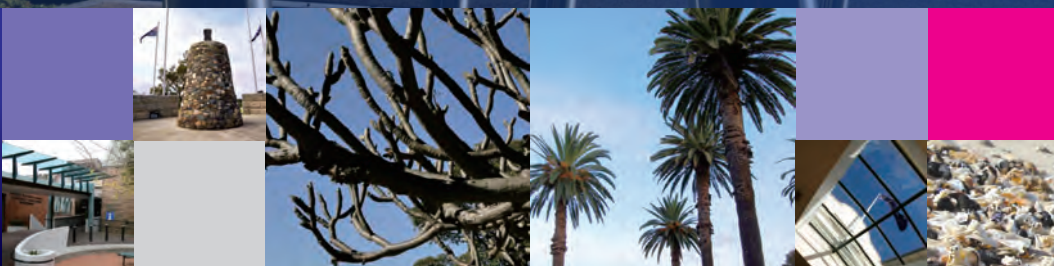


Mosman
COUNCIL

MOSPLAN

Long Term Financial Plan 2015–2025

Adopted by Council
3 February 2015



Mosman Council

MOSPLAN

Delivery Program 2013–2017

Operational Plan 2014–2015

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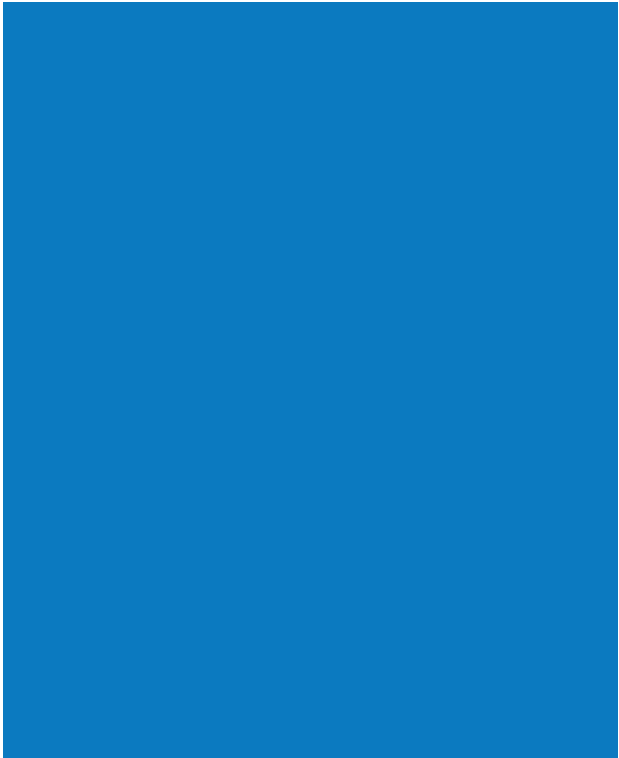


Introduction

The Long Term Financial Plan is a core element of Council's strategic planning process. The Plan enables the community's aspirations and demand for services to be tested against the financial reality. It also facilitates the process that enables the community and the Council to determine what resources are required to meet future needs.

Council's longer term financial sustainability is reliant on continuation of the revenue stream provided by the Community Environmental Contract levy (due to expire in 2016-17). Having regard to the infrastructure backlog as disclosed by Council's Asset Management Plans Council's capacity to manage future budget shocks while maintaining acceptable budget results is less than marginal.

Over the past year Councillors have met on a number of occasions, through workshops and formal meetings, to consider Council's financial position and to plan for Mosman's future. A revised 2013-2017 Delivery Program, together with the 2014-15 Operational Plan and Budget, were adopted by Council in June this year.



Introduction

In the most recent workshops held with Councillors, Council's Long Term Financial Plan has been discussed in the context of the temporary Community Environmental Contract, the need to continue Council's strong commitment to the renewal and maintenance of local infrastructure at levels expected by the Mosman community, and the imperative to achieve and maintain a sound financial position in the medium-longer term.

Council's latest biennial Community Survey, conducted in June 2014, has reaffirmed community expectations regarding significant infrastructure including roads and footpaths, and also provided Council with some indication of the community's willingness to pay for improved services and facilities. This willingness to pay has been further reinforced by the results of community engagement undertaken by Council in October - November 2014 on a proposed Special Rate Variation.

The objectives of Mosman Council's Long Term Financial Plan are to:

- respond to the changing aspirations and needs of Mosman, particularly as they are identified and prioritised in the Community Strategic Plan
- ensure the financial sustainability of Council's services for the community
- bring the outstanding infrastructure asset backlog to manageable levels
- support the implementation of Council's Community Strategic Plan and Delivery Program as an integral component of Council's Resourcing Strategy
- reflect the changing employment issues disclosed in Council's Workforce Plan
- address Council's legislative requirements for integrated planning and reporting

To meet these objectives Council resolved on 7 October 2014 to consult the community on a number of scenarios regarding the long term financial future of Mosman Council. The results of this consultation were considered by Council at its meeting on 2 December 2014. At that meeting Council resolved to exhibit this draft Long Term Financial Plan 2015-2025, reflecting its preferred Special Rate Variation of 13% (including the rate peg) in 2015-16 for public comment.

Council further considered this draft Long Term Financial Plan 2015-2025 on 3 February 2015, after publicly exhibiting the document for six weeks from 8 December 2014-18 January 2015. Having considered public comment received during that period, Council resolved to adopt the Plan.

Current Financial Position

As reported to Council on 7 October 2014, current projections for Council's longer term financial outlook clearly indicate an unhealthy financial position. Unless there is the ability for a further injection of revenue or the achievement of further significant cost savings, particularly following the expiry of the Community Environmental Contract levy in 2016-17, Council will be in an increasingly difficult position and will continue to operate in deficit over the next 10 year period. It will also be extremely difficult, if not impossible, to significantly reduce the current infrastructure backlog or to maintain the level of capital works achieved by the current Council.

On current projections Council will, with the expiry of the Community Environmental Contract levy, also be unable to meet the Fit for the Future financial criteria recently released by the NSW Government.

For many years Mosman Council has prided itself on innovation and efficiency, with operating costs being kept under strict control. Council has also actively sought additional revenue opportunities through, for instance, the Local Government Infrastructure Renewal Scheme (LIRS), major State and Federal Government Grant Schemes, loan borrowings, pricing policy reviews, and advertising revenues.

Other revenue streams in recent years, such as paid parking in foreshore areas have also contributed to Council's financial sustainability, as have efficiency measures including service contracting, joint procurement contracts, partnership programs with other Councils and internal service reviews. Council has also comprehensively reviewed its approach to asset management - including a revision of depreciation rates to provide a clear and rigorous assessment of future infrastructure needs and costs.

Notwithstanding the significant results achieved through these initiatives, and bearing in mind that revenue sources such as paid parking are likely to plateau over the next few years, opportunities for further substantial revenue generation are limited or at least uncertain in the foreseeable future.

Council rates, have, since 1977 been constrained by the State Government's rate peg. Mosman Council has worked within this rate peg and has at times applied to the State Government for special purpose levies to undertake programs of work for the local community.

The current Community Environmental Contract levy is a fixed-term levy that will expire at the conclusion of 2016-17. Over the life of this levy Council has been able to deliver a significant program of environmental infrastructure works including installation of stormwater improvement devices, creek rehabilitation and reconstructions, seawall improvements, restoration of riparian habitats and conservation of heritage items.

Current Financial Position

These assets now require continued maintenance.

The CEC 5% levy has, as a revenue stream, also benefited Council's annual operating result. The loss of this revenue stream will adversely impact Council's operating result and longer term financial sustainability and, as a consequence, will likely necessitate a reduction in service levels over time.

In terms of the long term financial position, Council would like to achieve the following:

- modest operating surpluses in order to insulate Council from unforeseen events
- as a minimum, the provision of current service levels and where appropriate increase service levels to meet the needs of the community
- reduce or eliminate the infrastructure backlog
- maintain adequate levels of debt/equity funding
- a program of activity that sees Council's assets leveraged appropriately for the long term benefit of the Mosman community

Audited Financial Position

Council's audited financial reports for the year ended 30 June 2014 provide the starting point for reviewing the LTFP. The following tables summarise Council's financial position.

Statement of Comprehensive Income	2013/14 \$'000	2012/13 \$'000
Revenue*	44,312	48,081
Expenses	38,972	38,635
Net Operating Result for the Year	5,340	9,446
Net Operating result before Grants and Contributions provided for Capital Purposes	2,418	6,672

Statement of Financial Position (Balance Sheet)	2013/14 \$'000	2012/13 \$'000
Total Assets	525,519	519,839
Total Liabilities	23,514	22,743
Total Equity	502,005	497,096

Statement of Cash Flows	2013/14 \$'000	2012/13 \$'000
Cash and Cash Equivalents - Opening Balance	9,624	3,609
Cash and Cash Equivalents - Closing Balance#	10,150	9,624
Movement for Year	526	6,015

*Included in total revenue above are items that are excluded from the Financial Performance Indicator formulas which have the effect of reducing total revenue. The following table discloses how the adjusted revenue for these purposes is determined.

	2013/14 \$'000	2012/13 \$'000
Revenue	44,312	48,081
Less: Grants and Capital Contributions	2,922	2,774
Fair Value Adjustments	2,286	3,387
Reversal of Revaluation Decrements		4,571
Adjusted Revenue	39,104	37,349
Expenses	38,972	38,635
Adjusted net Operating Result	132	(1,286)

#Cash and Equivalents opening balance was low in 2012/13 due to the classification (as required under the accounting standard) in 2011/12 of investments held in excess of 90 days as not Cash and Equivalents. In 2012/13 and 2013/14 the majority of investments were held for periods of less than 90 days and therefore considered as cash. The funds held at 2013/14 year end comprise externally restricted reserves of \$4.02m and moneys held in trust in respect of security deposits and bonds of \$2m.

Financial Performance Indicators

Included within the audited Financial Reports are the following ratios which indicate Council's performance compared to the previous year, together with the Fit for the Future Benchmarks.

Indicator	2013/14	2012/13	Benchmark
Unrestricted Current Ratio	1.40	1.36	1.5
Operating Performance	0.003	-0.038	0.0
Own Source Revenue	88.3%	86.8%	60.0%
Building and Infrastructure Asset renewal	137.6%	85.8%	100.0%
Infrastructure Backlog	3.59%	2.5%	2.0%
Asset Maintenance Ratio	94.4%	112.3%	100.0%
Debt Service Ratio	6.49%	5.24%	>0 <20%
Real Operating Expenditure per capita	1.11	1.15	< previous year

NSW Treasury Corporation Report

In September 2012 NSW Treasury Corporation undertook an independent assessment of Mosman Council's financial capacity and its ability to undertake additional borrowings. This assessment was primarily initiated by the NSW Government who had introduced the Local Infrastructure Renewal Scheme (LIRS) providing subsidised loans to assist Councils address their infrastructure backlog. An update to the September 2012 report was issued in March 2013.

Current Financial Position

TCorp found that Council has been well managed over the review period based on the following observations:

- the underlying operating result (measured using EBITDA) has increased over the review period
- the own sourced operating revenue ratio has been consistently above benchmark each year
- revenues have been boosted by the introduction of two Special Rate Variations which aid infrastructure renewal and a program of environmental works
- alternative revenue sources have been generated as evidenced by the introduction of parking meters in 2009/2010
- Council has been proactive in seeking cost savings and efficiencies as evidenced through its membership of a regional body of four councils Shore Regional Organisation of Councils ("SHOROC") which is seeking savings through joint tenders and regional purchasing, amongst a range of initiatives

At that time Council's reported Infrastructure Backlog amounted to \$25.6m in 2011 and represented 11.6% of its infrastructure asset value of \$220.7m. Other observations included:

- the backlog has decreased over the four year period due to constant refining of valuation techniques
- the required asset renewal and maintenance benchmarks are not being met to keep the assets in their current condition, therefore the backlog may grow
- Council's capital expenditure priorities in the last four years were influenced by the availability of grant funding
- a new asset valuation was completed in 2010, and a new SHOROC tender for civil works has been entered into resulting in cost efficiencies. These factors combined with a detailed review of condition and service intervention levels indicate that the Infrastructure Backlog could be reduced

In respect of the Benchmarking analysis TCorp compared the Council's key ratios with other councils in OLG Group 2. The key observations were:

- Council's financial flexibility as indicated by the Operating Ratio is generally below the group's average, although the Operating Ratio is expected to improve in the medium term. The Own Source Operating Revenue Ratio has improved to be above the group average and is above the benchmark
- Council's Debt Service Cover Ratio and Interest Cover Ratio are at or above the benchmark. In the medium term Council's ratios are forecast to improve marginally.
- Council was in a sufficient liquidity position which is expected to continue in the medium term. Liquidity ratios are tracking slightly below benchmark and group averages
- Overall the Council has a higher Infrastructure Backlog Ratio than other councils in the group. It is below the group average and benchmark for spending on asset maintenance. Council's Capital Expenditure Ratio and Building and Infrastructure Asset Renewal Ratio have declined against the benchmark over the review period.

These observations and conclusions have also informed the strategies put forward in this Long Term Financial Plan.

Long Term Financial Plan Position

The goals of the Plan are to achieve the following:

- modest operating surpluses in order to insulate Council from unforeseen events
- as a minimum, the provision of current service levels and where appropriate increase service levels to meet the needs of the community
- reduce or eliminate the infrastructure backlog
- maintain adequate levels of debt/equity funding
- a program of activity that sees Council's assets leveraged appropriately for the long term benefit of the Mosman community

This revision of the long term financial plan includes three different scenarios as follows:



Option 1 - Maintain rates in accordance with annual rate peg (estimated at 3% per year), and cessation of the temporary Community Environmental Contract levy (i.e. 5%) – refer to pages 70–73



Option 2 - Continue to levy rates in accordance with the annual rate peg (estimated at 3% per year) plus a permanent one-off rate increase for infrastructure works equivalent to the value of the expiring Community Environmental Contract Levy (i.e. 5%) – refer to pages 74–77



Option 3 - Continue to levy rates in accordance with the annual rate peg (estimated at 3% per year) plus a permanent one-off rate increase of 10% to fund additional infrastructure works (8.5%) and allow for a financial sustainability component of 1.5% - refer to pages 78–81

In developing these options Council has used the planning assumptions and revenue and expenditure forecasts detailed in the next section.

Long Term Financial Plan

Planning Assumptions

In addressing the future projected financial position outcomes, this review of the Long Term Financial Plan has established three different options for consideration. Each of the options has been built on the same underlying planning assumptions:

Population

The latest available population statistics for the Mosman local government area indicate an Estimated Resident Population (ABS - 30 June 2013) of 29,983 people. According to the NSW Population, Household and Dwelling Projections 2014 commissioned by the NSW Government, the Mosman population is expected to grow at an annual average rate of 1% between 2016 and 2031 - up from an average annual increase of 0.8% between 2011 and 2016.

The 2031 population estimate for Mosman, based on this forecasted rate of growth, is 35,350 people, with the most significant increases in population being in the 70+ age group. Mosman has already experienced a steady increase in its older population over recent years, and the continuation of this trend will require ongoing attention to appropriate services and infrastructure. Claims for pensioner rate rebates may increase.

Economic Growth

Economic growth within the local government area is expected to remain static over the life of the LTFP, with limited scope for the introduction of new industries or services.

Major Expenditure

No major new capital works have been adopted at the time of drafting this LTFP.

Inflation Forecasts

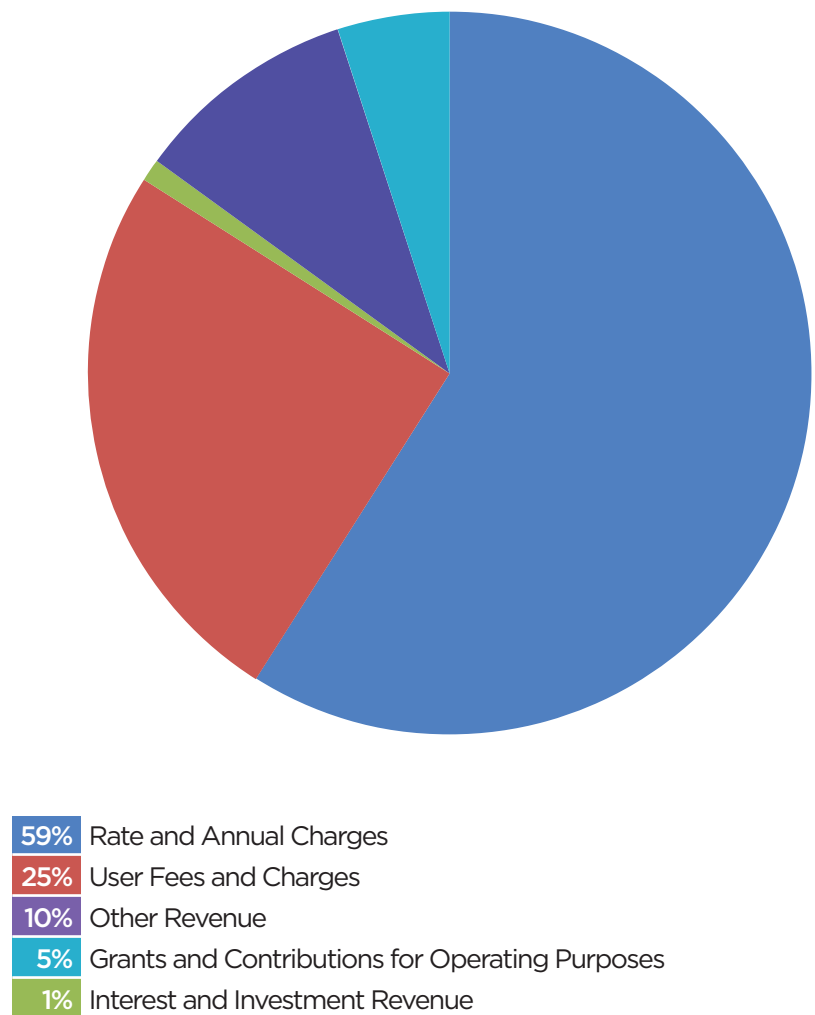
Inflation forecasts considered by the Governor of the Reserve Bank indicate that the level of inflation will remain within the band of 2.0 to 3.0%, the LTFP is based on a CPI of 2.8%.

