

**DELIVERING
FOR MOSMAN.**

**REVISÉD
DELIVERY PROGRAM 20222026
OPERATIONAL PLAN 20232024**

MOSPLAN

Revised 2022-2026 Delivery Program
and 2023-2024 Operational Plan
Adopted by Council 6 June 2023

Availability

The Revised MOSPLAN 2022-2026 Delivery Program
and 2023-2024 Operational Plan is available on Council's
website mosman.nsw.gov.au

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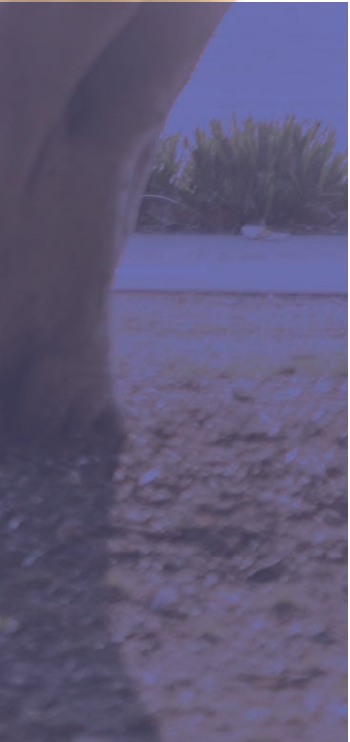
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Mosman
COUNCIL





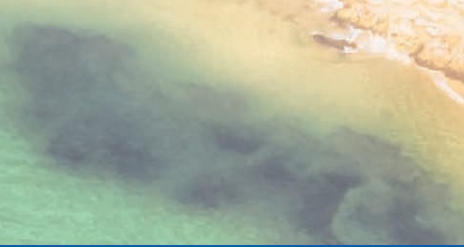
**DELIVERING
FOR MOSMAN.**

Acknowledgement of Country

Mosman Council acknowledges the Borogegal and Cammeraigal people as the traditional custodians of this land. We pay our respects to Elders of the past and present and to those of the future and acknowledge their spiritual connection to Country.







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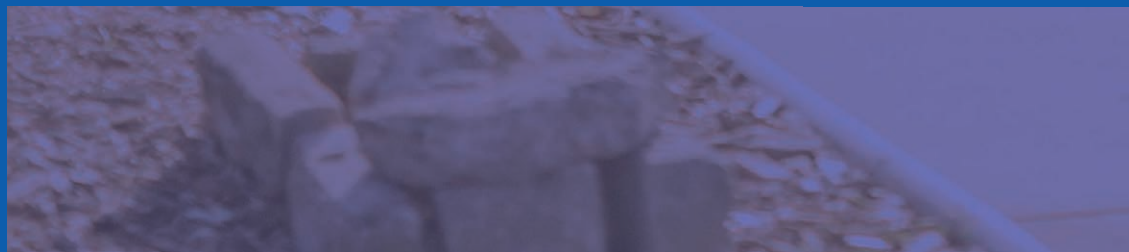
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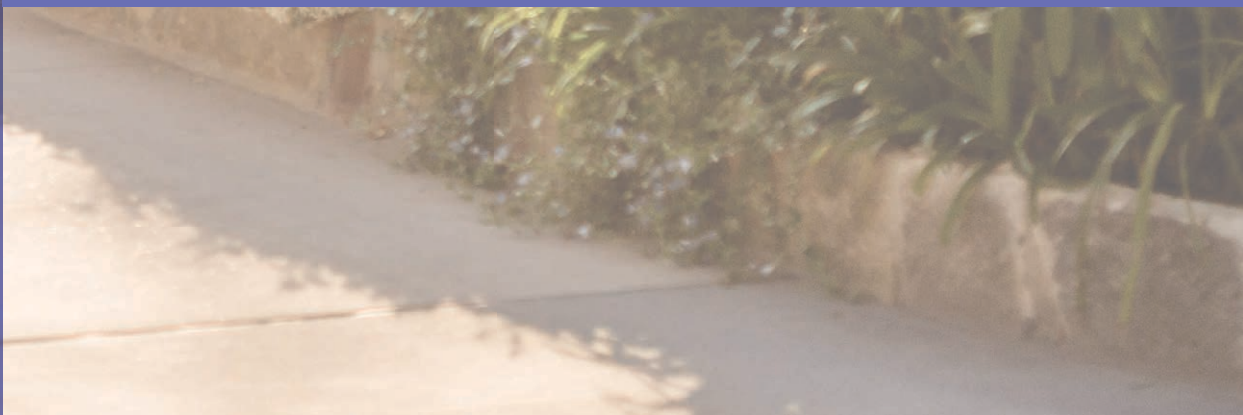
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Welcome

**From the Mayor
From the General Manager**





**Our ongoing charter
is to understand
community
expectations and to
prioritise and deliver
the best services we
can with the resources
available to us.**



From the Mayor

Welcome to Mosman Council's revised 2022-2026 Delivery Program and 2023-2024 Operational Plan.

This revised Delivery Program and Operational Plan detail the projects and services Council will pursue over the four year period commencing 1 July 2022, with particular focus on the 2023-2024 financial year and taking into account any amendments approved by Council since the Delivery Program's original adoption in June 2022.

The documents form an integral part of MOSPLAN, drawing upon the Vision and Strategic Directions contained in the 2022-2032 Community Strategic Plan. Just as the Vision and Strategic Directions respond to the views and aspirations of our community, so too does the more detailed programming contained in the four year Delivery Program and annual Operational Plan.

While the 2022-2026 Delivery Program has not required any significant changes since 2022, Council does constantly

review and refine the services it delivers to ensure that they meet current needs. All services and projects must continue to deliver the six Strategic Directions adopted by Council, with the Delivery Program and the Operational Plan reflecting project priorities endorsed by Council across the life of these plans.

