment options for all Council revenue <b>Responsibility: Chief Financial Officer</b>	<div></div>	<div></div>	<div></div>	<div></div>

## Strategy 2

## S2

Anticipate and proactively manage risks relating to Council operations and the wider Mosman community

### Recurrent Programs And Projects

- Regular asset/compliance/regulatory audits  
**Responsibility: Manager Assets and Services  
Manager Governance**
- Insurance policy/portfolio review and renewal
- Safeguarding security of Council Information Technology systems and information  
**Responsibility: Manager Information Technology Services**
- Risk Management Policy, Procedures and Processes
- Risk management training and promotion  
**Responsibility: Director Corporate Services**

### Key Initiatives

	13/14	14/15	15/16	16/17
2A Review the Business Recovery Plan for Council facilities <b>Responsibility: Manager Governance</b>	<div></div>	<div></div>	<div></div>	<div></div>
2B Progressively upgrade facilities and hardware to facilitate Information Technology business recovery <b>Responsibility: Manager Information Technology Services</b>	<div></div>	<div></div>	<div></div>	<div></div>
2C Implement an effective Enterprise Risk Management strategy <b>Responsibility: Director Corporate Services</b>	<div></div>	<div></div>	<div></div>	<div></div>
2D Review work health and safety procedures and training requirements <b>Responsibility: Director Corporate Services Manager Human Resources</b>	<div></div>	<div></div>	<div></div>	<div></div>



## Strategy 3

S3

Provide a working environment that attracts and retains quality staff and encourages continuous improvement and service excellence

### Recurrent Programs And Projects

- Workforce Plan
- Review and negotiation of Employment Agreements
- Promotion and review of Equal Opportunity Employment (EEO) Management Plan
- Identification and provision of quality training and staff skill development
- Annual Employee Performance and Development Plans
- Biennial employee engagement survey
- Regular Work Health and Safety (WHS) audits, inspections and reports

**Responsibility:** Director Corporate Services  
Manager Human Resources

- Work injury rehabilitation and return to work program
- Workers Compensation
- Staff immunisation and Employee Assistance programs
- Staff well-being programs
- Staff Induction Program

**Responsibility:** Director Corporate Services  
Manager Human Resources

### Key Initiatives

		13/14	14/15	15/16	16/17
3A	Review and maintain Workforce Plan and HR Strategy <b>Responsibility: Manager Human Resources</b>				
3B	Review EEO Management Plan <b>Responsibility: Manager Human Resources</b>				
3C	Formalise the Corporate Training Calendar including Staff Induction Program <b>Responsibility: Manager Human Resources</b>				
3D	Conduct employee engagement survey <b>Responsibility: Manager Human Resources</b>				
3E	Review and enhance work health safety procedures and systems <b>Responsibility: Manager Human Resources</b>				
3F	Review Performance Appraisal process for staff <b>Responsibility: Manager Human Resources</b>				
3G	Improve contract management capability across the organisation <b>Responsibility: Manager Human Resources Manager Assets and Services</b>				

# Governance and Risk

## Strategy 4

## S4

Contribute to a safer Mosman community through planning, partnerships, education, and emergency management

### Recurrent Programs And Projects

- Ongoing partnerships and collaboration with Harbourside Local Area Command (HBLAC), State Emergency Service, Fire Brigade and Ambulance services  
**Responsibility: Manager Ranger Services  
Manager Community Services**
- Provision of Local Emergency Management Officer (LEMO) for Mosman-North Sydney and attendance at Local Emergency Management Committee meetings  
**Responsibility: Manager Assets and Services**
- Development and implementation of community safety strategies and projects
- Participation in Liquor Accord  
**Responsibility: Manager Community Services  
Manager Assets and Services**
- Implementation of anti-graffiti strategies  
**Responsibility: Manager Environment and Services**
- New police officer 'Introductions to Mosman' - Harbourside Local Area Command
- Companion Animals education, enforcement and registration  
**Responsibility: Manager Ranger Services**
- Review and enhancement of CCTV installations
- 24 hour incident and make-safe callout system for Council's assets
- Manly-Mosman District Bushfire Management Plan implementation  
**Responsibility: Manager Assets and Services**
- Road safety promotion and education  
**Responsibility: Manager Assets and Services  
Manager Ranger Services**



## Strategy 5

# S5

Sustainably manage local infrastructure through strategic asset planning and management

### Recurrent Programs And Projects

- Inspection and audit of all assets in accordance with Asset Management Plans (AMPs)
- Repair and replacement of assets in accordance with AMPs and funding availability

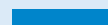
**Responsibility: Manager Assets and Services**

### Key Initiatives

13/14 14/15 15/16 16/17

5A Review Levels of Service for Asset Classes

**Responsibility: Manager Assets and Services**



5B Undertake formal review of Asset Management Systems and Process

**Responsibility: Manager Assets and Services**



5C Implement new Asset Management System to enhance inspections and financial reporting