Interest Rate Movements

Whilst inflation remains low, interest rates will also remain low, however a slightly higher borrowing rate of 6.5% has been used as the basis for determining borrowing costs.

Revenue Forecasts

The following pie graph shows the break-up of Council's operating revenue for 2015/16 by source:



Planning Assumptions

Rates and Annual Charges

Rates

The 2014/15 Rates revenue is made up as follows:

Rates	2014/15	% of Levied Total
Residential	15,831,330	90.4
Business	1,672,578	9.6
Total	17,503,908	100.00

Since 2011/2012, the responsibility for setting the rate pegging for NSW Councils lies with the Independent Pricing and Regulatory Tribunal (IPART). Rate pegging is determined by IPART using a Local Government Cost Index less a productivity factor.

The budget attachments assume a rate peg 3.0% for 2015/16. The rate pegging assumption is then maintained at 3.0%.

Included within the rate levy is the 5% Community Environmental Contract (CEC) levy and a Infrastructure levy of 5.99%. The CEC levy was initially implemented in 2000/2001 following approval from the Minister for Local Government for a period of 12 years. In 2009 the Minister approved an extension of the levy until 2016/17. Funds raised from the levy were expended in local environmental and sustainability projects. The Infrastructure levy commenced in 2007/08 and is ongoing.

Annual Charges

The Domestic Waste Management charge is based on full cost recovery for the provision of the waste and recyclable collection service. This service is managed by an external contractor, selected through a Tender process for a designated period.

User Charges and Fees

Council annually establishes its fees and charges in accordance with the provisions of the Local Government Act 1993. Statutory fees are fixed by regulation, legislation or a State/Federal Authority. As such, Council has no influence on how the statutory fee amount is determined nor do such statutory fees tend to increase by CPI or reflect their true cost of providing the service.

All other non-statutory fees and charges are closely reviewed as part of the budget preparation process. As a general rule these increase by a minimum of the CPI with other market based fees and charges reviewed against adjacent Councils.

A further review of these Fees and Charges is expected to be undertaken by the Expenditure Review Committee prior to the exhibition of the 2015/16 Fees and Charges Schedule.



Interest and Investments

Investments are made in accordance with the Minister for Local Government Investment Order and Council Investment Policy. There is limited scope for reliably predicting interest rates. Accordingly the predicted return on investments has been based on similar levels of unrestricted funds remaining invested over the term of the LTFP.

Other Revenues

Other revenue income has been budgeted for based on a CPI forecast. Council's property portfolio remains under review, but with no general movements predicted in this area.

Grants – Operating and Capital

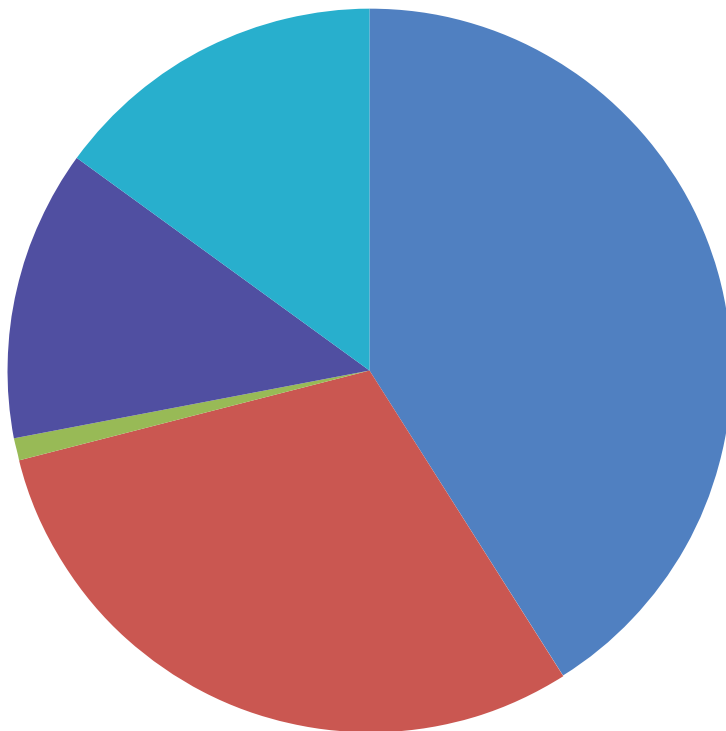
Council has been advised that its Federal Government provided Financial Assistance Grant will no longer be indexed. Given the uncertain nature of grant funding, the budget has been prepared with the following grant funding sources included (all assumed to continue over the duration of the LTFP. Where possible, grants have been increased in line with CPI. If information is insufficient to assume CPI will apply, grants have remained static in value:

- Roads to Recovery
- Roads and Maritime Services (RMS)
- Financial Assistance Grant (FAGs)
- Library Per Capita Grant
- Heritage Assistance Schemes

Planning Assumptions

Expenditure Forecasts

The following pie graph shows the break-up of Council's operating expenditure for 2015/16 by source:



41%	Employee Benefits and Oncosts
30%	Materials and Contracts
13%	Depreciation and Amortisation
15%	Other Expenses
1%	Borrowing Costs



Employee Costs

Employee costs cover wages, all leave types, training, superannuation and associated costs. The budget factors in the recently adopted award increases (2.6% 2014/15, 2.7% 2015/16 and 2.8% thereafter) have been applied.

All associated employee costs have also been increased in the same manner, with the exception of superannuation and Workers Compensation insurance.

For Workers Compensation the budget provision has been returned to historic levels following the advice of Council's Insurers. Superannuation has been adjusted to reflect the Federal Government's position.

Council is also a party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named the 'Local Government Superannuation Scheme – Pool B'. Council's additional contribution for 2015/16 is \$126,244 and this contribution is assumed to be required to be paid over the duration of the LTFP. As a result of the global financial crisis in 2008-09, the Scheme has a significant deficiency of assets over liabilities amounting to around \$156.6 million at March 2014.

Borrowings

As at 30 June 2014 Council's loan portfolio stood at \$10.966m, including two \$2m Local Infrastructure Renewal Scheme (LIRS) loans. The current loans will be fully repaid by 2023.

Council has applied increases in parking revenues as a loan repayment funding source. No new loans will be taken up in 2014/15. Council's Debt Service ratio (the proportion of loan repayments to Operating Income) as at 30 June 2014 stands at 6.49% well below the maximum benchmark of 20%. Loan funds are seen as a suitable funding source for infrastructure asset renewal as the cost of providing the renewed assets is spread across future beneficiaries.

Planning Assumptions

The LTFP is based on establishing a rolling annual \$400k program from 2015/16 aimed at supplementing the reduction of the Infrastructure Backlog. The LTFP forecast is based on loan interest amounting to 6.5%. As current loans are paid off, loan repayment levels will be contained within current funding levels and will not be increasing. There is limited scope to borrow further funds under Options 1 and 2. There is an ability to borrow further funds under Option 3 where a need is found.

Materials and Contracts

Materials and contracts expenditure has generally been indexed in line with CPI forecasts. Some costs have been based on previous year expense movements whilst others consider Council operational needs.

Depreciation

Depreciation expense has been projected based on useful life estimates in accordance with Council's Accounting Policies and Plans. Budgeted capital works expenditure has been included in the depreciation calculation.

It is considered reasonable to assume that future asset revaluations will have an impact on infrastructure values. The LTFP does include the potential impact of future asset revaluations.

Other Expenses

Generally, other expense budget items have been increased by CPI forecasts or by reviewing the past four years of actual expenditure for trends. Some expenses are sporadic in nature (for example, conduct of council election every four years) or tied to grant funding which has not moved by CPI.



Special Rate Variation

Council at its meeting on 7 October 2014 resolved to consult the community on three future rating options. The three options provide significantly different outcomes in terms of both Council's financial sustainability and the level of capital works and asset maintenance (and hence reduction in Council's infrastructure backlog) that is possible over the next 10 years. The three options are as follows:

Special Rate Variation

Option 1

Council's Base Model Option 1, 10 year LTFP for 2015/16 to 2024/25 containing the projected Income Statement, Statement of Financial Position and Cash Flow Statement is provided on pages 70–73.

It is based on the early expiration of the Community Environmental Contract (CEC) Levy - 5%. It provides for only the general purpose rate peg increase of 3.0% being applied to rate income.

The base model Option 1 is an extension of the current budget with allocations to services and works increasing by the inflation factors as contained in the current adopted budget and outlined above. Wage and salary provisions have been determined to reflect the provisions of the recently adopted Award (2.6% 2014/15, 2.7% 2015/16 and 2.8% thereafter). It carries forward the increased provision for legal costs and workers compensation premiums for 2014/15.

The forecast Operating Result before capital Grants and Contributions is:

Budget Year	Operating Result before Capital Grants and Contributions
2014/15 Budget	(758,346)*
2015/16 Budget	(1,255,165)
2016/17 Budget	(1,279,019)
2017/18 Budget	(987,987)
2018/19 Budget	(903,885)
2019/20 Budget	(832,404)
2020/21 Budget	(910,135)
2021/22 Budget	(693,456)
2022/23 Budget	(616,319)
2023/24 Budget	(558,166)
2024/25 Budget	(703,521)

* Following adoption of Revotes

The Option 1 Scenario results as disclosed above, are based on:

- cessation of the CEC levy in 2015/16 (5%)
- a resultant reduction in rate income of \$801,660 in 2015/16 due to the cessation of the CEC Levy and an equivalent reduction in the Capital Works Program
- election expenses in 2016/17 (\$170k), 2020/21 (\$180k) and 2024/25 (\$190k).
- cessation of a \$50,000 transfer to ELE Reserve as the Reserve represents 20% of liabilities
- establishing a continuing \$400,000 annual loan borrowing program using an interest rate of 6.5% funded by the current reducing interest and principal loan repayments from 2016/17
- increased depreciation to reflect increased asset values following investment in infrastructure asset renewals
- a reduction in the level of Commonwealth Financial Assistance Grants due to the cessation of indexation

As a result, Council is unable to achieve an operating surplus before capital grants and contributions.

Option 2

Council's Option 2, containing the projected Income Statement, Statement of Financial Position and Cash Flow Statement provides for the 5% CEC levy being extinguished early but replaced with a new permanent 5% levy plus the general purpose rate peg increase of 3.0%, is provided on pages 74–77 and is based on:

- the current limited term 5% CEC levy expiring early and being replaced with a permanent 5% Levy plus an estimated 3.0% general rate peg
- cessation of the \$50,000 transfer to ELE Reserve in 2014/15
- continuation of the increased level of legal expenses and workers compensation premiums
- election expenses in 2016/17 (\$170k), 2020/21 (\$180k) and 2024/25 (\$190k).
- using the saving in the Transfer to ELE Reserve to fund a \$400,000 loan for additional capital works interest rate of 6.5% (higher than current lending rates) in 2015/16
- establishing a continuing \$400,000 annual loan borrowing program using an interest rate of 6.5% funded by the current reducing interest and principal loan repayments from 2016/17 and onwards
- increased depreciation to reflect increased asset values following investment in infrastructure asset renewals

The forecast Operating Result before capital Grants and Contributions is:

Budget Year	Operating Result before Capital Grants and Contributions
2014/15 Budget	(758,346)*
2015/16 Budget	(438,076)
2016/17 Budget	(478,749)
2017/18 Budget	(204,984)
2018/19 Budget	(140,836)
2019/20 Budget	(89,902)
2020/21 Budget	(189,100)
2021/22 Budget	5,522
2022/23 Budget	60,001
2023/24 Budget	94,876
2024/25 Budget	(74,397)

* Following adoption of Revotes

The ongoing Operating Deficits contained within this Option are significantly lower than Option 1. However, Council remains in an unsustainable situation, failing on Fit for the Future requirements.

Special Rate Variation

Option 3

Council's Option 3, containing the projected Income Statement, Statement of Financial Position and Cash Flow Statement provides for the 5% CEC levy being extinguished early but replaced with a new permanent 10% levy plus the general purpose rate peg increase of 3.0%, is provided on pages 78–81 and is based on:

- the current limited term 5% CEC levy expiring early and being replaced with a permanent 10% Levy plus an estimated 3.0% general rate peg
- cessation of the \$50,000 transfer to ELE Reserve in 2014/15
- continuation of the increased level of legal expenses and workers compensation premiums
- election expenses in 2016/17 (\$170k), 2020/21 (\$180k) and 2024/25 (\$190k).
- using the saving in the Transfer to ELE Reserve to fund a \$400,000 loan for additional capital works interest rate of 6.5% (higher than current lending rates) in 2015/16
- establishing a continuing \$400,000 annual loan borrowing program using an interest rate of 6.5% funded by the current reducing interest and principal loan repayments from 2016/17 and onwards
- increased depreciation to reflect increased asset values following investment in infrastructure asset renewals

The forecast Operating Result before capital Grants and Contributions is:

Budget Year	Operating Result before Capital Grants and Contributions
2014/15 Budget	(758,346)*
2015/16 Budget	146,425
2016/17 Budget	105,752
2017/18 Budget	379,516
2018/19 Budget	443,664
2019/20 Budget	494,599
2020/21 Budget	395,400
2021/22 Budget	590,022
2022/23 Budget	644,502
2023/24 Budget	679,378
2024/25 Budget	510,104

* Following adoption of Revotes

Council will achieve a reasonable ongoing annual surplus recovering the asset backlog and applying appropriate funding levels to infrastructure maintenance. Additionally, Council will be in a position to be more responsive to unforeseen needs and emergencies. Council will meet its Fit for the Future requirements.

Fit for the Future

The Office of Local Government has provided Councils with a Fit for the Future toolkit using seven ratios to assist Councils in examining:

- financial sustainability
- effective infrastructure and service management, and
- efficiency

The following indicates Council's position under each of its scenario Options

Financial Performance Indicators - Fit for the Future and Unrestricted Current Ratio

Operating Performance Ratio	This ratio measures Council's achievement of containing operating expenditure within operating revenue Benchmark > 0		
	Option 1	Option 2	Option 3
2015/16	-3.14%	-1.07%	0.35%
2016/17	-3.11%	-1.14%	0.25%
2017/18	-2.33%	-0.47%	0.86%
2018/19	-2.08%	-0.32%	0.98%
2019/20	-1.86%	-0.20%	1.06%
2020/21	-1.96%	-0.40%	0.82%
2021/22	-1.47%	0.01%	1.20%
2022/23	-1.27%	0.12%	1.27%
2023/24	-1.12%	0.19%	1.30%
2024/25	-1.37%	-0.14%	0.95%

This ratio is calculated as follows:

$$\frac{\text{Total continuing operating revenue (exc. capital grants and contributions) less operating expenses}}{\text{Total continuing operating revenue (exc. capital grants and contributions)}}$$

A greater than zero result indicates that Council's revenue exceeds expenditure. Clearly under Option 1 Council is not compliant. Option 2 shows Council moving to the benchmark in 2021/22 followed by marginal incremental improvement. Option 3 has Council meeting the benchmark.

Fit for the Future

Own Source Revenue Ratio	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions Benchmark > 60%		
	Option 1	Option 2	Option 3
2015/16	90.61%	90.79%	90.97%
2016/17	90.68%	90.86%	91.04%
2017/18	90.75%	90.94%	91.11%
2018/19	90.83%	91.01%	91.18%
2019/20	90.90%	91.07%	91.25%
2020/21	90.94%	91.12%	91.29%
2021/22	91.03%	91.21%	91.38%
2022/23	91.09%	91.27%	91.44%
2023/24	91.16%	91.33%	91.50%
2024/25	91.22%	91.39%	91.56%

This ratio is calculated as follows:

$$\frac{\text{Total continuing operating revenue less all grants and contributions}}{\text{Total continuing operating revenue inclusive of capital grants and contributions}}$$

The ratio compares own source funds against total income. Under both Options 2 and 3, own source (including rates) and total income rise in unison disclosing only a marginal change between the options. Council is well above the benchmark under all options, indicating that Council largely funds its own operations with low levels of assistance in the form of grants from State and Federal Governments compared to other Councils.