Key projects for 2023-2024 will continue to include public domain improvements, in particular the completion of significant infrastructure works at Allan Border Oval, Mosman Square and Mosman Village Green. Programs that strengthen community resilience and support community members at all life stages also remain a priority, together with a range of infrastructure works to create and enhance spaces and places that help residents stay healthy, engaged and connected. New and improved playgrounds, sportsground and amenities renewals, and ongoing enhancements to Mosman's foreshores are all budgeted for and planned.

Council recognises that there are many different, and sometimes competing, expectations within our community and our ongoing charter is to understand these expectations and to prioritise and deliver the best services we can with the resources available to us. Having weathered a difficult few years, and with some challenging economic times still to navigate, we remain in a sound financial position to keep delivering on this charter in the years ahead.

The 2022-2026 Delivery Program, while being endorsed by Council in its revised form for 2023-2024, will be subject to ongoing review as we will, no doubt, need to address new issues, confront new challenges and respond to constantly changing political landscapes over the year ahead. During this period we will also continue to report to the community on our progress in delivering against the current Operational Plan, both quarterly and in our Annual Report at the conclusion of the financial year.

Council of course, does not work alone and I am proud of our record working alongside community to deliver the best possible results for Mosman. I look forward to continuing this collaboration over the coming year.

A handwritten signature in black ink that reads "Carolyn Corrigan". The signature is written in a cursive, flowing style.

Carolyn Corrigan
Mayor

From the General Manager

This revised 2022-2026 MOSPLAN Delivery Program and 2023-2024 Operational Plan and Budget detail the work to be done by Council over the four years commencing 1 July 2022 -and particularly over the 2023-2024 financial year - to bring to life Mosman's 2022-2032 Community Strategic Plan. Collectively these documents (together with the Resourcing Strategy that outlines the financial, workforce and infrastructure assets available to Council) reflect Council's ongoing commitment to integrated planning and reporting.

While Council is not solely responsible for achieving the Vision and six Strategic Directions contained in the Community Strategic Plan, Council does have a significant role to play. This revised Delivery Program and Operational Plan demonstrate how Council will continue to be actively engaged in the delivery of infrastructure, services and programs that are part of everyday life in Mosman. Through ongoing engagement with the Mosman community, the actions and priorities contained in these documents reflect community feedback and aspirations, alongside Council's capacity to deliver.

The careful management of Council finances and service levels over a number of difficult years has meant that Council's budgetary forecasts are continuing to project a sound financial future and sustainable service delivery over the coming decade. Despite some ongoing challenges from the prevailing economic environment, Council's sound and stable financial position is also providing the confidence for us to look ahead to further significant infrastructure renewals in the medium term.

This is not to say that we have not had some significant obstacles to overcome with current infrastructure projects. Council staff are continuing to dedicate substantial time and effort in dealing with a variety of external forces that have impacted projects not only in Mosman but around the country in recent times. The community can be assured that this will remain a major area of focus for Council, while we also continue to deliver and enhance the multitude of local services, programs and activities expected of us. Our ongoing commitment to maintaining Mosman's assets at appropriate levels and to a standard



expected by the community also remains unchanged.

So too does our commitment to providing the best customer experience that we can. In recent years this has been a particular focus for Council, and I have been proud of both the efficiencies gained and the improved levels of service being delivered through progressive advances in online service delivery. I am also pleased to say that accolades received by Council continue to far outweigh complaints, and this is in no small part due to the personal and professional frontline services we provide to our residents.

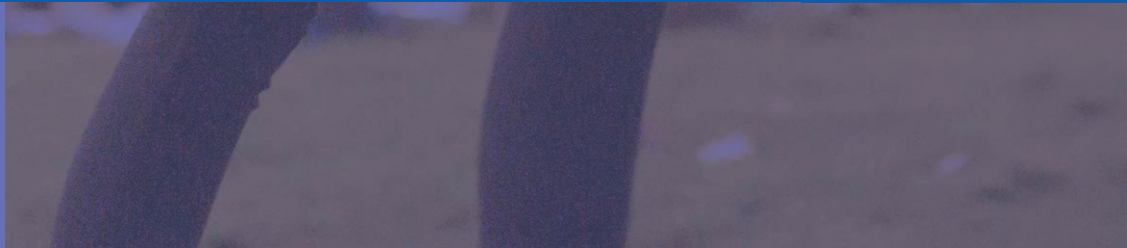
As always the activities and projects detailed in this revised Delivery Program and Operational Plan will be subject to regular review and progress reports will be made to the community on a quarterly and annual basis, with a further progress report being published at the commencement of the next Council term in late 2024. Ongoing progress reviews and engagement are critical in identifying necessary changes to ensure these plans remain robust and relevant from year to year.

I encourage residents to continue engaging with Council on matters of importance to our local community.

Dominic Johnson
General Manager



Council's budgetary forecasts are continuing to project a sound financial future and sustainable service delivery over the coming decade.





Mosman

Our Place
Our Community
Snapshot of Mosman
Our Organisation
Our Finances





Our Place

Mosman is a place of great history and beauty, located 8 kilometres north-east of the CBD on Sydney's lower north shore. It is one of Australia's premier suburbs, with an unmatched setting on Sydney Harbour.

The area is characterised by beautiful localities such as Balmoral, Beauty Point, Clifton Gardens and Georges Heights. Occupying some 8.7 square kilometres, Mosman features numerous stunning bays and beaches punctuated by rugged

headlands and sandstone cliffs. Natural bushland areas and foreshore parklands complement busy shopping strips and suburban neighbourhoods. The major thoroughfares of Military and Spit Roads both divide the area and connect residents of Mosman and those from further north to other parts of Sydney.