**Responsibility: Manager Assets and Services  
Manager Information Technology Services**



# Governance and Risk

## Strategy 6

S6

Support good governance, customer service and communication with contemporary policies, systems and processes

### Recurrent Programs And Projects

- Participation in the Northern Councils Internal Audit Group. (Hunters Hill, Lane Cove, Manly, Mosman, North Sydney and Willoughby)
- Delivery of an internal audit function in accordance with Council's Internal Audit Charter and the Audit Committee Charter
- Procurement and contract management systems and processes  
**Responsibility: Director Corporate Services**
- Maintenance and review of network, hardware and software infrastructure
- Review of Information Technology policies and processes for improved business systems procedures  
**Responsibility: Manager Information Technology Services**
- Review and update of policies and delegations
- Statutory Annual Reports required under *Local Government Act* (including Management Plan and Code of Conduct), *Government Information Public Access (GIPA) Act*, and *Public Interest Disclosures (PID) Act*
- Induction and ongoing training for staff regarding Council's confidentiality, access to information and privacy policies, and the *GIPA Act*
- Systems & procedures to ensure effective records management including compliance with *GIPA and PID Acts*
- Servicing and supporting Council meetings  
**Responsibility: Manager Governance**
- Councillor training and advice  
**Responsibility: General Manager**

### Key Initiatives

13/14 14/15 15/16 16/17

- 6A Develop and implement an electronic Delegations Register to capture and allocate delegations of authority to all staff positions

**Responsibility: Manager Governance**

- 6B Audit Council's records management system to ensure compliance with *State Records Act*, *Privacy Act* and *GIPA*

**Responsibility: Manager Governance**

- 6C Prepare and deliver a comprehensive Councillor Induction Program

**Responsibility: General Manager  
All Directors**

- 6D Review, enhance and document the Information Technology Strategy to meet Council's future needs

**Responsibility: Manager Information Technology Services**

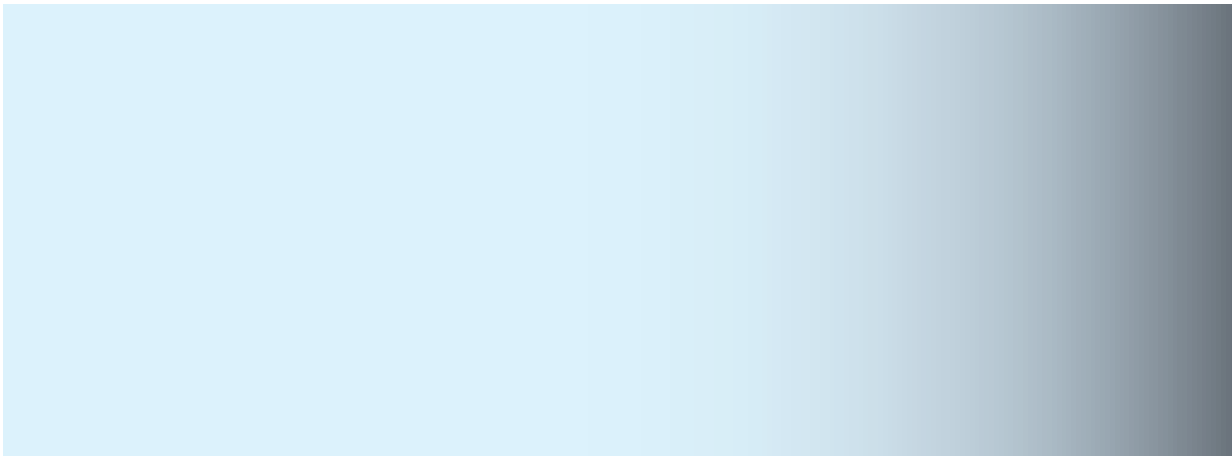
- 6E Undertake Governance Health Check

**Responsibility: Manager Governance**



		13/14	14/15	15/16	16/17
6F	Review Council Policy in accordance with legislative requirements and other imperatives for good governance <b>Responsibility: Manager Governance All Directors</b>				
6G	Determine and implement organisation structure <b>Responsibility: General Manager</b>				
6H	Review organisational performance and implement improvements as required in the areas of compliance, communications and customer service <b>Responsibility: General Manager</b>				
6I	Progressively implement improvements to Information Technology systems and capability in accordance with the <i>IT Strategic Directions 2014-2017</i> <b>Responsibility: Manager Information Technology Services</b>				

# Governance and Risk



# Mosman COUNCIL

Civic Centre, Mosman Square  
Mosman NSW 2088

PO Box 211

Spit Junction NSW 2088

9978 4000 fax 9978 4132

[council@mosman.nsw.gov.au](mailto:council@mosman.nsw.gov.au)



[mosman.nsw.gov.au](http://mosman.nsw.gov.au)