Building and Infrastructure Renewal Ratio	This ratio is used to assess the rate at which these assets are being renewed relative to the rate at which they are depreciating Benchmark > 100%		
	Option 1	Option 2	Option 3
2015/16	89.25%	106.72%	119.19%
2016/17	89.83%	106.58%	118.66%
2017/18	99.62%	115.47%	127.10%
2018/19	100.29%	115.28%	126.48%
2019/20	100.96%	115.09%	125.88%
2020/21	101.58%	114.87%	125.26%
2021/22	102.21%	114.67%	124.68%
2022/23	102.84%	114.48%	124.12%
2023/24	103.46%	114.30%	123.59%
2024/25	104.08%	114.13%	123.08%

This ratio is calculated as follows:

$$\frac{\text{Asset renewals (building and infrastructure)}}{\text{Depreciation, amortisation and impairment (building and infrastructure)}}$$

This benchmark is not met until 2024/25 under Option 1. Under Option 2 Council achieves the benchmark in 2017/18. The benchmark is however achieved from 2015/16 under Option 3, demonstrating that Council is significantly addressing the Infrastructure backlog.

Infrastructure Backlog Ratio	This ratio shows what proportion the backlog is against the total value of Council's infrastructure Benchmark < 2%		
	Option 1	Option 2	Option 3
2015/16	4.3%	4.1%	3.9%
2016/17	4.7%	4.3%	3.9%
2017/18	5.1%	4.3%	3.8%
2018/19	5.1%	4.1%	3.4%
2019/20	5.2%	3.9%	2.9%
2020/21	5.3%	3.7%	2.5%
2021/22	5.2%	3.3%	1.9%
2022/23	5.2%	3.0%	1.4%
2023/24	5.1%	2.5%	0.7%
2024/25	4.9%	2.0%	0.0%

This ratio is calculated as follows:

$$\frac{\text{Estimated cost to bring assets to a satisfactory condition}}{\text{Total (WDV) of infrastructure, buildings, other structures and depreciable land improvement assets}}$$

This benchmark is not met by Options 1 or 2. Option 3 sees a progressive reduction in the backlog with the benchmark being achieved in 2022/23.

Asset Maintenance Ratio	This ratio is to assess the actual maintenance versus required maintenance expenditure Benchmark > 100%		
	Option 1	Option 2	Option 3
2015/16	94.9%	94.9%	100.0%
2016/17	94.6%	94.6%	100.0%
2017/18	94.9%	94.9%	100.0%
2018/19	93.8%	93.8%	100.0%
2019/20	93.2%	93.2%	100.0%
2020/21	91.8%	91.8%	100.0%
2021/22	92.1%	92.1%	100.0%
2022/23	91.2%	91.2%	100.0%
2023/24	90.9%	90.9%	100.0%
2024/25	90.6%	90.6%	100.0%

This ratio is calculated as follows:

$$\frac{\text{Actual asset maintenance}}{\text{Required asset maintenance}}$$

The benchmark is not met by Options 1 or 2 as no additional funds are available to be applied to maintenance. Under Option 3, out of the proposed rate increase, 1.5% additional rate income has been applied to maintenance of assets.

Fit for the Future

Debt Service Ratio	This ratio measures Council's ability to meet its loan borrowing commitments Benchmark > 0 < 20%		
	Option 1	Option 2	Option 3
2015/16	6.33%	6.20%	6.07%
2016/17	5.52%	5.40%	5.29%
2017/18	3.58%	3.51%	3.43%
2018/19	3.26%	3.20%	3.13%
2019/20	3.16%	3.09%	3.03%
2020/21	2.49%	2.44%	2.39%
2021/22	2.36%	2.31%	2.27%
2022/23	1.83%	1.79%	1.76%
2023/24	0.91%	0.89%	0.87%
2024/25	0.99%	0.97%	0.95%

This ratio is calculated as follows:

$$\frac{\text{Cost of debt service (interest expense \& principal repayments)}}{\text{Total continuing operating revenue (exc. capital grants and contributions)}}$$

This benchmark measures the cost of loan servicing as a percentage of revenue. The benchmark is met under all Options, however the lack of fiscal flexibility prevents Council from raising additional loans under Options 1 and 2.

Real Operating Expenditure per capita	This measure is designed to assess productivity changes over time Benchmark decreasing over time (adjusted for inflation)		
	Option 1	Option 2	Option 3
2015/16	\$1,367	\$1,367	\$1,376
2016/17	\$1,353	\$1,355	\$1,364
2017/18	\$1,330	\$1,333	\$1,342
2018/19	\$1,313	\$1,318	\$1,328
2019/20	\$1,298	\$1,304	\$1,314
2020/21	\$1,297	\$1,304	\$1,314
2021/22	\$1,268	\$1,276	\$1,287
2022/23	\$1,253	\$1,262	\$1,273
2023/24	\$1,239	\$1,249	\$1,261
2024/25	\$1,230	\$1,241	\$1,253

This ratio is calculated as follows:

$$\frac{\text{Expenditure (deflated by CPI)}}{\text{Estimated Population}}$$

This benchmark requires the reduction of expense per capita over time. The benchmark has not been met, however service levels are increasing over the period. In regard to Options 2 and 3 there are higher operating expenses for depreciation as a consequence of additional capital expenditure. Option 3 also has higher expenditure funded by the additional 1.5% rate income that is being applied to maintenance and other service level improvements. Population increases

have been applied in accordance with the NSW Department of Planning and Environment's forecasts. A CPI of 2.8% has been applied against general operating expenditures.

Unrestricted Current Ratio	This ratio assesses the adequacy of working capital and the ability to satisfy obligations in the short term for the unrestricted activities of Council Benchmark is 1.5:1		
	Option 1	Option 2	Option 3
2015/16	1.28	1.27	1.27
2016/17	1.34	1.34	1.33
2017/18	1.34	1.33	1.33
2018/19	1.34	1.33	1.33
2019/20	1.38	1.37	1.36
2020/21	1.39	1.38	1.38
2021/22	1.48	1.47	1.46
2022/23	1.68	1.66	1.65
2023/24	1.81	1.79	1.78
2024/25	1.91	1.89	1.87

This ratio is calculated as follows:

$$\frac{\text{Current Assets less all External Restrictions}}{\text{Current Liabilities less Specific Purpose Liabilities}}$$

This benchmark is considered overly conservative. It requires that Council has funds of 50% more than known commitments sitting within day to day cash accounts in order to make payments. No other industry group uses a benchmark of this level. Council has operated effectively for many years below the benchmark of 1.5:1. The latest audited Financial Reports disclosed a ratio of 1.4:1 with the Auditor finding this result satisfactory.

Community Engagement

Community Engagement

In 2012 and 2014 Council commissioned 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.

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, carparking and maintenance and upgrade of roads and footpaths among the top issues of concern. 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.

Additionally, resident satisfaction focussed on 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. Of these responses 76% 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.

To further assess this point Council engaged the community again in October-November 2014 seeking their views 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. 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 this engagement phase were:



Option 1 - Maintain rates in accordance with annual rate peg (estimated at 3% per year), and cessation of the temporary Community Environmental Contract levy (i.e. 5%)



Option 2 - Continue to levy rates in accordance with the statutory annual rate peg (estimated at 3% per year) plus a one-off rate increase for infrastructure works equivalent to the value of the expiring Community Environmental Contract Levy (i.e. 5%)



Option 3 - Continue to levy rates in accordance with the statutory annual rate peg (estimated at 3% per year) plus a one-off rate increase of 10% to fund additional infrastructure works (8.5%) and allow for a financial sustainability component of 1.5%



Options 2 and 3 would involve a permanent increase in the rate base of 5% and 10% respectively under s508(2) of the Local Government Act 1993, compared to the temporary (expiring) Community Environmental Contract of 5% which has been in operation since 2000. The 1.5% financial sustainability component in Option 3 will allow for additional asset maintenance works and other operational service improvements.

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

- Information Brochures letterboxed to all residents and businesses, and mailed to all non-residential ratepayers
- Circulation to local media of three media releases
- 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 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
- Conduct of 30 hours of intercept surveys along Mosman's primary shopping precinct and Balmoral Beach
- Placement of 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.

Community Engagement

Of the total 884 votes submitted by 16 November 2014, each of the three rating options 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

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.

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.

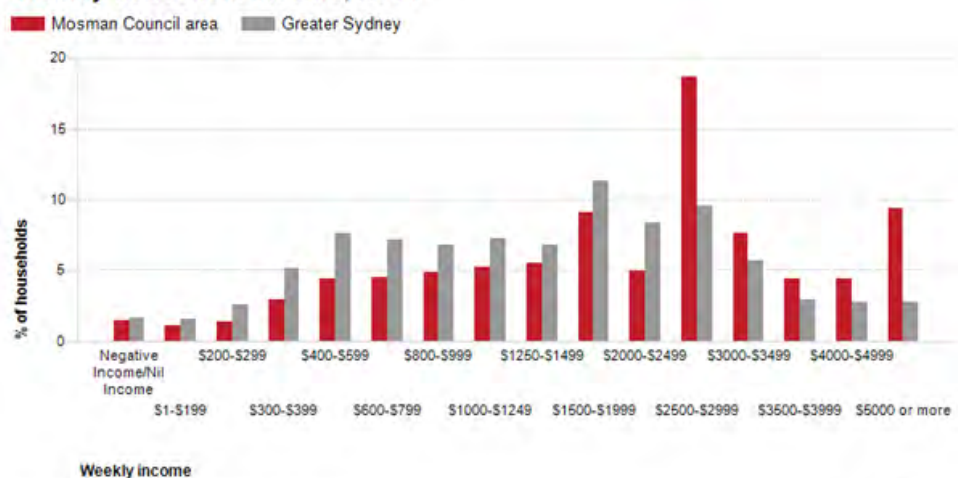
At its meeting of 2 December 2014, Council resolved that this draft Long Term Financial Plan be exhibited reflecting its preferred Special Rate Variation in 2015-16 of 13% (including the rate peg). This one-off increase (which accords with Option 3) is proposed to remain permanently in the rate base, which will then be subject to annual increases in accordance with the rate peg from 2016-17.

During the subsequent public exhibition period from 8 December 2014 to 18 January 2015 two submissions were received in relation to the draft Long Term Financial Plan – one in favour and one against the proposed Special Rate Variation. At Council's meeting of 3 February 2015 it was resolved that the Plan be adopted.

Affordability and Capacity to Pay

The 2011 Census shows significantly higher median weekly income for residents of Mosman aged 15 years and over (virtually double the NSW average) with personal income at \$1,117 compared with \$561 for NSW; family income at \$2,838 compared with \$1,477 for NSW; and household income at \$2,465 compared with \$1,237 for NSW.

Weekly household income, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data). Compiled and presented in profile by .id, the population experts.

.id
the population experts

The 2011 Census does also indicate that 20.4% of Mosman households had a weekly income of \$999 or less (less than \$52,000 per annum). Households earning \$599 or less per week (less than \$31,148 per annum) represented 11.1% of Mosman households.

For income support on selected government pensions and allowances at 30 June 2010, Mosman had 1,198 people on the Centrelink Aged Pension (full and part) and 184 people on the Disability Support Pension (Australian Bureau of Statistics, 'Selected Government Pensions and Allowances', National Regional Profile, 2006-2010).

The Index of Relative Socio-Economic disadvantage or SEIFA measures the relative level of socio economic disadvantage in an area based on a range of census statistics. It is derived from attributes such as low income, low educational attainment, high unemployment, jobs in relatively unskilled occupations and variables that reflect disadvantage rather than measure specific aspects of disadvantage. The higher the score, the lower the level of disadvantage.

Affordability and Capacity to Pay

For the SEIFA index, Mosman has the second highest index score in Sydney at 1110.7 (with scores even higher in some Mosman localities), indicating a very significant lack of disadvantage and a relatively good capacity to pay. The SEIFA index is commonly used in State government planning and resource allocation for community and health services.

The following table provides a comparison of the SEIFA Index for Mosman and that of other Local Government Areas in Sydney classified as 'OLG Group 2' by the NSW Office of Local Government:

Local Government Area (OLG Group 2)	SEIFA Index 2011
Ashfield	1015.4
Botany Bay	975.7
Burwood	996.1
Hunters Hill	1092.2
Kogarah	1036.2
Lane Cove	1106.9
Leichhardt	1078.9
Manly	1099.4
Mosman	1110.7
North Sydney	1104.8
Pittwater	1094.4
Strathfield	1022.1
Waverley	1079.6
Woollahra	1107.0

A similar comparison can also be made in relation to the SEIFA Index for all Local Government Areas in the Shore Regional Organisation of Councils (SHOROC), Greater Sydney and NSW:

Area	SEIFA Index 2011
SHOROC Region	1087.4
Greater Sydney	1011.3
New South Wales	995.8
Mosman	1110.7



It is acknowledged that, despite Mosman's extremely positive position on the SEIFA Index, not all ratepayers have an equivalent capacity to pay. Council's position in relation to dealing with hardship faced by ratepayers is contained in two long-standing policy documents - Rates - Pensioner deferment and Rates - Rebates for Pensioners. The first of these policies (Rates - Pensioner deferment) provides as follows:

"Council not write off or reduce rates or extra charges payable by pensioners pursuant to section 582 of the Local Government Act 1993, but that if any aged pensioner who is eligible for a rebate of rates under section 575 or is a War Widow pensioner if upon completion on an annual basis of an "Application for Hardship Rate Relief Order", Council is satisfied that the payment of the full amount of rates and charges levied on a property owned by an is the principal place of residence of the applicant pensioner would cause hardship, such balance of rates excluding the domestic waste service charge (after deducting the rebates under section 575 (if any) of the Local Government Act) be permitted to accumulate during the lifetime of the pensioner and be recouped by Council on the sale of the property or at the time of death of the pensioner ratepayer. The current domestic waste service charge being required to be paid annually."

The Rates - Rebates for Pensioners Policy provides an avenue for considering a write off or reduction of rates and charges payable by eligible pensioners in cases of extreme financial hardship. This policy, in part, provides as follows:

"(c) Council not write off or reduce rates and charges payable by eligible pensioners, pursuant to section 582 of the Local Government Act 1993 unless after completion of a hardship rate relief application, the General Manager (under delegated authority) is satisfied that the payment of the full amount would cause extreme financial hardship."

Council has only received one application for hardship rate relief in the last two years and it was approved. Together with another application which was approved in 2012, this equates to a total of two ratepayers receiving hardship rate relief through the deferment of their rates.

Council also offers a special rebate to war widows who do not qualify for the standard pensioner rebate. This "Australia Remembers" rebate is 50% of the rebate provided to qualifying pensioners.

Comparing Average Rates across the 14 OLG Group 2 Councils (2012/13), Mosman's Average Residential Rates are higher than the Group Average and its Average Business Rates are lower than the Group Average. It is noted that Average Rates vary significantly across the Group, with Mosman placed third overall for the level of Average Residential Rates and 11th overall for the level of Average Business Rates.

Affordability and Capacity to Pay

It is also noted that, of the 14 Councils in OLG Group 2, four have successfully applied for a Special Rate Variation or Minimum Rate increase for the rating years 2013/14 and 2014/15.

Local Government Area (OLG Group 2)	Average Residential Rate 2012/13 \$	Average Business Rate 2012/13 \$
Ashfield	979.74	4443.51
Botany Bay	614.00	8477.48
Burwood	956.95	5150.37
Hunters Hill	1379.15	863.51
Kogarah	943.74	2205.45
Lane Cove	1130.89	4157.15
Leichhardt	1106.71	6567.21
Manly	1128.62	3899.05
Mosman	1181.45	2593.59
North Sydney	513.40	2961.57
Pittwater	1351.82	2027.98
Strathfield	802.71	4910.61
Waverley	893.74	5337.92
Woollahra	1055.25	3099.02
Group Average	1002.72	4049.60

Source: Comparative Information on NSW Local Government 2012/13

The level of outstanding rates and charges also provides some indication of the community's ability to pay. A comparison of outstanding rates and charges for Councils in the OLG Group 2 is provided below. Mosman performs well against the Group Average, having the third lowest percentage of outstanding rates and charges in the 2012/13 financial year.

Local Government Area (OLG Group 2)	Outstanding Rates and Annual Charges 2012/13 %
Ashfield	2.9
Botany Bay	6.4
Burwood	2.7
Hunters Hill	2.9
Kogarah	3.3
Lane Cove	1.9
Leichhardt	7.5
Manly	3.8
Mosman	2.2
North Sydney	0.9
Pittwater	5.3
Strathfield	5.5
Waverley	2.7
Woollahra	4.7
Group Average	3.8

Source: Comparative Information on NSW Local Government 2012/13

Mosman Council has continued to achieve an excellent record for recovery of rates, annual charges, interest and extra charges, with an outstanding percentage of only 1.55% in 2013/14 being one of the lowest in NSW.