Mosman's history began with the Borogegal and Cammeragal people and the area has since hosted activities as diverse as convict farms, whaling, artists camps, and military fortifications. As a destination, Mosman today is a great place to sample some unique Sydney heritage, beautiful streetscapes and gorgeous harbour foreshores. The area is home to the world famous Taronga Zoo, as well as excellent harbourside swimming and recreation areas, top restaurants, and high-end retail experiences.



As a destination, Mosman is a great place to sample some unique Sydney heritage, beautiful streetscapes and gorgeous harbour foreshores.

Our Community

Mosman is home to approximately 28,500 residents, having experienced a small decline in population in recent years. The local population is forecast to remain relatively stable, with the most significant demographic shifts expected to be in the age structure of the population as the proportion of residents aged 60 and over continues to grow.

Based on 2021 census data, we have more female residents than male (54% compared to 46%), and 35.3% of our residents have moved here from another country. In the five years to the 2021 census, just under 19% of Mosman residents moved here from elsewhere in NSW. Fewer residents in Mosman speak a language other than English or identify as being of Aboriginal or Torres Strait Islander descent than other areas of Sydney.

Between the 2016 and 2021 census the number of younger working-age residents, parents and homebuilders (25 – 49 years) in Mosman fell, while the greatest increase was experienced in persons aged 70 – 84 years. During the same period, the number of school-aged children and young adults between 10 and 24 years increased, although the number of babies, pre-schoolers and young school age children aged 0-9 years declined. In 2021 the median age of Mosman residents was 45 years, compared to 37 years across Greater Sydney.

We are a highly mobile community. In 2021, 72.6% of

Mosman's working residents reported that they head outside the area to work, with the Sydney CBD (almost 35.3%) being the most popular work location. Of jobs offered in Mosman, the largest percentage (39.2%) are filled by Mosman residents, with the next largest proportion of workers travelling from the northern beaches. 59% of Mosman workers report doing work at home.

Of almost 12,000 households in Mosman, the average household size in 2016 was 2.3 persons (compared to 2.7% in Greater Sydney), with Mosman also having a larger proportion of lone-person households than the Sydney average. Almost 31% of Mosman homes are occupied by only one person, with couples with children (at 28%) and couples without children (also at 28%) collectively remaining the predominant household type.

Mosman residents live in a variety of dwellings, with the number of separate houses falling very slightly between the 2016 and 2021 census, but still being the predominant type of dwelling. The proportion of separate houses (33%) is, however, significantly lower than for Sydney as a whole (53%), while the proportion of medium and high density dwellings remains above the Sydney average.

The qualifications of Mosman residents are higher than those for the average Sydney resident, and Mosman also has a significantly larger proportion of high income households than the Sydney average. There is a higher proportion of managers and professionals living in the area, and unemployment is also low when compared to Sydney overall.

Mosman is a connected community, with a notably higher proportion of volunteers than the Sydney average. Our social capital indicators are also particularly strong.



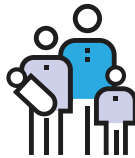
Snapshot of Mosman



28,500
residents



31%
live alone



28%
couples with children



13%
older couples without children

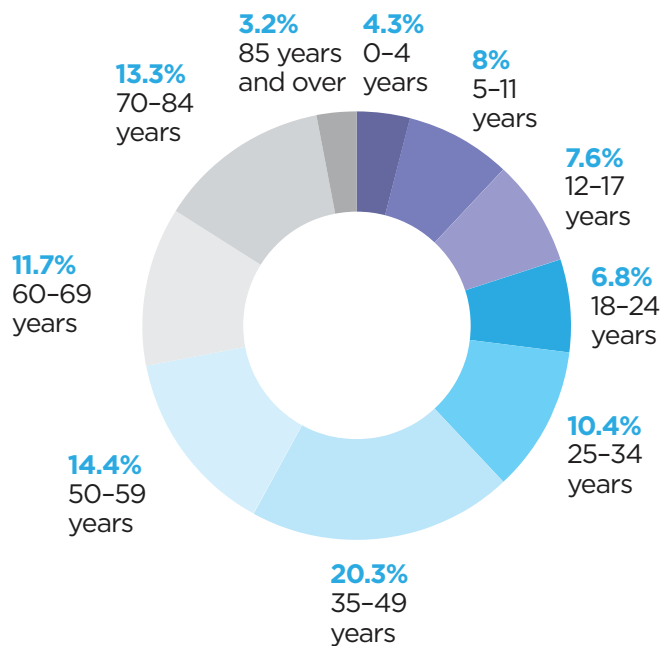


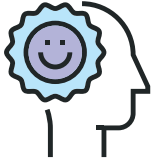
53%
have lived at the same address for more than 5 years

16%
speak a language other than English at home

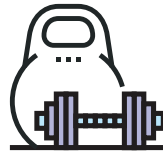
35%
were born overseas

54%
residents who identify with a religion





99%
residents who think
their quality of life
is 'good' to 'excellent'



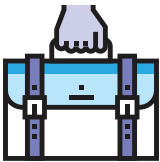
30.1%
adults 16 years and over
undertaking insufficient
physical activity



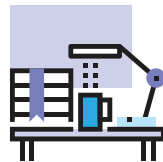
87.6 years
life expectancy
at birth



54.6%
residents aged 15
years and over with a
Bachelor or higher degree



14,000
workers



62%
residents in the
labour force



3,400
residents doing
paid work locally



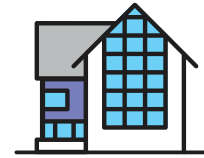
4,800
residents who do
voluntary work



2,700
residents who provide
unpaid care for the
aged and disabled



20%
employed residents work
in professional, scientific
and technical services



25%
households with
a mortgage

32%
households renting



33%
proportion of housing
that is separate dwellings

41%
proportion of housing
three or more storeys



86%
households with
internet connection



10%
households with
3 or more cars

Our Organisation

Mayor and Councillors

Mosman is governed by an elected Council comprising seven Councillors including a popularly elected Mayor. The current term of Council commenced in December 2021 and will conclude with the next local government election, scheduled for September 2024. Councillor Carolyn Corrigan was re-elected for a second term as Mosman's popularly elected Mayor in December 2021, having previously been elected as Mosman's first popularly

elected female Mayor in September 2017. Mosman's Deputy Mayor is elected annually by Councillors, and Councillor Roy Bendall was elected to this position for a twelve month term concluding September 2023.

The Mosman local government area is not divided into wards - all Councillors serve as representatives of the whole municipality. Details of Councillors elected for the 2021-2024 Council term are provided below:



Carolyn CORRIGAN
Mayor 2021-2024



Roy BENDALL
Deputy Mayor 2022-2023



Pip FRIEDRICH



Sarah HUGHES



Simon MENZIES



Libby MOLINE

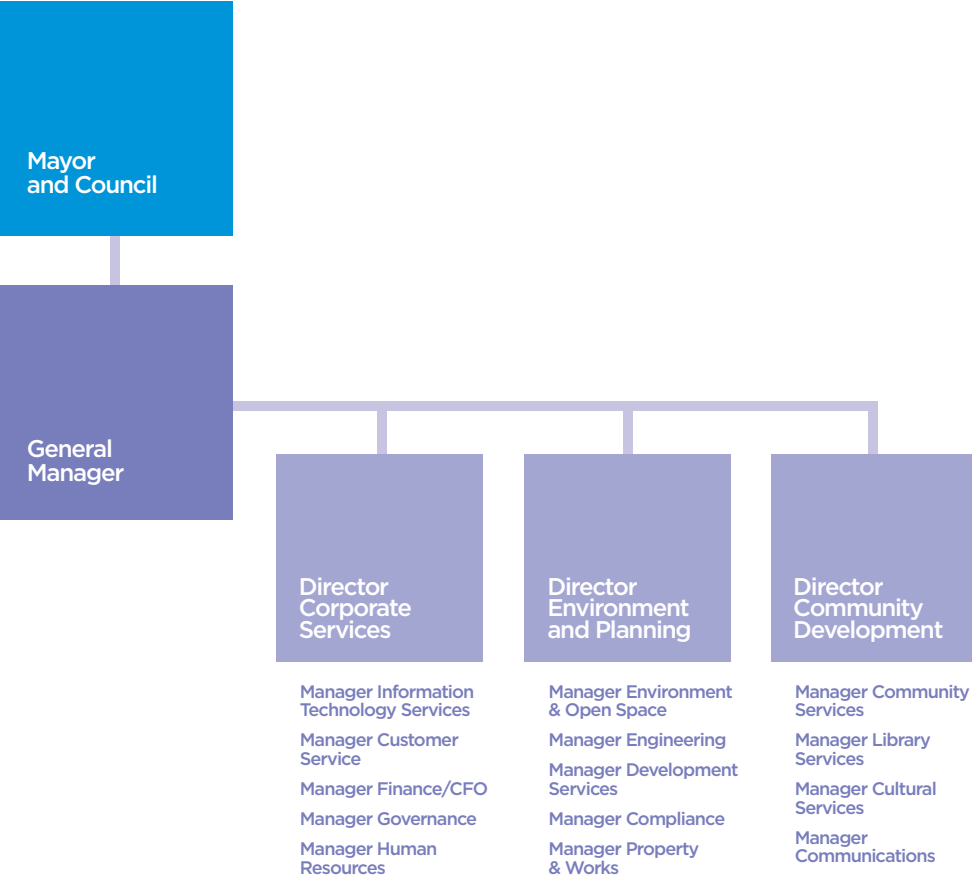


Michael RANDALL

Our Organisation

Council Management

Leadership and management of Mosman Council is a collaborative effort between the Mayor, Councillors, the General Manager and staff. The General Manager, Dominic Johnson, is responsible for the effective and efficient delivery of Council’s day-to day operations, and is assisted in this task by his Leadership Group and 164 (full time equivalent) members of staff. Council’s organisational structure is illustrated below:



Our Organisation

Our Values

Council has reaffirmed six Values that guide the way services are delivered and help ensure Council remains progressive, accountable and responsive to the community.

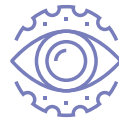
In addition to these Values Council supports and advocates the social justice principles of equity, access, participation and rights in both service planning and delivery. These principles are reflected in MOSPLAN's Strategic Directions and Strategies.



LEADERSHIP



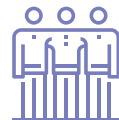
INTEGRITY



TRANSPARENCY



SERVICE



INCLUSIVENESS



RESPECT



Our Finances

2023-24 Income Budget

This table and bar chart show a breakdown of Council revenue. Included are operating revenue, sale of assets and interest on investments.



Income (\$)	2023/2024	%
● Rates & Annual Charges	30,948,600	59.5%
● User Fees & Charges	9,980,100	19.2%
● Other Revenue	3,302,700	6.4%
● Grants & Contributions for Operating Purposes	3,041,515	5.8%
● Interest & Investment Revenue	650,912	1.3%
● Rental Income	3,896,900	7.5%
● Net Share of Interest in Joint Ventures	181,000	0.3%
Total Income	52,001,727	100%

2023-24 Expenditure Budget



This table and bar chart show how Council will spend the budget according to major expenditure items. Included are operating expenses, borrowing costs, and state government levies.