For the three rating options considered by Council and the subject of community engagement in October - November 2014, the impact on Mosman's average residential and average business rates (over the next four years) would be as follows:

Average Residential Rates	2014/15	2015/16	2016/17	2017/18	2018/19	Total rate increase over 4 years
Option 1 - 5% CEC Expires; 3% rate peg applied	1,256.75	1,235.16	1,272.22	1,310.39	1,349.70	
Annual increase/decrease		-\$21.59	\$37.06	\$38.17	\$39.31	\$92.95
Option 2 - 8% SRV incl. 5% increase and 3% rate peg	1,256.75	1,295.12	1,333.98	1,374.00	1,415.22	
Annual increase		\$38.37	\$38.86	\$40.02	\$41.22	\$158.47
Option 3 - 13% SRV incl. 10% increase and 3% rate peg	1,256.75	1,355.08	1,395.74	1,437.61	1,480.74	
Annual increase		\$98.33	\$40.06	\$41.87	\$43.13	\$223.39

Average Business Rates	2014/15	2015/16	2016/17	2017/18	2018/19	Total rate increase over 4 years
Option 1 - 5% CEC Expires; 3% rate peg applied	2,793.24	2,745.25	2,827.61	2,912.44	2,999.81	
Annual increase/(decrease)		-\$47.99	\$82.36	\$84.83	\$87.37	\$206.57
Option 2 - 8% SRV incl. 5% increase and 3% rate peg	2,793.24	2,878.52	2,964.87	3,053.82	3,145.43	
Annual increase		\$85.28	\$86.35	\$88.95	\$91.61	\$352.19
Option 3 - 13% SRV incl. 10% increase and 3% rate peg	2,793.24	3,011.78	3,102.13	3,195.20	3,291.05	
Annual increase		\$218.54	\$90.35	\$93.07	\$95.85	\$497.81

Affordability and Capacity to Pay

Willingness to Pay

In June 2014 Council commissioned its biennial Community Survey to gauge the views of residents on local services, facilities and other issues. The survey was conducted by telephone and involved 400 randomly-selected residents. Of the respondents, 62% stated that they were 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-November 2014 Council further engaged 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 results of this engagement, together with further consultation on this Plan during December 2014–January 2015, indicate a willingness on behalf of the Mosman community to support an increase above the rate peg to deal with the current infrastructure backlog and to improve Council's longer term financial sustainability.



Productivity Improvements and Cost Containment

Productivity and Efficiencies

The decision to seek the community's views on a potential rate rise was in part predicated on the work that Council has undertaken in recent years in improving the productivity and efficiency of its operations, as well as containing costs and exploring additional revenue streams to deliver required levels of service. These efforts, which reflect both specific projects and ongoing ways of working, include:

Joint Cooperation Delivering Efficiencies and Cost Savings

Shorelink Library Network

The Shorelink Library Network was established in 1983 and comprises the Councils of Mosman, Lane Cove, Manly, North Sydney and Willoughby Councils. Our communities have access to the resources of all the libraries (more than 830,000 items).

Shorelink demonstrates the benefits of cooperation which include significant cost savings in the areas of the Library Management System (which was the subject of a new joint contract in 2012-2013), the telecommunications infrastructure (which supports public access Internet and Wi-Fi) and the two specialist staff that the five libraries share. The cost of running a standalone system would be considerably higher, and Council would lose the advantage of shared expertise which extends beyond the Library Management System to areas such as strategic planning, information technology, collection management and customer service.

Other areas where the Shorelink libraries share costs include cooperative purchasing of resources (e.g. eBooks), and a daily courier service between the libraries.

The cost of Mosman's membership of the Shorelink Library Network between 2011 and 2015 has been:

- 2011-2012 - \$75,714 (13% of total members' costs)
- 2012-2013 - \$66,224 (13% of total members' costs)
- 2014-2015 - \$63,418 (12% of total members' costs)

Productivity Improvements and Cost Containment

The reduction in costs over this period reflect the excellent result achieved through the Library Management System tender process in 2012-2013, combined with a small cumulative increase in loans/membership at Lane Cove and Willoughby libraries which has subsequently reduced the proportionate membership fee payable by Mosman.

Kimbriki Recycling and Waste Disposal Centre

Council is a shareholder in the Kimbriki Recycling and Waste Disposal Centre along with Warringah, Manly and Pittwater Councils. It is a recycling and non-putrescible waste disposal centre operating since the late 1960s. It is one of only a few landfills in Sydney which has a long-term capacity and has a clear policy of maximising resource recovery and minimising waste disposal to landfill. It also operates at a profit, returning to the respective councils dividends according to their shareholdings.

This example of resource sharing has been of significant importance to Council's sustainability over many years providing a landfill site in reasonable proximity to Mosman, guaranteeing its residents access to the centre at discounted rates and providing income to Council.

Internal Audit Function

In 2009, Mosman Council was the initiating Council for the establishment of the North Shore Councils Internal Audit Group comprising Mosman, Manly, North Sydney, Willoughby, Lane Cove and Hunters Hill Councils. The Group has employed a Head of Internal Audit and two Auditors who undertake a planned audit program agreed to by all General Managers and their respective Audit Committees. This has enabled the participating Councils to set up an effective internal audit function which they would not otherwise have been able to appropriately resource.

Joint Procurement

In order to obtain procurement scale benefits, where available, Council participates in joint tendering services with other Councils. As part of the Shore Regional Organisation of Councils (SHOROC) Council has entered into the following joint contracts with Warringah, Manly and Pittwater Councils:

- Civil Works
- Stormwater Works
- External Audit Services
- Banking Services
- Ticket Parking Machines Supply and Maintenance
- Supply and Lay Turf

The estimated saving to Mosman Council resulting from its participation in the SHOROC Joint Procurement project has been estimated at \$780,250 for the period from 2010/11 to 2013/14.



Given Mosman's size and existing purchasing power, the ability to participate in these larger contracts with other organisations provides large scale costs benefits. Negotiations through SHOROC are currently underway to extend this purchasing power to include the NSROC Councils which will further enhance the purchasing power of the Councils.

Council has also used other procurement agencies including Local Government Procurement, State Government Contracts, SSROC and HunterRoc's Regional Procurement Initiatives to enter into contracts such as:

- Telecommunications
- IT Hardware and Software
- Printing and Stationery
- Cash Collection Services
- Road Pavement Resealing
- Line Marking and Signage
- Hygienic Services
- Fire Services Maintenance
- Plant Hire
- Air Conditioning Maintenance
- Electricity Supply and Street Lighting

Other Joint Arrangements currently under consideration

Council's Community Services team has been participating in ongoing discussions with neighbouring Councils and service providers regarding alternate service delivery models across a range of social support services. At the end of 2014 these discussions are continuing in relation to regional administration of immunisation services and alternate operating arrangements for both community transport and food services. Future operating models for the latter two services are somewhat dependent on the outcomes of funding reviews being implemented at State and Federal government level.

Council continues to explore opportunities for joint procurement most recently including Hunters Hill and Ku-ring-gai Council in the SHOROC Stormwater Maintenance Tender. Current procurement opportunities currently being explored with SHOROC include Marine Structure Maintenance and Building Trades Work.

Productivity Improvements and Cost Containment

Organisational Efficiencies and Productivity Improvements

Contracting Services

Mosman Council has a long history of contracting services in order to obtain cost efficiencies. In the early 1990s Council made a crucial decision to take the competitive tendering approach for the provision of its major services and construction works including all its cleansing operations, tree lopping, parks, gardens and oval maintenance and building and property maintenance services. These complemented the pre-existing waste management contract.

This resulted in Council being able to rationalise its operations and over a short period of time it was able to significantly downsize its works staff from over one hundred employees to its current complement of six. Further significant savings occurred through the rationalisation of its depot facilities and the sale of surplus plant and equipment which were no longer required. Council was able to sell its main works depot site and plant nursery for residential development and also to eliminate the need to conduct a works store holding for construction and maintenance materials.

Service Contract Reviews

Council continues to look for opportunities to improve cost efficiencies through existing service contracts. In the past council has engaged expert consultants to review contract specifications including the recent Parks and Sportsfield Management Contract. All specifications for major service contracts upon renewal are reported to Council for review and approval prior to tendering for that service.

Service Reviews

In 2013 Council undertook a comprehensive review of costs and service levels relating to its community bus, the 'Mosman Rider'. As a result of this review, service delivery times were reduced to focus on peak demand and a saving of \$36,000 per annum was achieved. Council is undertaking a further review of this service in 2014-15.

Other service reviews completed or proceeding in 2014-15 include those relating to:

- Communications
- Compliance
- Customer Service

The objective of these reviews is to deliver improvements in both service levels and efficiencies.



Expenditure Review Committee

In May 2013 an Expenditure Review Committee was established to provide a further level of rigour to Council's financial planning and budgeting processes and to contribute to periodic reviews of services and expenditure. Specifically, Council resolved that the Committee be formed:

- to participate in the optimum allocation of the council's resources for the benefit of the area
- to review the performance of the council and its delivery of services, and the delivery program and revenue policies of the council

Matters dealt with by the Committee to date include:

- review of proposed expenditure allocations in pre-budget phase
- re-casting of budget formatting to provide better information for decision making
- review of contract specifications including those for parks and gardens management and sporting field management
- review of the Mosman Rider Service

The Committee will also be reviewing in detail Council's Fees and Charges prior to the exhibition of the 2015/16 Fees and Charges Schedule.

Council Vehicle Fleet

Since 2000, Council has reduced the number of passenger vehicles in its fleet from 40 vehicles mostly with private use benefits to 32 in 2006 to 10 non private use passenger vehicles in 2014. This has resulted in significant savings from loss at resale, vehicle running costs and insurance costs as well as capital holding savings. Savings achieved are in excess of \$120,000 per annum compared to 1999/2000.

Productivity Improvements and Cost Containment

Web/On-line Technologies

In recent years Mosman Council has significantly increased its online presence with multiple websites and social media platforms. This has enabled administrative cost savings associated with the printing and distribution of materials as well as providing more accessible services to residents and ratepayers.

A review of Council's local newspaper advertising in 2013 also consolidated and improved previous advertising layout and procedures, and reductions in newspaper advertising have been achieved overall, particularly with on-line job advertising now being given priority.

New customer technologies - Mosman Library

The introduction of self-checkout facilities since 2012 has resulted in improvements to the customer service delivery model at Mosman Library. The high take up by customers of the self-checkout option resulted in the introduction in January 2014 of the Roving Reference Service. The focus of this service is on getting staff out from behind the Customer Desk to provide more personalised service in accordance with contemporary customer needs and expectations.

The implementation of RFID has enabled automatic returns and the introduction of a concierge desk in 2015 will further enhance customer service and productivity by enabling staff to spend more time assisting customers to meet the increasing demand for one-on-one staff assistance with reading selection and use of the Library's e-resources. It will also free up staff to spend more time on collection development including item processing and reducing the time lag between receiving an item and having it shelf ready and available for the customers. Staff will also be able to be redeployed to improve access to Council's Local Studies collection through creating content for publishing online.

Policy, Corporate Practice and Procedures Panel

In February 2014 a panel consisting of the Executive team, Manager Governance and the Chief Financial Officer was set up to schedule and review all of Council's existing policies procedures and corporate practices. Once approved by the panel they are referred to the General Manager or Council for approval. The purpose of this is to ensure that the corporate documents reflect current legislative requirements, are up to date in accordance with practice and that they are in a standard format.

Increasing Revenue Streams

Introduction of On-Street Pay Paying Parking Ticket Machines

In 2009, Council installed 30 on-street pay and display ticket parking machines at Balmoral, The Spit, adjacent Rosherville Reserve and on Bradleys Head Road resulting in significant funds for asset related purposes. These were in addition to the 11 machines that were already installed in the off-street foreshore car parks. The budgeted income from all ticket parking machines for 2014/15 is \$3.415 million.

Review and leverage of Council owned assets

In 2010, an Investment Properties Business Plan was adopted by Council. The objective of the plan is to assess the purpose, risks and benefits for the Council and includes:

- Overview of the activity
- Management and governance of the portfolio
- Financial considerations
- Cost/benefit analysis
- Site specific issues
- Summary of recommended actions

Council's investment property portfolio comprises the following properties and is reported upon as a declared business activity for the purposes of National Competition Policy:

- | | |
|---------------------|--------------------------------------|
| ▪ 573 Military Road | Mosman Square Shops 1 to 9 |
| ▪ 601 Military Road | Library Walk Shops 1 to 10 |
| ▪ 601 Military Road | Library Walk Flats 1 to 5 |
| ▪ 624 Military Road | Boronia |
| ▪ 2 The Esplanade | Watermark Restaurant, Balmoral Baths |
| ▪ 4 The Esplanade | Balmoral Bathers Pavilion |
| ▪ 90 Vista Street | Cafe, Mosman Swim Centre |

Productivity Improvements and Cost Containment

These properties have been specifically acquired or developed to provide a financial return to the Council with the objective of contributing to Council's financial sustainability.

In the past three years Council has sought to maximise the return on many of its assets. Significant examples include:

a) Bridgepoint signage VPA

In August 2012 after lengthy negotiations Council entered into a Voluntary Planning Agreement to provide advertising on the footbridge from the Bridgepoint Shopping Centre across Military Road, Mosman. This has resulted in significant income to Council for asset related works which in 2014/15 will provide Council a net GST inclusive income of \$483,794.52.

b) Civic Centre Site and Raglan Street West Carpark site

Council is currently in the process of reviewing potential development options for both these sites, with a view to providing a net return to Council as well as improved car parking and community facilities in the Mosman business precinct. Due to the lead time for these projects and extensive planning approvals process the LTFP currently does not include any forecast income.

Cultural Grants and Donations

While the availability of, and access to, external grant funding has typically become more challenging in recent years, a concerted effort by Council's Cultural Services team has delivered some excellent results for the Mosman Art Gallery over the last few years. From a \$0 base in 2010, Council now receives approximately \$100,000 per year in government grants for arts and cultural programs, including an annual programming grant of \$75,000 from Arts NSW.

Cash Sponsorship of arts programming has also increased over the last three years by 300% (approximately from \$5,000 to \$20,000 per annum) and a philanthropy program has been established in the last three years with the aim of developing regular long term giving by the community.

The Creative Circle, a subset of the philanthropy program, currently has over 20 members, who each donate \$1,000 per year to the Mosman Art Gallery. Donations of artworks has been a major area of asset based (noncash) income to the Mosman Art Gallery. Over the past three years artwork valued at over \$1.5 million has been donated.

Retail Outlets

In 2012 a retail outlet was established at Mosman Art Gallery and is now generating income of approximately \$30,000 per annum.



Cost Containment

Delivering Improved Services with existing resources

Major Website Redesign

In 2013-2014 Council's website was redeveloped and redesigned to deliver more opportunities for community participation online and increased functionality. The entire project was undertaken in-house by Council's Web and Graphic Design Teams, delivering significant cost savings as well as complete control over future development and enhancements.

Other recent service improvements

Mosman Library has been able to expand the number and range of programs it offers in recent years without an increase in staff resources as a result of the use of technology to free staff from mundane tasks. Technology Tuesday Talks, Monday Matters, Write @Mosman Library, more Book Clubs facilitated by Library staff and increased Local Studies exhibitions are examples of new and expanded programs introduced over the last few years.

Similarly, new programs such as Council's Youth Volunteer Programs, the Mosman Youth Forum and Saturday Respite have been implemented in the last two years, effectively within existing budgets. Mosman Council also coordinates an extensive program of 440 volunteers and it is conservatively estimated, on current figures, that this program represents an annual saving of more than \$600,000.

Asset Management Reviews

In 2010, Council engaged G Creber and Associates Pty Ltd to undertake a strategic review of current asset management practices and to assist Council to identify necessary asset management improvements with a view to advancing asset management at Council.

As a result second generation Asset Management Plans were developed for all infrastructure assets to include more robust lifecycle management strategies and financial forecasts. The Asset Management Reference Group was also formed to better inform and establish the community's desired level of service.

Productivity Improvements and Cost Containment

In 2013, GHD Consultants were engaged to review Council's progress in asset management and update its Asset Management Strategy and Policy. Council currently has a clear and informed expenditure profile that would best optimise asset related services to the community at a cost and risk that is acceptable.

Bus Shelter Contract

In 2002, it was evident that many of Council's existing bus shelters were approaching the end of their economic life and were costing significant money in maintaining them and in the removal of graffiti and in repairing vandalism. An environmental impact study was undertaken in respect of replacing these shelters with shelters containing commercial advertising.

Following a community consultation process and assessment Council resolved to seek public tenders on the removal of the existing shelters and the supply, installation and maintenance of 27 new shelters. In accepting the successful tender Council benefited by not having the capital cost to replace the shelters and ongoing savings for 15 years in operational costs as the shelters are required to be fully maintained, including cleaning and repair. In addition a new revenue stream was created through income from the advertising for which in 2013/14 generated \$290,000 and since 2002 a total exceeding \$3,000,000 has been received from this source.

Agreements with Sporting Bodies

In 2013 and 2014 Council undertook extensive consultation with sporting bodies in relation to the operation and use of Council's main ovals. The outcome of this consultation resulted in a new Sporting Field Policy, a staged increase in user fees and the Mosman Rugby Club agreeing to provide over \$100,000 in funding to improve Rawson Oval.

Sustainable Energy Initiatives

Over the last 5 years Council has implemented many sustainable energy initiatives with a view to decrease long term costs and provide benefits to the community. These include:

- Installation of Solar Panels at the Marie Bashir Sport Centre resulting in an annual saving of \$4,000 in electricity costs
- Lighting Retrofit of Vista Street Car Park, Mosman Library and the Civic Centre Administration building resulting in an annual saving of \$40,000 in electricity costs
- Installation of variable speed drives in exhaust extraction fans linked to carbon monoxide monitoring system in Vista Street Park resulting in an annual saving of \$40,000 in electricity costs
- Construction of large rainwater re-use tanks in Botanic Road and Cross Street resulting in a water saving of approximately 12,000kL or \$30,000 over five years



Alternative Funding Options

Council has explored a variety of other funding options as part of its ongoing planning and particularly in the context of a possible special rate variation with the impending expiry of the Community Environmental Contract levy. These options, which will continue to remain relevant whether or not a further special rate variation is granted, include the following:

Grant Funding

Over the last 5 years, Mosman Council has successfully received operational and capital grants totalling \$14.8 million. Recently the funding opportunities through the Federal and State Government have been more difficult to obtain and this remains true for 2014/2015. The current external economic circumstances indicate that there are limited grant funding options available and this is unlikely to change for the foreseeable future. Council has also been advised that its Federal Government provided Financial Assistance Grant will no longer be indexed.