Expenditure (\$)	2023/2024	%
Employee Costs	20,203,800	39.9%
Materials & Services	20,572,700	39.6%
Legal Costs	541,500	1.0%
Consultants	485,900	0.9%
Borrowing Costs	306,511	0.6%
Depreciation & Amortisation	5,808,615	11.2%
Other Expenses	538,900	1.0%
State Government Levies	2,753,000	5.3%
Net Loss from Disposal of Assets	515,500	1.0%
Total Expenditure	51,726,426	100%

2023-24 Expenditure Budget by Strategic Direction



This table and bar chart depict how Council will spend the budget according to Strategic Direction. Included are operating expenses, borrowing costs, and state government levies.

Strategic Direction (\$)	2023/2024	%
Safe, caring and inclusive community	2,463,700	4.8%
Culturally rich and vibrant community	4,742,600	9.2%
Attractive and sustainable environment	8,628,900	16.7%
Engaged, business-friendly community with strong independent civic leadership	14,121,611	27.3%
Well-designed, liveable and accessible places	14,945,715	28.9%
Healthy and active village lifestyle	6,823,900	13.2%
Total Expenditure	51,726,426	100.0%





MOSPLAN

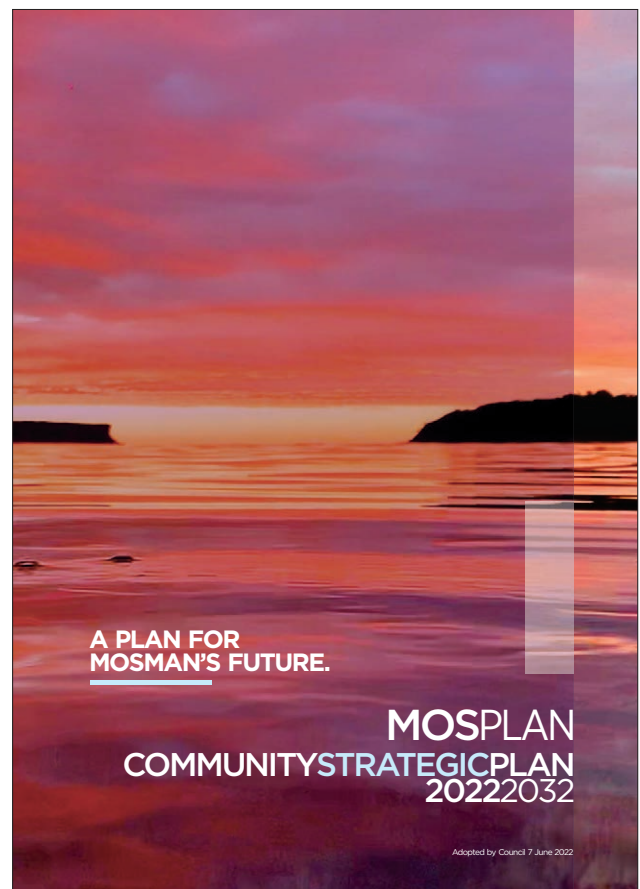
Integrated Planning and Reporting
MOSPLAN
Reading this Report



Integrated Planning and Reporting

Mosman Council, like all other councils in NSW, operates within an Integrated Planning and Reporting Framework established by the State Government. This framework requires preparation and adoption of the following plans to assist councils in their ongoing delivery of services to residents and ratepayers.

These plans consider and respond to the views expressed by the community through a range of engagement opportunities outlined in Council's Community Engagement Policy and Community Participation Plan. They are complemented by a series of reports at quarterly and annual intervals - as well as a MOSPLAN Review published at the beginning of each Council term - that inform the community of Council's progress in implementing its various plans.

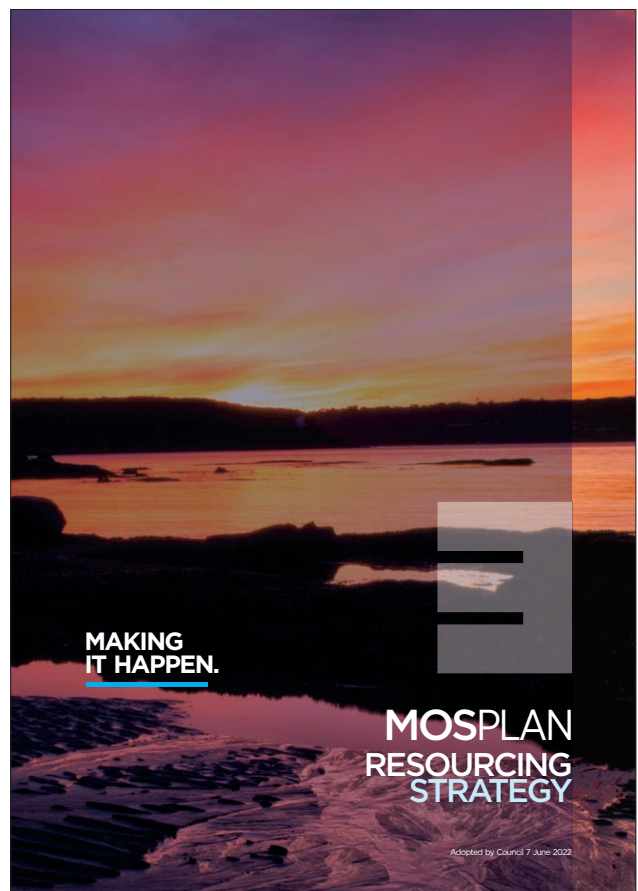


A **Community Strategic Plan** – a 10 year strategic direction for Mosman.



A four year **Delivery Program** – detailing the principal activities that Council will undertake to achieve the long term Vision contained in the Community Strategic Plan, within the resources available in the Resourcing Strategy.