Additionally many grant opportunities require matching funding from Council and Council has limited capability of fulfilling any such requirements without placing pressure on projects already considered in the works program.

In 2014/15 Council was not successful in securing any funding through the Roads and Maritime Services for road safety and cycle works and only in October 2014 did the Federal Government confirm the extension of the Roads to Recovery program.

Council will continue to seek out opportunities as they arise. It is likely that if Council was able to secure additional grant funding, the Grant would be for a one-off project.

Loans

As at 30 June 2014 Council's loan portfolio stood at \$10.966m, including two \$2m Local Infrastructure Renewal Scheme (LIRS) loans. The current loans will be fully repaid by 2023.

Alternative Funding Options

Council has traditionally applied increases in parking revenues as the funding source for loan repayments. No new loans are to be taken up in 2014/15. Council's Debt Service ratio (the proportion of loan repayments to Operating Income) as at 30 June 2014 stands at 6.49% well below the maximum benchmark of 20%. Loan funds are seen as a suitable funding source for infrastructure asset renewal as the cost of providing the renewed assets is spread across future beneficiaries.

All scenarios detailed in the LTFP are based on establishing a rolling annual \$400,000 loans program from 2015/16 aimed at supplementing the reduction of the infrastructure backlog. The LTFP forecast is based on loan interest amounting to 6.5%. As current loans are repaid, loan repayment levels will be contained within current funding levels and will not be increasing.

Pricing Policy Reviews

Council annually establishes its fees and charges in accordance with the provisions of the Local Government Act 1993. Statutory fees are fixed by regulation, legislation or a State/Federal Authority. As such, Council has no influence on how the statutory fee amount is determined nor do such statutory fees tend to increase by CPI or reflect the true cost of providing the service.

It is anticipated that a review of the remaining Council's fees and charges will be increased at 3.0% slightly more than the forecast CPI of 2.8%.

In the last five years Council has undertaken extensive reviews in its adopted Pricing Policy - Schedule of Fees and Charges particularly in the areas of pay and display parking; construction traffic related matters and the use of Council's public areas, including community properties.

It is considered that the fees charged for the public to use its foreshore reserve car parks, which are partly used to offset the ever increasing maintenance of these areas, are at their upper limit being equal to or greater than the other Sydney Harbour and ocean front based Sydney metropolitan Councils.

Review of rates of asset depreciation

In the last three years significant investment has been undertaken in asset management in Mosman. Council has in place Asset Management Plans for all asset classes and has an adopted Asset Management Policy and Strategy. This work is a result of a combination of in-house expertise, the community-based Asset Management Reference Group and external consultants.

As part of this process, and in conjunction with Council's Independent Audit Committee, a new Infrastructure Assets – Capitalisation, Revaluation and Disposal Policy was adopted by Council in June 2013, whereby unit rates and useful lives of assets are reviewed annually. This work has resulted in a reduction in depreciation expenses of infrastructure assets since 2011 from \$7.847m to \$5.557m in 2014.



Reserve Funding

Council holds limited externally restricted financial reserves. Those held cover funds raised for domestic waste, Section 94 Contributions and specific purpose grant funds. These funds are only to be used for the purpose they were raised.

Internally restricted reserves include funds held under resolution of Council for such items as employee leave entitlements and plant and vehicle replacement. These funds are only to be used for the purpose under which they were resolved by Council.

The 2014 financial year financial reports Note 6 show that Externally Restricted Reserves amount to \$4.475m and Internally Restricted Reserves amount to \$4.362m.)

Redirection of funds through service reductions and/or further productivity improvements

If Council does not proceed with or is unsuccessful in applying for a Special Rate Variation it will be required to review opportunities to reduce existing service levels and further explore any additional opportunities (considered limited) to improve productivity, operational efficiencies or to further contain costs. This will be in addition to the savings and efficiencies that have already been achieved and that continue to be part of the way Council operates.

In this regard it is noted that all Councils in NSW are currently considering and responding to the NSW State Government's Fit for the Future package of reforms and future sustainability will also be impacted by the outcomes of these reforms.

Sensitivity Analysis

Sensitivity Analysis

The community profile of Mosman and resulting developments is expected to remain relatively static or have small levels of growth over the next 10 years. In that context the LTFP is somewhat insulated by unforeseen changes in major indicators. However, the LTFP does remain susceptible to changes in the common indicators and to address this, Council has included conservative estimates in the LTFP as follows:

Wage and Salary Forecasts

The current award increases have been built into the Options providing for the following increases:

- 2014/15 - 2.6%
- 2015/16 - 2.7%
- 2016/17 and thereafter - 2.8% thereafter

It is noted that the current award is in place until 2016/17 and that it is not possible to accurately predict wages growth beyond that time.

CPI Movements

The Reserve Bank of Australia reviews its forecasts for price movements throughout the year. The most recent pronouncement of the Governor of the Reserve Bank (14 November 2014) is that inflation remains in the range of 2.0 to 3.0%. CPI variations are somewhat volatile. The LTFP is based on 2.8% over the life of the LTFP for both known expenditure and revenue items that are impacted by the CPI.

Interest Rates

Interest rates remain at historically low levels. The LTFP proposes that Council will have a conservative \$400k annual rolling loan borrowing program. The first loan will be taken up in June 2016. A conservative allowance of 6.5% interest has been applied. There is limited fiscal flexibility in Options 1 and 2 to raise additional loans or cover increases in interest rates above 6.5%.

Council will continue to monitor these indicators and any other major changes that impact the LTFP as part of the annual review of the Plan.

Asset Management

This Long Term Financial Plan has an emphasis on reducing the infrastructure backlog and maintaining and renewing Council's assets. As at end 2013/14 financial year the backlog was \$8.6 m and includes works related to all asset classes as follows:

- Roads and Footpaths
- Marine Structures
- Stormwater
- Buildings
- Open Space

To assist in programming works Council has established asset management plans for all infrastructure asset classes. The condition of these assets is regularly assessed. Based on current assessment data, it is considered that the current level of expenditure is insufficient to address the backlog.

This section of the LTFP describes Council's asset base and condition, approach to asset management and the asset expenditure across the three LTFP scenarios.

Mosman's Assets

Council is currently responsible for managing over \$463 million carrying value (written down value) worth of public assets including roads, parks and open space, buildings, stormwater drainage and marine structures. Some examples of the nature and scale of assets include:

- 90 km or 1,486,179 sqm of road pavement
- 14 at-grade and 2 multi-storey car parks
- 1,133 retaining structures
- 15 playgrounds
- 32 parks and reserves covering 172,383 sqm
- 22 bushland areas covering 313,917 sqm
- 62 km of stormwater drainage pipes
- 38 stormwater quality improvement devices
- 1 indoor swim centre, 2 harbour baths, 3 jetties and 1 natural 'pool'.

Asset Management

Asset Management Plans

As part of its suite of Integrated Planning and Reporting documents, Council has adopted the following:

- Asset Management Policy 2013
- Asset Management Strategy 2013
- Roads Asset Management Plan 2013
- Stormwater Asset Management Plan 2013
- Parks and Open Space Asset Management Plan 2013
- Marine Structures Asset Management Plan 2012
- Buildings Asset Management Plan 2013

These documents are available on Council's website and outline the details and processes involved in managing Mosman's infrastructure assets. The asset management plans for each class of asset include required maintenance and renewal funding levels to ensure these assets are kept at a satisfactory standard and also include 10 year work plans.

Maintenance refers to work required to retain an asset as near as practical to its original condition. Maintenance does not increase the service potential of the asset or keep it in its original condition; it slows down deterioration and delays when rehabilitation or replacement is necessary. Renewal refers to works to replace an existing asset or facilities with assets or facilities of equivalent capacity or performance capability.

Asset Condition

In 2011, Council established an Asset Management Reference Group which included several Mosman residents. This group, along with reviewing Council's overall approach to asset management, assisted to define the "level of service" in relation to the condition of our assets.

The standards set by this group have been adopted across our asset management plans with each plan defining condition intervention levels. Based on this information and detailed condition assessments Council has developed a fairly accurate picture of the condition of the network and the work involved to bring it to a satisfactory standard.

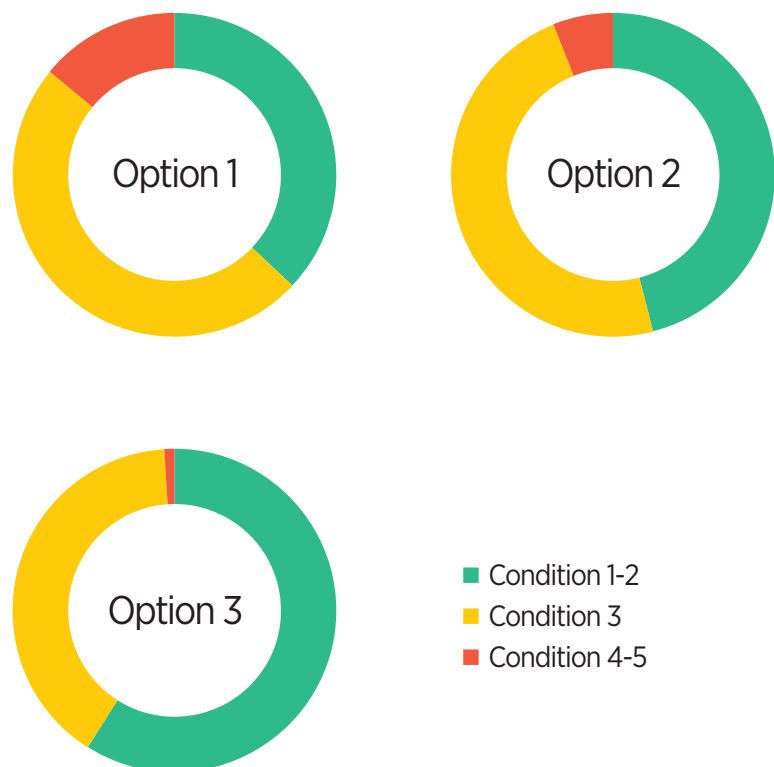
Council's assets vary in condition with the majority of assets being satisfactory to excellent. There are however some assets that are in poor to very poor condition and they are included as priorities in Council's work plan.

Asset Condition Continued

Council's assets are rated on a scale of 1 to 5 as follows:

- Condition 1 – Excellent - As new
- Condition 2 – Good - Some sign of wear and tear
- Condition 3 – Average - Some areas with defects
- Condition 4 – Poor - Extensive wear and tear
- Condition 5 – Very Poor/Failed - Asset unserviceable

The forecast condition profile after 10 years under each of the Options detailed in this Plan is as follows:

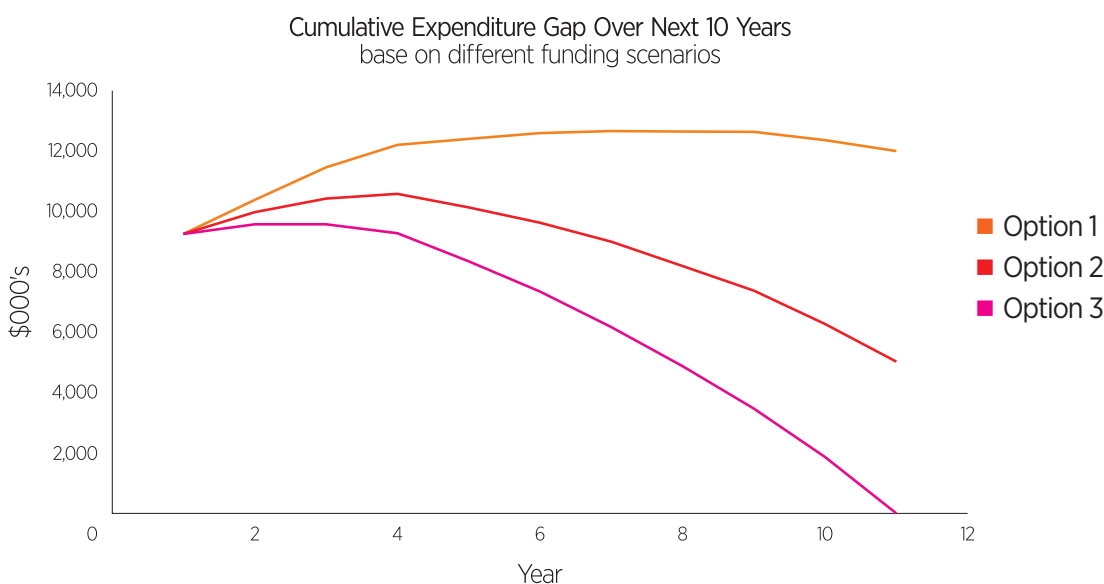


Asset Management

Infrastructure Backlog

Assets with condition 4 and 5 require renewal works and are considered our 'infrastructure backlog'. The current cost to renew this backlog is estimated at \$8.6 million. This backlog has been created as Council's actual expenditure on assets has not met the required expenditure.

Council's 10 year work program within the Infrastructure Asset Management Plans details works to address this backlog. However, on current funding levels Council's infrastructure backlog is estimated to increase to \$12 million after 10 years.



A revised draft Five Year Capital Works Program based on annual expenditure averaged over 10 years has been prepared based on the various options/scenarios detailed in this LTFP. This program is detailed on pages 54–68 of this Plan. In essence, under each option the work plans remain the same, however the works are accelerated as a result of increased funding. Given the results of the community surveys in both 2012 and 2014, priority has been given to roads and footpath works.

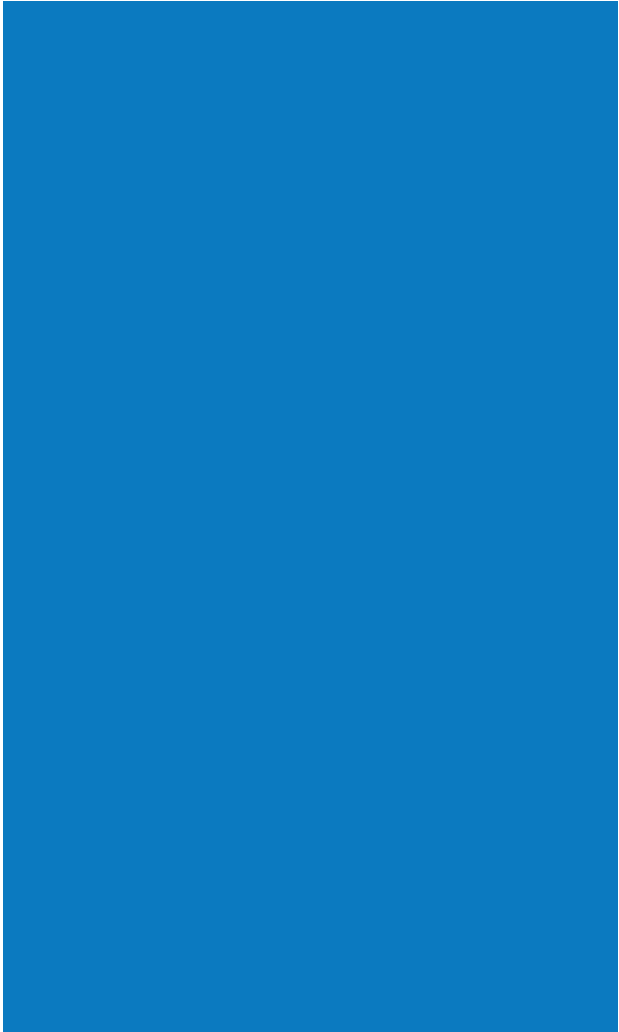


Five Year Capital Works Program

The projected annual work programs listed in this next section are based on planned expenditure averaged over 10 years.

Estimated costs are based on engineering inspections and general scope of works. These cost estimates will be further refined at the tendering stage.

Note that *Draft 5 Year Footpaths Renewal Work Program* estimated costs are inclusive of grant contributions. Should grant not be received works may be reprioritised.



Five Year Capital Works Program

Draft 5 Year Capital Works Program – Road Pavements

Location		Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION - 13%)
			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 Ryrie 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 Works 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			
Ballantyne 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 Ryrie 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 Ryrie 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			
Serge 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			

Five Year Capital Works Program

Draft 5 Year Renewal Works Program – Footpaths

Location		Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION - 13%)
			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 1	Year 1
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 4	Year 3	Year 3
Mosman Street	Right - from Trumfield to Badham Avenue	14,000			
Quakers Road	Left - from Kerb at end of 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 4	Year 3	Year 3
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 4	Year 3	Year 3
Avenue Road	Right - from Reid Park to Upper Avenue Road	5,000			
Sverge 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			
Clanlpin 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 Works 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			
Kallaroo 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			
Ourimbah Road	Left - from Congewoi Road to Macpherson Street	56,000			
Ourimbah Road	Right - from Brady Street to Cowles Road	31,000	Year 5	Year 4	Year 4
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			

Five Year Capital Works Program

Draft 5 Year Renewal Works Program – Footpaths Continued.