A one year **Operational Plan and Budget** – outlining the actions Council will carry out in the coming financial year to achieve the Delivery Program and the long-term Vision identified in the Community Strategic Plan.



A **Resourcing Strategy** – detailing Council's approach to long term financial planning, workforce planning and asset management. The Resourcing Strategy is a vital link between the Community Strategic Plan and Delivery Program.

MOSPLAN

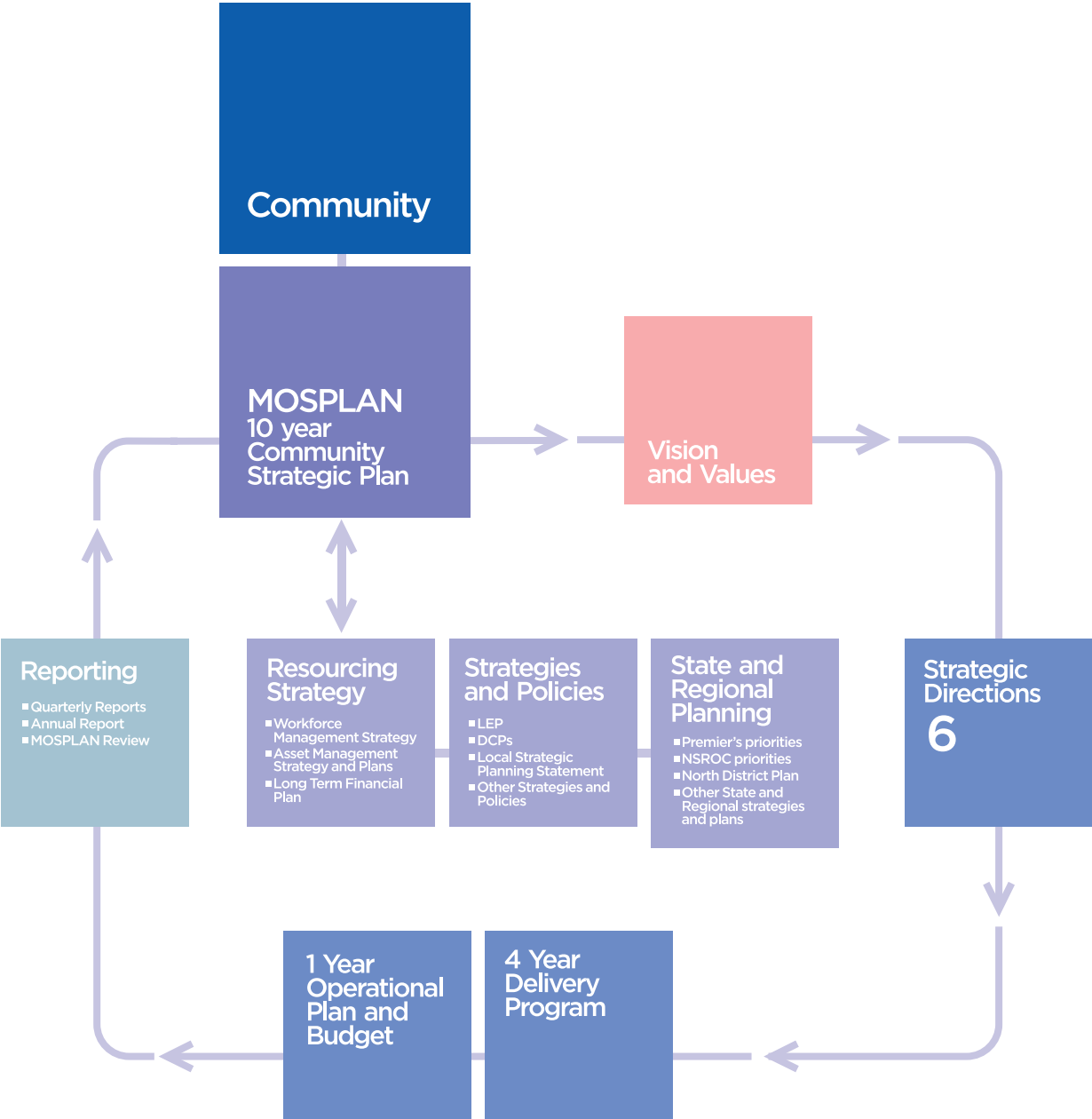
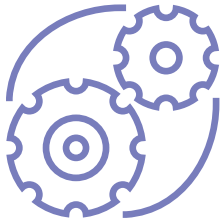
The suite of planning documents prepared by Mosman Council as part of its Integrated Planning and Reporting obligations (and more generally as a matter of good practice!) is collectively known as MOSPLAN. The current suite of documents, originally adopted in June 2022, is known as MOSPLAN 2022-2032 and includes:

- The 2022-2032 Community Strategic Plan
- A Resourcing Strategy supporting the 2022-2032 Community Strategic Plan encompassing longer term financial, infrastructure and workforce planning
- The 2022-2026 Delivery Program (*revised annually*)
- Operational Plans and Budget for 2022-2023, 2023-2024, 2024-2025 and 2025-2026 (*This document contains the Revised 2022-2026 Delivery Program and 2023-2024 Operational Plan and Budget*)

Together, these documents articulate a long-term Vision for Mosman's future, and contain information about how Council intends to deliver on that Vision across 10, 4 and 1 year horizons.

MOSPLAN 2022-2032 reflects the aspirations of the Mosman community and its elected Council and also takes into account an extensive range of other strategies and plans prepared by Council to address specific service areas or issues. It aims to ensure that services can be delivered to the Mosman community in a manner that is effective, efficient and planned in a logical and financially sustainable way.

The following diagram illustrates the integrated nature of MOSPLAN, and how engagement, planning, service delivery and reporting processes all contribute to its preparation, ongoing review and evolution.



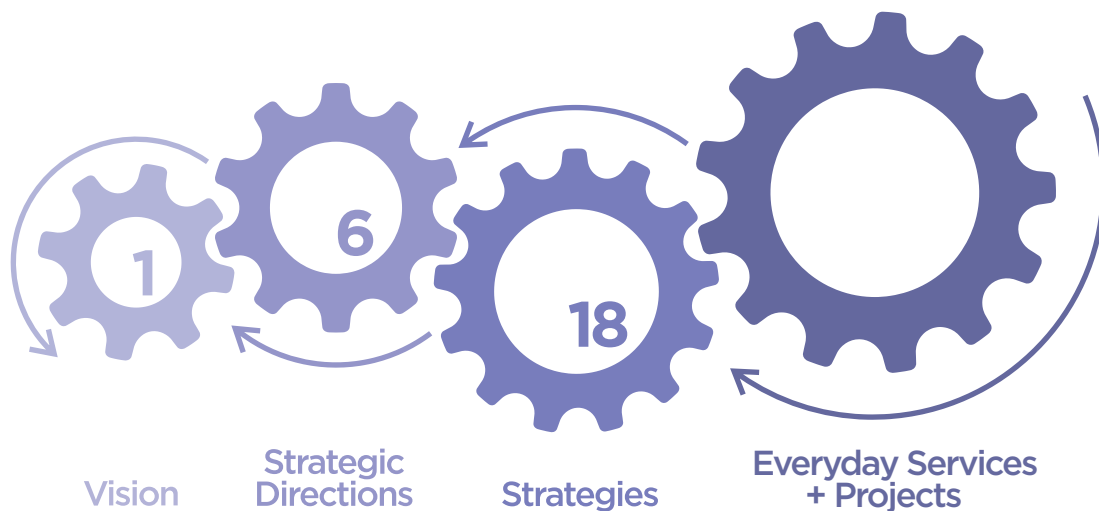
Reading this Plan

This Delivery Program, provides an overview of the services and facilities that Council plans to deliver over the next four years to bring the 2022-2032 Community Strategic Plan to life.

This document draws on the Vision for Mosman adopted in the Community Strategic Plan and the six Strategic Directions that were informed by community input in 2021-2022. The Revised 2022-2026 Delivery Program and 2023-2024 Operational Plan and Budget have also been shaped by the forecasted financial, workforce and infrastructure resources expected to be available to Council over the coming decade.

The 2022-2026 Delivery Program and supporting annual Operational Plans and Budgets include information on the activities that will be engaged in on a day-to-day basis (effectively 'business as usual'), as well as special projects to be delivered over a four year period. This information is organised according to the six Strategic Directions that will guide Council's efforts in delivering the best possible outcomes for the Mosman community. Further, this document identifies funds and staffing available to deliver these outcomes.

This document also illustrates how Council will measure its progress against each Strategic Direction. Collectively as MOSPLAN 2022-2032, this document and the 2022-2032 Community Strategic Plan are the subject of progress reports presented to Council and the community on a regular basis, including at the beginning of the next term of Council in September 2024.