Location		Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION - 13%)
			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 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			
Clanlaine Street	Left - from Magic Grove to Queen Street	10,000			
Calypso Avenue	Right - from Clanlaine 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 Works 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			
Various	140,000			
Various	101,600			
Various	-104,800			
Various	175,000			
Various	127,000			

Draft 5 Year Capital Works 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 Stabilisation - scaling, shotcrete and revegetation	30,000	Year 1	Year 1	Year 1
Athol Wharf Road - Stage 1	Slope Stabilisation - scaling, shotcrete and revegetation	323,000			
Athol Wharf Road - Stage 2	Slope Stabilisation - scaling, shotcrete and revegetation	323,000	Year 2	Year 2	Year 2
Athol Wharf Road	Slope Stabilisation - scaling, shotcrete and revegetation	16,000			
Glen Street	Slope Stabilisation - scaling, shotcrete and revegetation	209,000	Year 3	Year 3	Year 3
Clan Alpine Street	Construct concrete wall with drainage cell and sandstone facing	392,000			
Bay Street	Slope Stabilisation - scaling, shotcrete and revegetation	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 Stabilisation - scaling, shotcrete and revegetation	52,000			
Harnett Avenue	Slope Stabilisation - scaling, shotcrete and revegetation	5,000	Year 7	Year 7	Year 7
Hopetoun Avenue	Slope Stabilisation - scaling, shotcrete and revegetation	11,000			
Ida Avenue	Slope Stabilisation - scaling, shotcrete and revegetation	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 Stabilisation - scaling, shotcrete and revegetation	9,000			
Morella Road	Slope Stabilisation - scaling, shotcrete and revegetation	5,000	Year 10	Year 10	Year 10
Mosman Street	Construct concrete wall with drainage cell and sandstone facing	32,000			
Parriwi Road	Slope Stabilisation - scaling, shotcrete and revegetation	68,000	Year 11	Year 11	Year 11

Five Year Capital Works Program

Draft 5 Year Capital Works 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
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	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			
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		
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			
Clanlaine Street / Raglan Street / Illawarra Street	Construct concrete wall with drainage cell and sandstone facing	217,000			
Clanlaine Street	Slope Stabilisation - scaling, shotcrete and devegetation	15,000			
Clanlaine 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 Works 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			

Five Year Capital Works Program

Draft 5 Year Capital Works Program – Buildings Continued.

Draft 5 Year Capital Works 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	Year 3
All Buildings	Unplanned renewal works	200,000			
Roundhouse Toilets	General upgrade	100,000	Year 4		
Library	Electrical appliances	20,000			
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			
Balmoral Oval Pavilion	Balmoral Co-facility planning guidelines	150,000	Year 4	Year 4	
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			
Depot	Mechanical renewal	120,000			
Depot	Floor covering, cupboards and painting	60,000			
Swim Centre	Electrical renewal	100,000	Year 5	Year 5	
Swim Centre	Replace tiles	150,000			
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			
Balmoral Oval Pavilion	Balmoral Co-facility Detail Design and Documentation - Stage 3	500,000	Year 5	Year 5	
All Buildings	Miscellaenous renewal works	200,000			
All Buildings	Miscellaenous renewal works	400,000			

Draft 5 Year Capital Works 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			
Harnett 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			

Five Year Capital Works Program

Draft 5 Year Capital Works Program – Parks and Open Space Continued.

Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION ~ 13%)			
			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			Year 5	Year 4	Year 4	
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		Year 5				Year 5
Reid Park	Surface restoration	22,000						
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						
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						
Harnett Park	Upgrade walking tracks and stairs - Stage 2	80,000						
Military Road	Renew tree pits	20,000						

Draft 5 Year Capital Works Program – Marine Structures

Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION ~ 13%)
			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 Works Program – Stormwater Drainage

Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION ~ 13%)
			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			

Five Year Capital Works Program

Draft 5 Year Capital Works Program – Stormwater Drainage Continued.

Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION ~ 13%)
			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	Year 2	Year 2	Year 2
Raglan Street	Reline pipe	6,000			
Waitovu Street	Reline pipe	45,000			
Prince Albert Street	Reline pipe	14,000			
Various	Pits renewal	60,000			
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	Year 2	Year 2	Year 2
Gordan Street	Reline pipe	20,000			
Stanley Avenue	Reline pipe	7,000			
Killarney 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 Works Program – Stormwater Drainage Continued.

Location	Work Type	Estimated Cost (\$)	Option 1 (BASE)	Option 2	Option 3 (PREFERRED SRV OPTION - 13%)
			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			
Harnett 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			
Various	Works identified by CCTV survey	50,000			

Ten Year Financial Forecasts

Ten Year Financial Forecasts



Option 1 - Base Scenario
No Special Rate Variation, Temporary
Community Environmental Contract expires



Option 2 - 8% Special Rate Variation



Option 3 - 13% Special Rate Variation
Preferred Option

Mosman Council Income Statement - OPTION 1 - 10 Year Financial Plan for the Years ending 30 June 2025 – (Base Scenario–No Special Rate Variation, Temporary CEC expires)													
	Actuals	Current Year	Projected Years										
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Income													
Rates & Annual Charges	22,611,000	23,673,825	23,542,630	24,232,971	24,943,720	25,675,421	26,428,702	27,313,090	28,002,593	28,824,532	29,670,720	30,541,878	
User Charges & Fees	9,790,000	9,650,840	9,902,205	10,179,403	10,464,424	10,757,414	11,058,585	11,538,735	11,687,544	12,013,689	12,350,034	12,695,805	
Interest & Investment Revenue	438,000	426,000	437,928	450,188	462,795	475,753	489,075	510,357	516,847	531,318	546,195	561,488	
Other Revenues	6,524,000	3,897,710	4,005,723	4,117,814	4,233,088	4,351,541	4,473,327	4,667,175	4,727,974	4,859,536	4,995,543	5,135,364	
Grants & Contributions provided for Operating Purposes	1,996,000	2,433,590	2,148,222	2,182,019	2,216,773	2,252,494	2,289,215	2,347,884	2,365,774	2,405,666	2,446,677	2,488,836	
Grants & Contributions provided for Capital Purposes	2,922,000	1,737,800	1,780,368	1,824,123	1,869,112	1,915,359	1,962,900	2,038,852	2,062,010	2,113,657	2,166,750	2,221,328	
Other Income:													
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	31,000	-	-	-	-	-	-	-	-	-	-	-	
Total Income	44,312,000	41,819,765	41,817,076	42,986,518	44,189,892	45,427,982	46,701,804	48,416,093	49,362,742	50,748,398	52,175,919	53,644,699	
Expenditure													
Employee Benefits & On-Costs	14,966,000	16,663,740	16,906,900	17,365,858	17,849,408	18,351,731	18,865,469	19,433,230	19,941,839	20,494,597	21,068,333	21,658,128	
Borrowing Costs	677,000	554,649	431,128	348,431	282,030	254,144	232,408	210,408	190,795	175,698	176,207	193,153	
Materials & Contracts	11,686,000	12,778,032	12,866,340	13,396,870	13,597,601	13,963,434	14,351,117	15,139,145	15,161,724	15,580,863	16,013,988	16,649,305	
Depreciation & Amortisation	5,557,000	5,280,000	5,369,560	5,453,653	5,539,987	5,639,756	5,742,493	5,849,828	5,960,113	6,073,408	6,189,801	6,309,385	
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	6,066,000	5,563,890	5,717,945	5,876,602	6,039,741	6,207,443	6,379,821	6,654,765	6,739,717	6,926,494	7,119,006	7,316,921	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	20,000	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenditure	38,972,000	40,840,311	41,291,873	42,441,414	43,308,767	44,416,508	45,571,308	47,287,376	47,994,188	49,251,060	50,567,335	52,126,892	
Operating Result from Continuing Operations	5,340,000	979,454	525,203	545,104	881,125	1,011,474	1,130,496	1,128,717	1,368,554	1,497,338	1,608,584	1,517,807	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	
Operating Result for the Year	5,340,000	979,454	525,203	545,104	881,125	1,011,474	1,130,496	1,128,717	1,368,554	1,497,338	1,608,584	1,517,807	
Operating Result Before Grants and Contributions	2,418,000	(758,346)	(1,255,165)	(1,279,019)	(987,987)	(903,885)	(832,404)	(910,135)	(693,466)	(616,319)	(558,166)	(703,521)	

Mosman Council Balance Sheet - OPTION 1 - 10 Year Financial Plan for the Years ending 30 June 2025 – (Base Scenario–No Special Rate Variation, Temporary CEC expires)													
	Actuals	Current Year	Projected Years										
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
ASSETS													
Current Assets													
Cash & Cash Equivalents	10,150,000	9,188,620	8,854,239	8,688,697	8,894,857	9,190,263	9,399,487	9,762,836	10,358,166	11,179,515	12,267,741	13,191,823	
Investments	-	-	-	-	-	-	-	-	-	-	-	-	
Receivables	4,051,000	3,190,044	3,123,130	3,206,584	3,293,173	3,382,485	3,473,984	3,614,832	3,666,734	3,768,109	3,873,311	3,980,809	
Inventories	164,000	188,804	190,109	197,948	200,914	206,319	212,047	223,691	224,024	230,218	236,617	246,004	
Other	186,000	132,519	134,271	139,250	141,879	145,734	149,780	157,460	158,237	162,615	167,135	173,155	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Assets	14,551,000	12,699,987	12,301,748	12,232,479	12,530,823	12,924,801	13,235,299	13,758,818	14,407,161	15,340,455	16,544,803	17,591,792	
Non-Current Assets													
Investments	-	-	-	-	-	-	-	-	-	-	-	-	
Receivables	29,000	58,714	58,388	60,100	61,863	63,678	65,546	67,739	69,450	71,488	73,587	75,747	
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	463,132,000	463,693,907	463,330,147	463,007,506	463,172,623	463,394,302	463,674,240	464,020,364	464,419,485	464,880,881	465,406,964	465,999,945	
Investments Accounted for using the equity method	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000	
Investment Property	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	
Intangible Assets	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Assets	510,968,000	511,559,621	511,195,535	510,874,606	511,041,487	511,264,980	511,546,796	511,895,103	512,295,934	512,759,369	513,287,551	513,882,693	
TOTAL ASSETS	525,519,000	524,259,608	523,497,283	523,107,085	523,572,309	524,189,781	524,782,085	525,653,921	526,703,095	528,099,824	529,832,354	531,474,484	
LIABILITIES													
Current Liabilities													
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	
Payables	8,509,000	7,784,018	7,667,087	7,736,092	7,851,347	7,916,395	7,984,256	8,095,903	8,128,756	8,204,886	8,285,566	8,383,498	
Borrowings	1,880,000	2,028,247	1,853,971	1,158,817	1,094,692	1,110,179	882,185	884,893	659,480	235,118	273,212	312,544	
Provisions	3,745,000	4,354,549	4,794,465	5,226,702	5,473,892	5,728,754	5,857,195	5,994,798	6,131,444	6,239,330	6,150,777	6,082,622	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	14,134,000	14,166,814	14,315,522	14,121,611	14,419,932	14,755,327	14,723,636	14,955,594	14,919,680	14,679,334	14,709,555	14,778,664	
Non Current Liabilities													
Payables	-	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	9,096,000	6,932,789	5,478,818	4,720,001	3,995,815	3,256,142	2,744,464	2,250,077	1,961,103	2,096,491	2,193,795	2,251,747	
Provisions	294,000	175,551	193,286	210,712	220,677	230,951	236,130	241,677	247,186	251,535	247,965	245,218	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non Current Liabilities	9,380,000	7,108,340	5,672,104	4,930,713	4,216,492	3,487,094	2,980,593	2,491,753	2,208,288	2,348,026	2,441,750	2,496,964	
TOTAL LIABILITIES	23,514,000	21,275,154	19,987,627	19,052,324	18,636,424	18,242,421	17,704,229	17,447,348	17,127,968	17,027,359	17,151,305	17,275,628	
NET ASSETS	502,005,000	502,984,454	503,509,657	504,054,761	504,935,886	505,947,360	507,077,856	508,206,573	509,575,127	511,072,465	512,681,049	514,198,856	
EQUITY													
Retained Earnings	290,803,000	291,782,454	292,307,657	292,852,761	293,733,886	294,745,360	295,875,856	297,004,573	298,373,127	299,870,465	301,479,049	302,996,856	
Revaluation Reserves	211,202,000	211,202,000	211,202,000	211,202,000	211,202,000	211,202,000	211,202,000	211,202,000	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	504,935,886	505,947,360	507,077,856	508,206,573	509,575,127	511,072,465	512,681,049	514,198,856	
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL EQUITY	502,005,000	502,984,454	503,509,657	504,054,761	504,935,886	505,947,360	507,077,856	508,206,573	509,575,127	511,072,465	512,681,049	514,198,856	

Mosman Council Cash Flow Statement - OPTION 1 - 10 Year Financial Plan for the Years ending 30 June 2025 – (Base Scenario–No Special Rate Variation, Temporary CEC expires)													
	Actuals	Current Year		Projected Years									
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Cash Flows from Operating Activities													
Receipts:													
Rates and Annual Charges	22,735,000	23,584,514	23,545,037	24,220,306	24,930,681	25,661,998	26,414,883	27,296,865	27,989,944	28,809,453	29,655,196	30,525,896	
User Charges and Fees	9,953,000	9,618,619	9,876,778	10,151,363	10,435,593	10,727,777	11,028,120	11,490,166	11,672,491	11,980,698	12,316,011	12,660,829	
Interest and Investment Revenue Received	416,000	434,601	436,559	449,686	461,514	474,151	487,754	508,241	514,567	527,681	541,781	557,622	
Grants and Contributions	4,031,000	4,801,559	4,052,225	4,001,397	4,081,006	4,162,838	4,246,960	4,378,499	4,425,272	4,513,722	4,607,669	4,704,245	
Bonds and Deposits Received	1,923,000	-	-	-	-	-	-	-	-	-	-	-	-
Other	3,879,000	4,190,571	3,973,618	4,080,504	4,194,707	4,312,109	4,432,796	4,602,048	4,708,425	4,815,689	4,950,287	5,088,841	
Payments:													
Employee Benefits and On-Costs	(15,144,000)	(16,172,640)	(16,449,249)	(16,916,195)	(17,592,253)	(18,086,595)	(18,731,849)	(19,290,080)	(19,799,684)	(20,382,362)	(21,160,456)	(21,729,030)	
Materials and Contracts	(12,240,000)	(12,556,066)	(12,850,031)	(13,354,727)	(13,574,147)	(13,930,127)	(14,316,209)	(15,073,721)	(15,154,198)	(15,543,093)	(15,974,984)	(16,598,259)	
Borrowing Costs	(663,000)	(567,065)	(439,047)	(355,503)	(285,864)	(257,666)	(236,005)	(212,897)	(193,199)	(177,104)	(175,549)	(192,680)	
Bonds and Deposits Refunded	(1,303,000)	-	-	-	-	-	-	-	-	-	-	-	-
Other	(6,100,000)	(5,563,890)	(5,717,945)	(5,876,602)	(6,039,741)	(6,207,443)	(6,379,821)	(6,654,765)	(6,739,717)	(6,926,494)	(7,119,006)	(7,316,921)	
Net Cash provided (or used in) Operating Activities	7,487,000	7,770,204	6,427,945	6,400,230	6,611,496	6,857,042	6,946,627	7,044,356	7,423,900	7,618,190	7,640,940	7,700,544	
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities	11,050,000	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant and Equipment	31,000	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures and Associates	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures and Associates	35,000	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments:													
Purchase of Investment Securities	(11,050,000)	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant and Equipment	(7,037,000)	(6,726,620)	(5,134,079)	(5,111,802)	(5,617,025)	(5,837,450)	(5,997,730)	(6,169,329)	(6,334,183)	(6,507,868)	(6,688,102)	(6,873,755)	
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors and Advances Made	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures and Associates	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures and Associates	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,971,000)	(6,726,620)	(5,134,079)	(5,111,802)	(5,617,025)	(5,837,450)	(5,997,730)	(6,169,329)	(6,334,183)	(6,507,868)	(6,688,102)	(6,873,755)	
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings and Advances	2,000,000	-	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments:													
Repayment of Borrowings and Advances	(1,860,000)	(2,004,964)	(2,028,247)	(1,853,971)	(1,188,311)	(1,124,186)	(1,139,673)	(911,679)	(894,387)	(688,974)	(264,612)	(302,706)	
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	(130,000)	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	10,000	(2,004,964)	(1,628,247)	(1,453,971)	(788,311)	(724,186)	(739,673)	(511,679)	(494,387)	(288,974)	135,388	97,294	

Mosman Council Cash Flow Statement Continued - OPTION 1 - 10 Year Financial Plan for the Years ending 30 June 2025 – (Base Scenario–No Special Rate Variation, Temporary CEC expires)													
	Actuals	Projected Years											
		Current Year											
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Net Increase/(Decrease) in Cash & Cash Equivalents	526,000	(961,380)	(334,381)	(165,542)	206,160	295,406	209,224	363,348	595,331	821,349	1,088,226	924,083	
plus: Cash, Cash Equivalents and Investments - beginning of year	9,624,000	10,150,000	9,188,620	8,854,239	8,688,697	8,894,857	9,190,263	9,399,487	9,762,836	10,358,166	11,179,515	12,267,741	
Cash and Cash Equivalents - end of the year	10,150,000	9,188,620	8,854,239	8,688,697	8,894,857	9,190,263	9,399,487	9,762,836	10,358,166	11,179,515	12,267,741	13,191,823	
Cash and Cash Equivalents - end of the year	10,150,000	9,188,620	8,854,239	8,688,697	8,894,857	9,190,263	9,399,487	9,762,836	10,358,166	11,179,515	12,267,741	13,191,823	
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-	
Cash, Cash Equivalents & Investments - end of the year	10,150,000	9,188,620	8,854,239	8,688,697	8,894,857	9,190,263	9,399,487	9,762,836	10,358,166	11,179,515	12,267,741	13,191,823	
Representing:													
- External Restrictions	4,475,000	3,795,048	3,900,100	4,017,330	4,147,085	4,289,713	4,507,269	4,746,522	4,974,316	5,206,759	5,443,901	5,685,881	
- Internal Restrictions	4,362,000	4,427,000	4,479,800	4,537,880	4,601,768	4,672,045	4,749,349	4,834,384	4,927,922	5,030,814	5,143,996	5,268,496	
- Unrestricted	1,313,000	966,572	474,339	133,487	146,004	228,505	142,869	181,930	455,928	941,942	1,679,844	2,237,447	
	10,150,000	9,188,620	8,854,239	8,688,697	8,894,857	9,190,263	9,399,487	9,762,836	10,358,166	11,179,515	12,267,741	13,191,823	

Mosman Council Equity Statement - OPTION 1 - 10 Year Financial Plan for the Years ending 30 June 2025 – (Base Scenario–No Special Rate Variation, Temporary CEC expires)													
	Actuals	Current Year	Projected Years										
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Opening Balance	497,096,000	502,005,000	502,984,454	503,509,657	504,054,761	504,935,886	505,947,360	507,077,856	508,206,573	509,575,127	511,072,465	512,681,049	
a. Current Year Income and Expenses Recognised direct to Equity													
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-	-	-	
- Transfers to/(from) Other Reserves	-												
- Other Income/Expenses recognised	-												
- Other Adjustments	(431,000)												
Net Income Recognised Directly in Equity	(431,000)	-	-	-	-	-	-	-	-	-	-	-	
b. Net Operating Result for the Year	5,340,000	979,454	525,203	545,104	881,125	1,011,474	1,130,496	1,128,717	1,368,554	1,497,338	1,608,584	1,517,807	
Total Recognised Income and Expenses (candd)	4,909,000	979,454	525,203	545,104	881,125	1,011,474	1,130,496	1,128,717	1,368,554	1,497,338	1,608,584	1,517,807	
c. Distributions to/(Contributions from) Minority Interests	-												
d. Transfers between Equity	-												
Equity - Balance at end of the reporting period	502,005,000	502,984,454	503,509,657	504,054,761	504,935,886	505,947,360	507,077,856	508,206,573	509,575,127	511,072,465	512,681,049	514,198,856	

Mosman Council Income Statement - OPTION 2 - 10 Year Financial Plan for the Years ending 30 June 2025 – (8% Special Rate Variation)													
	Actuals		Current Year		Projected Years								
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Income													
Rates & Annual Charges	22,611,000	23,673,825	24,377,631	25,093,022	25,829,572	26,587,849	27,368,503	28,281,085	28,999,628	29,851,478	30,728,475	31,631,365	
User Charges & Fees	9,790,000	9,650,840	9,902,205	10,179,403	10,464,424	10,757,414	11,058,585	11,538,735	11,687,544	12,013,689	12,350,034	12,695,805	
Interest & Investment Revenue	438,000	426,000	437,928	450,188	462,795	475,753	489,075	510,357	516,847	531,318	546,195	561,488	
Other Revenues	6,524,000	3,897,710	4,005,723	4,117,814	4,233,068	4,351,541	4,473,327	4,667,175	4,727,974	4,859,536	4,995,543	5,135,364	
Grants & Contributions provided for Operating Purposes	1,996,000	2,433,590	2,148,222	2,182,019	2,216,773	2,252,494	2,289,215	2,347,884	2,365,774	2,405,666	2,446,677	2,488,836	
Grants & Contributions provided for Capital Purposes	2,922,000	1,737,800	1,780,368	1,824,123	1,869,112	1,915,359	1,962,900	2,038,852	2,062,010	2,113,657	2,166,750	2,221,328	
Other Income:													
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	31,000	-	-	-	-	-	-	-	-	-	-	-	
Total Income	44,312,000	41,819,765	42,652,077	43,846,569	45,075,744	46,340,410	47,641,605	49,384,088	50,359,777	51,775,344	53,233,674	54,734,186	
Expenditure													
Employee Benefits & On-Costs	14,966,000	16,663,740	16,906,900	17,365,858	17,849,408	18,351,731	18,865,469	19,433,230	19,941,839	20,494,597	21,068,333	21,658,128	
Borrowing Costs	677,000	554,649	431,128	348,431	282,030	254,144	232,408	210,408	190,795	175,698	176,207	193,153	
Materials & Contracts	11,686,000	12,778,032	12,866,340	13,396,870	13,597,601	13,963,434	14,351,117	15,139,145	15,161,724	15,580,863	16,013,988	16,649,305	
Depreciation & Amortisation	5,557,000	5,280,000	5,387,472	5,513,434	5,642,836	5,789,135	5,939,792	6,096,788	6,258,170	6,424,034	6,594,514	6,769,748	
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	6,066,000	5,563,890	5,717,945	5,876,602	6,039,741	6,207,443	6,379,821	6,654,765	6,739,717	6,926,494	7,119,006	7,316,921	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	20,000	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenditure	38,972,000	40,840,311	41,309,785	42,501,195	43,411,616	44,585,887	45,768,607	47,534,336	48,292,245	49,601,686	50,972,048	52,587,255	
Operating Result from Continuing Operations	5,340,000	979,454	1,342,292	1,345,374	1,664,128	1,774,523	1,872,998	1,849,752	2,067,532	2,173,658	2,261,626	2,146,931	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	
Operating Result for the Year	5,340,000	979,454	1,342,292	1,345,374	1,664,128	1,774,523	1,872,998	1,849,752	2,067,532	2,173,658	2,261,626	2,146,931	
Operating Result Before Grants and Contributions	2,418,000	(758,346)	(438,076)	(478,749)	(204,984)	(140,836)	(89,902)	(189,100)	5,522	60,001	94,876	(74,397)	

Mosman Council Balance Sheet - OPTION 2 - 10 Year Financial Plan for the Years ending 30 June 2025 – (8% Special Rate Variation)														
	Actuals		Current Year		Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25		
ASSETS														
Current Assets														
Cash & Cash Equivalents	10,150,000	9,188,620	8,967,352	8,805,260	9,014,916	9,313,924	9,526,857	9,894,026	10,493,293	11,318,695	12,411,097	13,339,480		
Investments	-	-	-	-	-	-	-	-	-	-	-	-		
Receivables	4,051,000	3,190,044	3,137,483	3,221,312	3,308,343	3,398,109	3,490,078	3,631,407	3,683,807	3,785,694	3,891,424	3,999,465		
Inventories	164,000	188,804	190,109	197,948	200,914	206,319	212,047	223,691	224,024	230,218	236,617	246,004		
Other	186,000	132,519	134,271	139,250	141,879	145,734	149,780	157,460	158,237	162,615	167,135	173,155		
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-		
Total Current Assets	14,551,000	12,699,987	12,429,215	12,363,769	12,666,051	13,064,085	13,378,762	13,906,585	14,559,361	15,497,221	16,706,273	17,758,105		
Non-Current Assets														
Investments	-	-	-	-	-	-	-	-	-	-	-	-		
Receivables	29,000	58,714	60,459	62,233	64,060	65,941	67,877	70,140	71,922	74,035	76,210	78,449		
Inventories	-	-	-	-	-	-	-	-	-	-	-	-		
Infrastructure, Property, Plant & Equipment	463,132,000	463,693,907	464,147,236	464,624,866	465,572,987	466,557,715	467,580,155	468,647,314	469,745,413	470,883,129	472,062,254	473,284,359		
Investments Accounted for using the equity method	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000		
Investment Property	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000		
Intangible Assets	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000		
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-		
Other	-	-	-	-	-	-	-	-	-	-	-	-		
Total Non-Current Assets	510,968,000	511,559,621	512,014,695	512,494,099	513,444,047	514,430,656	515,455,032	516,524,454	517,624,335	518,764,164	519,945,464	521,169,809		
TOTAL ASSETS	525,519,000	524,259,608	524,443,910	524,857,868	526,110,098	527,494,741	528,833,794	530,431,039	532,183,696	534,261,386	536,651,737	538,927,914		
LIABILITIES														
Current Liabilities														
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-		
Payables	8,509,000	7,784,018	7,796,625	7,869,516	7,988,774	8,057,944	8,130,052	8,246,073	8,283,431	8,364,201	8,449,661	8,552,515		
Borrowings	1,880,000	2,028,247	1,853,971	1,158,817	1,094,692	1,110,179	882,185	884,893	659,480	235,118	273,212	312,544		
Provisions	3,745,000	4,354,549	4,794,465	5,226,702	5,473,892	5,728,754	5,857,195	5,994,798	6,131,444	6,239,330	6,150,777	6,082,622		
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-		
Total Current Liabilities	14,134,000	14,166,814	14,445,060	14,255,035	14,557,358	14,896,877	14,869,431	15,105,764	15,074,355	14,838,649	14,873,650	14,947,682		
Non Current Liabilities														
Payables	-	-	-	-	-	-	-	-	-	-	-	-		
Borrowings	9,096,000	6,932,789	5,478,818	4,720,001	3,995,815	3,256,142	2,744,464	2,250,077	1,961,103	2,096,491	2,193,785	2,251,747		
Provisions	294,000	175,551	193,286	210,712	220,677	230,951	236,130	241,677	247,186	251,535	247,965	245,218		
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-		
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-		
Total Non Current Liabilities	9,380,000	7,108,340	5,672,104	4,930,713	4,216,492	3,487,094	2,980,593	2,491,753	2,208,288	2,348,026	2,441,750	2,496,964		
TOTAL LIABILITIES	23,514,000	21,275,154	20,117,164	19,185,748	18,773,850	18,383,970	17,850,025	17,597,518	17,282,643	17,186,675	17,315,400	17,444,646		
NET ASSETS	502,005,000	502,984,454	504,326,746	505,672,120	507,336,248	509,110,771	510,983,769	512,833,521	514,901,053	517,074,711	519,336,337	521,483,268		
EQUITY														
Retained Earnings	290,803,000	291,782,454	293,124,746	294,470,120	296,134,248	297,908,771	299,781,769	301,631,521	303,699,053	305,872,711	308,134,337	310,281,268		
Revaluation Reserves	211,202,000	211,202,000	211,202,000	211,202,000	211,202,000	211,202,000	211,202,000	211,202,000	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	507,336,248	509,110,771	510,983,769	512,833,521	514,901,053	517,074,711	519,336,337	521,483,268		
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-		
TOTAL EQUITY	502,005,000	502,984,454	504,326,746	505,672,120	507,336,248	509,110,771	510,983,769	512,833,521	514,901,053	517,074,711	519,336,337	521,483,268		

Mosman Council Cash Flow Statement - OPTION 2 - 10 Year Financial Plan for the Years ending 30 June 2025 – (8% Special Rate Variation)														
	Actuals	Current Year		Projected Years										
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25		
Cash Flows from Operating Activities														
Receipts:														
Rates and Annual Charges	22,735,000	23,584,514	24,364,719	25,079,898	25,816,060	26,573,938	27,354,181	28,264,343	28,986,446	29,835,850	30,712,386	31,614,801		
User Charges and Fees	9,953,000	9,618,619	9,876,778	10,151,363	10,435,593	10,727,777	11,028,120	11,490,166	11,672,491	11,980,698	12,316,011	12,660,829		
Interest and Investment Revenue Received	416,000	434,601	435,454	449,709	461,482	474,118	487,719	508,205	514,530	527,643	541,742	557,582		
Grants and Contributions	4,031,000	4,801,559	4,052,225	4,001,397	4,081,006	4,162,838	4,246,960	4,378,499	4,425,272	4,513,722	4,607,669	4,704,245		
Bonds and Deposits Received	1,923,000	-	-	-	-	-	-	-	-	-	-	-		
Other	3,879,000	4,190,571	3,975,047	4,080,547	4,194,751	4,312,155	4,432,843	4,602,097	4,708,474	4,815,740	4,950,339	5,088,896		
Payments:														
Employee Benefits and On-Costs	(15,144,000)	(16,172,640)	(16,449,249)	(16,916,195)	(17,592,253)	(18,086,595)	(18,731,849)	(19,290,080)	(19,799,684)	(20,382,362)	(21,160,456)	(21,729,030)		
Materials and Contracts	(12,240,000)	(12,556,066)	(12,850,031)	(13,354,727)	(13,574,147)	(13,930,127)	(14,316,209)	(15,073,721)	(15,154,198)	(15,543,093)	(15,974,984)	(16,598,259)		
Borrowing Costs	(663,000)	(567,065)	(439,047)	(355,503)	(285,864)	(257,666)	(236,005)	(212,897)	(193,199)	(177,104)	(175,549)	(192,680)		
Bonds and Deposits Refunded	(1,303,000)	-	-	-	-	-	-	-	-	-	-	-		
Other	(6,100,000)	(5,563,890)	(5,717,945)	(5,876,602)	(6,039,741)	(6,207,443)	(6,379,821)	(6,654,765)	(6,739,717)	(6,926,494)	(7,119,006)	(7,316,921)		
Net Cash provided (or used in) Operating Activities	7,487,000	7,770,204	7,247,951	7,259,888	7,496,886	7,768,995	7,885,938	8,011,847	8,420,416	8,644,601	8,698,144	8,789,463		
Cash Flows from Investing Activities														
Receipts:														
Sale of Investment Securities	11,050,000	-	-	-	-	-	-	-	-	-	-	-		
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-		
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-		
Sale of Infrastructure, Property, Plant and Equipment	31,000	-	-	-	-	-	-	-	-	-	-	-		
Sale of Interests in Joint Ventures and Associates	-	-	-	-	-	-	-	-	-	-	-	-		
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-		
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-		
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-		
Distributions Received from Joint Ventures and Associates	35,000	-	-	-	-	-	-	-	-	-	-	-		
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-		
Payments:														
Purchase of Investment Securities	(11,050,000)	-	-	-	-	-	-	-	-	-	-	-		
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-		
Purchase of Infrastructure, Property, Plant and Equipment	(7,037,000)	(6,726,620)	(5,840,971)	(5,968,010)	(6,498,919)	(6,745,801)	(6,933,332)	(7,132,999)	(7,326,762)	(7,530,225)	(7,741,130)	(7,958,374)		
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-		
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-		
Deferred Debtors and Advances Made	-	-	-	-	-	-	-	-	-	-	-	-		
Purchase of Interests in Joint Ventures and Associates	-	-	-	-	-	-	-	-	-	-	-	-		
Contributions Paid to Joint Ventures and Associates	-	-	-	-	-	-	-	-	-	-	-	-		
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-		
Net Cash provided (or used in) Investing Activities	(6,971,000)	(6,726,620)	(5,840,971)	(5,968,010)	(6,498,919)	(6,745,801)	(6,933,332)	(7,132,999)	(7,326,762)	(7,530,225)	(7,741,130)	(7,958,374)		
Cash Flows from Financing Activities														
Receipts:														
Proceeds from Borrowings and Advances	2,000,000	-	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000		
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-		
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-		
Payments:														
Repayment of Borrowings and Advances	(1,860,000)	(2,004,964)	(2,028,247)	(1,853,971)	(1,188,311)	(1,124,186)	(1,139,673)	(911,679)	(894,387)	(688,974)	(264,612)	(302,706)		
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-		
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-		
Other Financing Activity Payments	(130,000)	-	-	-	-	-	-	-	-	-	-	-		
Net Cash provided (or used in) Financing Activities	10,000	(2,004,964)	(1,628,247)	(1,453,971)	(788,311)	(724,186)	(739,673)	(511,679)	(494,387)	(288,974)	135,388	97,294		

Mosman Council Cash Flow Statement Continued - OPTION 2 - 10 Year Financial Plan for the Years ending 30 June 2025 – (8% Special Rate Variation)

	Actuals	Projected Years										
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Net Increase/(Decrease) in Cash & Cash Equivalents	526,000	(961,380)	(221,267)	(162,092)	209,656	299,007	212,934	367,169	599,266	825,402	1,092,402	928,383
plus: Cash, Cash Equivalents and Investments - beginning of year	9,624,000	10,150,000	9,188,620	8,967,352	8,805,260	9,014,916	9,313,924	9,526,857	9,894,026	10,493,293	11,318,695	12,411,097
Cash and Cash Equivalents - end of the year	10,150,000	9,188,620	8,967,352	8,805,260	9,014,916	9,313,924	9,526,857	9,894,026	10,493,293	11,318,695	12,411,097	13,339,480
Cash and Cash Equivalents - end of the year	10,150,000	9,188,620	8,967,352	8,805,260	9,014,916	9,313,924	9,526,857	9,894,026	10,493,293	11,318,695	12,411,097	13,339,480
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	10,150,000	9,188,620	8,967,352	8,805,260	9,014,916	9,313,924	9,526,857	9,894,026	10,493,293	11,318,695	12,411,097	13,339,480
Representing:												
- External Restrictions	4,475,000	3,795,048	3,900,100	4,017,330	4,147,085	4,289,713	4,507,269	4,746,522	4,974,316	5,206,759	5,443,901	5,685,881
- Internal Restrictions	4,362,000	4,427,000	4,479,800	4,537,880	4,601,768	4,672,045	4,749,349	4,834,384	4,927,922	5,030,814	5,143,996	5,268,496
- Unrestricted	1,313,000	966,572	587,453	250,050	266,063	352,166	270,239	313,120	591,055	1,081,122	1,823,200	2,385,103
	10,150,000	9,188,620	8,967,352	8,805,260	9,014,916	9,313,924	9,526,857	9,894,026	10,493,293	11,318,695	12,411,097	13,339,480

Mosman Council Equity Statement - OPTION 2 - 10 Year Financial Plan for the Years ending 30 June 2025 – (8% Special Rate Variation)

	Actuals	Projected Years										
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Opening Balance	497,096,000	502,005,000	502,984,454	504,326,746	505,672,120	507,336,248	509,110,771	510,983,769	512,833,521	514,901,053	517,074,711	519,336,337
a. Current Year Income and Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-											
- Other Income/Expenses recognised	-											
- Other Adjustments	(431,000)											
Net Income Recognised Directly in Equity	(431,000)	-	-	-	-	-	-	-	-	-	-	-
b. Net Operating Result for the Year	5,340,000	979,454	1,342,292	1,345,374	1,664,128	1,774,523	1,872,998	1,849,752	2,067,532	2,173,658	2,261,626	2,146,931
Total Recognised Income and Expenses (candd)	4,909,000	979,454	1,342,292	1,345,374	1,664,128	1,774,523	1,872,998	1,849,752	2,067,532	2,173,658	2,261,626	2,146,931
c. Distributions to/(Contributions from) Minority Interests	-											
d. Transfers between Equity	-											
Equity - Balance at end of the reporting period	502,005,000	502,984,454	504,326,746	505,672,120	507,336,248	509,110,771	510,983,769	512,833,521	514,901,053	517,074,711	519,336,337	521,483,268

Mosman Council Income Statement - OPTION 3 - 10 Year Financial Plan for the Years ending 30 June 2025 – (13% Special Rate Variation – Preferred Option)													
	Actuals	Current Year	Projected Years										
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Income													
Rates & Annual Charges	22,611,000	23,673,825	25,212,632	25,953,073	26,715,424	27,500,277	28,308,304	29,249,080	29,996,663	30,878,424	31,796,230	32,720,852	
User Charges & Fees	9,790,000	9,650,840	9,902,205	10,179,403	10,464,424	10,757,414	11,058,585	11,538,735	11,687,544	12,013,689	12,350,034	12,695,805	
Interest & Investment Revenue	438,000	426,000	437,928	450,188	462,795	475,753	489,075	510,357	516,847	531,318	546,195	561,488	
Other Revenues	6,524,000	3,897,710	4,005,723	4,117,814	4,233,068	4,351,541	4,473,327	4,667,175	4,727,974	4,859,536	4,995,543	5,135,364	
Grants & Contributions provided for Operating Purposes	1,996,000	2,433,590	2,148,222	2,182,019	2,216,773	2,252,494	2,289,215	2,347,884	2,365,774	2,405,666	2,446,677	2,488,836	
Grants & Contributions provided for Capital Purposes	2,922,000	1,737,800	1,780,368	1,824,123	1,869,112	1,915,359	1,962,900	2,038,852	2,062,010	2,113,657	2,166,750	2,221,328	
Other Income:													
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	31,000	-	-	-	-	-	-	-	-	-	-	-	
Total Income	44,312,000	41,819,765	43,487,078	44,706,620	45,961,596	47,252,838	48,581,406	50,352,083	51,356,812	52,802,290	54,291,429	55,823,673	
Expenditure													
Employee Benefits & On-Costs	14,966,000	16,663,740	16,906,900	17,365,858	17,849,408	18,351,731	18,865,469	19,433,230	19,941,839	20,494,597	21,068,333	21,658,128	
Borrowing Costs	677,000	554,649	431,128	348,431	282,030	254,144	232,408	210,408	190,795	175,698	176,207	193,153	
Materials & Contracts	11,686,000	12,778,032	13,116,840	13,654,885	13,863,357	14,237,163	14,633,057	15,429,544	15,460,835	15,888,947	16,331,314	16,976,151	
Depreciation & Amortisation	5,557,000	5,280,000	5,387,472	5,530,969	5,678,432	5,843,334	6,013,152	6,189,884	6,371,594	6,558,395	6,750,441	6,947,888	
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	6,066,000	5,563,890	5,717,945	5,876,602	6,039,741	6,207,443	6,379,821	6,654,765	6,739,717	6,926,494	7,119,006	7,316,921	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	20,000	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenditure	38,972,000	40,840,311	41,560,285	42,776,745	43,712,968	44,893,815	46,123,907	47,917,831	48,704,780	50,044,131	51,445,301	53,092,241	
Operating Result from Continuing Operations	5,340,000	979,454	1,926,793	1,929,875	2,248,628	2,359,023	2,457,499	2,434,252	2,652,032	2,758,159	2,846,128	2,731,432	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	
Operating Result for the Year	5,340,000	979,454	1,926,793	1,929,875	2,248,628	2,359,023	2,457,499	2,434,252	2,652,032	2,758,159	2,846,128	2,731,432	
Operating Result Before Grants and Contributions	2,418,000	(758,346)	146,425	105,752	379,516	443,664	494,599	395,400	590,022	644,502	679,378	510,104	

Mosman Council Balance Sheet - OPTION 3 - 10 Year Financial Plan for the Years ending 30 June 2025 – (13% Special Rate Variation – Preferred Option)

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
ASSETS												
Current Assets												
Cash & Cash Equivalents	10,150,000	9,188,620	9,056,560	8,897,200	9,109,613	9,411,461	9,627,321	9,997,503	10,599,873	11,428,473	12,524,169	13,455,945
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	4,051,000	3,190,044	3,151,754	3,235,955	3,323,425	3,413,644	3,506,078	3,647,888	3,700,782	3,803,179	3,909,433	4,018,015
Inventories	164,000	188,804	193,810	201,760	204,840	210,363	216,213	227,982	228,444	234,770	241,306	250,834
Other	186,000	132,519	136,080	141,114	143,799	147,711	151,817	159,558	160,398	164,840	169,427	175,516
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	14,551,000	12,699,987	12,538,205	12,476,029	12,781,678	13,183,180	13,501,429	14,032,932	14,689,498	15,631,262	16,844,335	17,900,310
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	29,000	58,714	62,530	64,367	66,257	68,204	70,208	72,541	74,395	76,582	78,833	81,151
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	463,132,000	463,693,907	464,731,737	465,793,867	467,326,489	468,895,719	470,502,659	472,154,319	473,836,919	475,559,136	477,322,762	479,129,369
Investments Accounted for using the equity method	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000	674,000
Investment Property	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000	46,821,000
Intangible Assets	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	510,968,000	511,559,621	512,601,267	513,665,234	515,199,747	516,770,922	518,379,867	520,033,860	521,718,314	523,442,718	525,208,596	527,017,520
TOTAL ASSETS	525,519,000	524,259,608	525,139,472	526,141,263	527,981,424	529,954,102	531,881,297	534,066,791	536,407,811	539,073,980	542,052,931	544,917,830
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	8,509,000	7,784,018	7,907,685	7,983,908	8,106,598	8,179,303	8,255,051	8,374,823	8,416,043	8,500,791	8,590,349	8,697,424
Borrowings	1,880,000	2,028,247	1,853,971	1,158,817	1,094,692	1,110,179	882,185	864,893	659,480	235,118	273,212	312,544
Provisions	3,745,000	4,354,549	4,794,465	5,226,702	5,473,892	5,728,754	5,857,195	5,994,798	6,131,444	6,239,330	6,150,777	6,082,622
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	14,134,000	14,166,814	14,556,121	14,369,428	14,675,182	15,018,236	14,994,431	15,234,514	15,206,967	14,975,239	15,014,338	15,092,590
Non Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	9,086,000	6,932,789	5,478,818	4,720,001	3,995,815	3,256,142	2,744,464	2,250,077	1,961,103	2,096,491	2,193,785	2,251,747
Provisions	294,000	175,551	193,286	210,712	220,677	230,951	236,130	241,677	247,186	251,535	247,965	245,218
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	9,380,000	7,108,340	5,672,104	4,930,713	4,216,492	3,487,094	2,980,593	2,491,753	2,208,288	2,348,026	2,441,750	2,496,964
TOTAL LIABILITIES	23,514,000	21,275,154	20,228,225	19,300,141	18,891,674	18,505,329	17,975,024	17,726,267	17,415,255	17,323,265	17,456,088	17,589,555
NET ASSETS	502,005,000	502,984,454	504,911,247	506,841,122	509,089,750	511,448,773	513,906,272	516,340,524	518,992,556	521,750,715	524,596,843	527,328,275
EQUITY												
Retained Earnings	290,803,000	291,782,454	293,709,247	295,639,122	297,887,750	300,246,773	302,704,272	305,138,524	307,790,556	310,548,715	313,394,843	316,126,275
Revaluation Reserves	211,202,000	211,202,000	211,202,000	211,202,000	211,202,000	211,202,000	211,202,000	211,202,000	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	509,089,750	511,448,773	513,906,272	516,340,524	518,992,556	521,750,715	524,596,843	527,328,275
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY	502,005,000	502,984,454	504,911,247	506,841,122	509,089,750	511,448,773	513,906,272	516,340,524	518,992,556	521,750,715	524,596,843	527,328,275

Mosman Council Cash Flow Statement - OPTION 3 - 10 Year Financial Plan for the Years ending 30 June 2025 – (13% Special Rate Variation – Preferred Option)													
	Actuals	Current Year		Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Cash Flows from Operating Activities													
Receipts:													
Rates and Annual Charges	22,735,000	23,584,514	25,184,402	25,939,489	26,701,438	27,485,878	28,293,480	29,231,821	29,982,948	30,862,248	31,769,576	32,703,706	
User Charges and Fees	9,953,000	9,618,619	9,876,778	10,151,363	10,435,593	10,727,777	11,028,120	11,490,166	11,672,491	11,980,698	12,316,011	12,660,829	
Interest and Investment Revenue Received	416,000	434,601	434,431	449,735	461,452	474,087	487,687	508,173	514,496	527,608	541,707	557,545	
Grants and Contributions	4,031,000	4,801,559	4,052,225	4,001,397	4,081,006	4,162,838	4,246,960	4,378,499	4,425,272	4,513,722	4,607,669	4,704,245	
Bonds and Deposits Received	1,923,000	-	-	-	-	-	-	-	-	-	-	-	
Other	3,879,000	4,190,571	3,976,476	4,080,590	4,194,795	4,312,200	4,432,889	4,602,145	4,708,524	4,815,791	4,950,392	5,088,950	
Payments:													
Employee Benefits and On-Costs	(15,144,000)	(16,172,640)	(16,449,249)	(16,916,195)	(17,592,253)	(18,086,595)	(18,731,849)	(19,290,080)	(19,799,684)	(20,382,362)	(21,160,456)	(21,729,030)	
Materials and Contracts	(12,240,000)	(12,556,066)	(13,086,087)	(13,612,309)	(13,839,456)	(14,203,396)	(14,597,676)	(15,363,633)	(15,452,807)	(15,850,659)	(16,291,787)	(16,924,556)	
Borrowing Costs	(663,000)	(567,065)	(439,047)	(355,503)	(285,864)	(257,666)	(236,005)	(212,897)	(193,199)	(177,104)	(175,549)	(192,680)	
Bonds and Deposits Refunded	(1,303,000)	-	-	-	-	-	-	-	-	-	-	-	
Other	(6,100,000)	(5,563,890)	(5,717,945)	(5,876,602)	(6,039,741)	(6,207,443)	(6,379,821)	(6,654,765)	(6,739,717)	(6,926,494)	(7,119,006)	(7,316,921)	
Net Cash provided (or used in) Operating Activities	7,487,000	7,770,204	7,831,983	7,861,966	8,116,969	8,407,681	8,543,786	8,689,429	9,118,325	9,363,448	9,438,558	9,552,089	
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities	11,050,000	-	-	-	-	-	-	-	-	-	-	-	
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant and Equipment	31,000	-	-	-	-	-	-	-	-	-	-	-	
Sale of Interests in Joint Ventures and Associates	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-	
Distributions Received from Joint Ventures and Associates	35,000	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Purchase of Investment Securities	(11,050,000)	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant and Equipment	(7,037,000)	(6,726,620)	(6,335,795)	(6,567,355)	(7,116,245)	(7,381,647)	(7,588,253)	(7,807,568)	(8,021,568)	(8,245,875)	(8,478,249)	(8,717,607)	
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors and Advances Made	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Interests in Joint Ventures and Associates	-	-	-	-	-	-	-	-	-	-	-	-	
Contributions Paid to Joint Ventures and Associates	-	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) Investing Activities	(6,971,000)	(6,726,620)	(6,335,795)	(6,567,355)	(7,116,245)	(7,381,647)	(7,588,253)	(7,807,568)	(8,021,568)	(8,245,875)	(8,478,249)	(8,717,607)	
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings and Advances	2,000,000	-	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Repayment of Borrowings and Advances	(1,860,000)	(2,004,964)	(2,028,247)	(1,853,971)	(1,188,311)	(1,124,186)	(1,139,673)	(911,679)	(894,387)	(688,974)	(264,612)	(302,706)	
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Payments	(130,000)	-	-	-	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) Financing Activities	10,000	(2,004,964)	(1,628,247)	(1,453,971)	(788,311)	(724,186)	(739,673)	(511,679)	(494,387)	(288,974)	135,388	97,294	

Mosman Council Cash Flow Statement Continued - OPTION 2 - 10 Year Financial Plan for the Years ending 30 June 2025 – (13% Special Rate Variation – Preferred Option)

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Net Increase/(Decrease) in Cash & Cash Equivalents	526,000	(961,380)	(132,060)	(159,360)	212,413	301,848	215,860	370,183	602,370	828,600	1,095,696	931,776
plus: Cash, Cash Equivalents and Investments - beginning of year	9,624,000	10,150,000	9,188,620	9,056,560	8,897,200	9,109,613	9,411,461	9,627,321	9,997,503	10,599,873	11,428,473	12,524,169
Cash and Cash Equivalents - end of the year	10,150,000	9,188,620	9,056,560	8,897,200	9,109,613	9,411,461	9,627,321	9,997,503	10,599,873	11,428,473	12,524,169	13,455,945
Cash and Cash Equivalents - end of the year	10,150,000	9,188,620	9,056,560	8,897,200	9,109,613	9,411,461	9,627,321	9,997,503	10,599,873	11,428,473	12,524,169	13,455,945
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	10,150,000	9,188,620	9,056,560	8,897,200	9,109,613	9,411,461	9,627,321	9,997,503	10,599,873	11,428,473	12,524,169	13,455,945
Representing:												
- External Restrictions	4,475,000	3,795,048	3,900,100	4,017,330	4,147,085	4,289,713	4,507,269	4,746,522	4,974,316	5,206,759	5,443,901	5,685,881
- Internal Restrictions	4,362,000	4,427,000	4,479,800	4,537,880	4,601,768	4,672,045	4,749,349	4,834,384	4,927,922	5,030,814	5,143,996	5,268,496
- Unrestricted	1,313,000	966,572	676,660	341,990	360,760	449,703	370,703	416,597	697,635	1,190,900	1,936,272	2,501,568
	10,150,000	9,188,620	9,056,560	8,897,200	9,109,613	9,411,461	9,627,321	9,997,503	10,599,873	11,428,473	12,524,169	13,455,945

Mosman Council Equity Statement - OPTION 2 - 10 Year Financial Plan for the Years ending 30 June 2025 – (13% Special Rate Variation – Preferred Option)

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Opening Balance	497,096,000	502,005,000	502,984,454	504,911,247	506,841,122	509,089,750	511,448,773	513,906,272	516,340,524	518,992,556	521,750,715	524,596,843
a. Current Year Income and Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-											
- Other Income/Expenses recognised	-											
- Other Adjustments	(431,000)											
Net Income Recognised Directly in Equity	(431,000)	-	-	-	-	-	-	-	-	-	-	-
b. Net Operating Result for the Year	5,340,000	979,454	1,926,793	1,929,875	2,248,628	2,359,023	2,457,499	2,434,252	2,652,032	2,758,159	2,846,128	2,731,432
Total Recognised Income and Expenses (candd)	4,909,000	979,454	1,926,793	1,929,875	2,248,628	2,359,023	2,457,499	2,434,252	2,652,032	2,758,159	2,846,128	2,731,432
c. Distributions to/(Contributions from) Minority Interests	-	-										
d. Transfers between Equity	-	-										
Equity - Balance at end of the reporting period	502,005,000	502,984,454	504,911,247	506,841,122	509,089,750	511,448,773	513,906,272	516,340,524	518,992,556	521,750,715	524,596,843	527,328,275

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