Reading this Plan



Our Strategies

Further guidance to Council in achieving the Strategic Direction

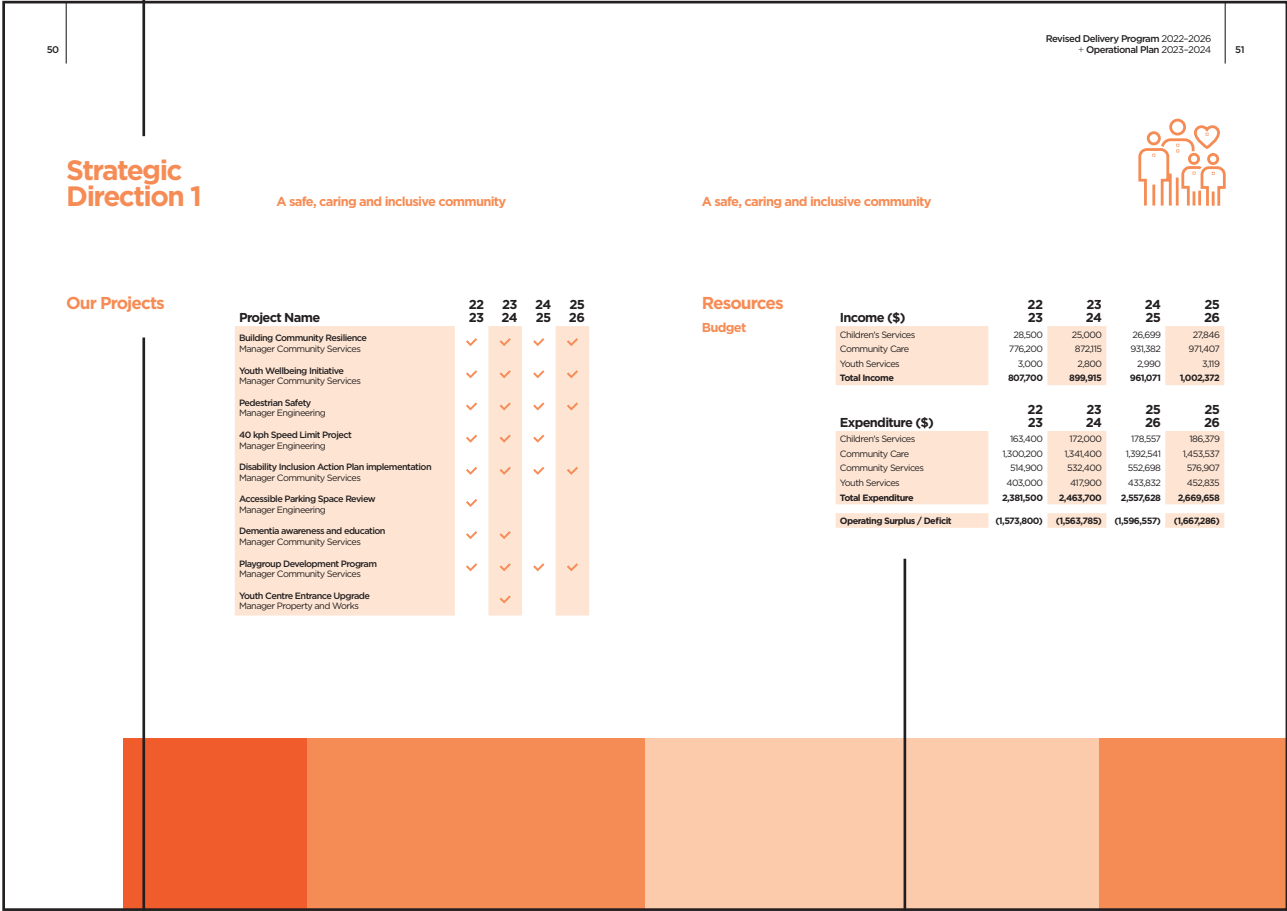
Everyday Services and Facilities

Council's 'business as usual' activities that contribute to the delivery of each Strategic Direction



Strategic Direction

Reflects the kind of place and the kind of community residents value



Our Projects

Key initiatives that will contribute to each Strategic Direction over the life of the Delivery Program and Operational Plan

Resources

The finances and human resources Council has allocated to delivering each Strategic Direction

Strategic Direction 1

A safe, caring and inclusive community

A safe, caring and inclusive community



Resources Youth Services

	22	23	24
Income (\$)			
Rates & Annual Charges	-	-	-
User Fees & Charges	200	200	200
Other Revenue	1000	1000	1000
Grants & Cont for Operating Purposes	1800	1600	1600
Interest & Investment Revenue	-	-	-
Rental Income	-	-	-
Net Share of Interest in Joint Ventures	-	-	-
Total Income	3,000	2,800	
Expenditure (\$)			
Employee Costs	326,900	342,900	342,900
Materials & Services	75,300	74,200	-
Legal Costs	-	-	-
Consultants	-	-	-
Borrowing Costs	-	-	-
Depreciation & Amortisation	800	800	-
Other Expenses	-	-	-
State Government Levies	-	-	-
Net Loss from Disposal of Assets	-	-	-
Total Expenditure	403,000	417,900	
Operating Result Before Capital Grants & Contributions	(400,000)	(415,100)	
FTE Staff			3.0

How we'll measure performance...

KPIs

Key Performance Indicators and Targets

	%	#
	% Project Milestones achieved - Safe, caring and inclusive community	No. of volunteers in Council services
Annual Target	22-23 23-24 24-25 25-26 90% 90% 90% 90%	Annual Target 22-23 23-24 24-25 25-26 345 345 345 345
	No. of hours social support provided per annum	No. of meals delivered by Meals on Wheels per annum
Annual Target	22-23 23-24 24-25 25-26 1,450 1,450 1,450 1,450	Annual Target 22-23 23-24 24-25 25-26 18,000 18,500 19,000 19,500
#	No. of Community Transport trips per annum	No. of meals served at Community Care programs per annum
Annual Target	22-23 23-24 24-25 25-26 3,350 3,350 3,350 3,350	Annual Target 22-23 23-24 24-25 25-26 1,000 1,000 1,000 1,000
#	No. of occasions of service for young people engaging with Moosman Youth Service and Programs	% Young people satisfied with programs and events coordinated by Youth Services
Annual Target	22-23 23-24 24-25 25-26 13,000 13,500 14,000 14,500	Annual Target 22-23 23-24 24-25 25-26 85% 85% 85% 85%
	Level of resident satisfaction with overall range and quality of community facilities and activities	Level of resident satisfaction with access to Council information and Council support
Annual Target	22-23 23-24 24-25 25-26 7.48* 7.92* 7.92* 7.92*	Annual Target 22-23 23-24 24-25 25-26 6.90* 6.95* 6.95* 6.95*
	Level of resident satisfaction with services and facilities for people from culturally and linguistically diverse backgrounds	
Annual Target	22-23 23-24 24-25 25-26 6.19* 6.20* 6.20* 6.20*	

Resources

The finances and human resources Council has allocated to delivering each Strategic Direction

Key Performance Indicators

Measure how Council is performing in its delivery of each Strategic Direction







Vision

**A Vision for Mosman
Strategic Directions**



A Vision for Mosman

What kind of future does our community want for Mosman?

Our Vision for Mosman is:

**A vibrant, inclusive
harbourside village where
community and heritage are
valued and where residents
feel safe and connected.**



Strategic Directions

What will we work towards over the next ten years to make this vision a reality?

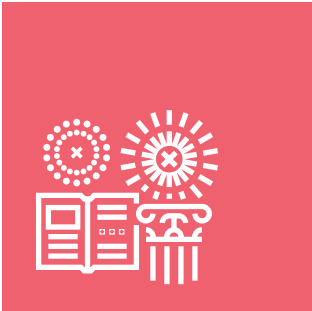


Our six Strategic Directions are:



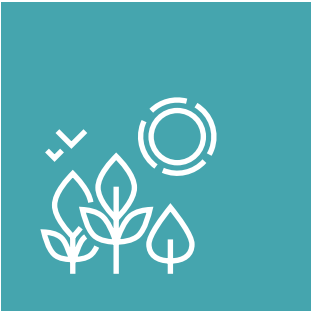
Strategic Direction 1

A safe, caring and inclusive community



Strategic Direction 2

A culturally rich and vibrant community



Strategic Direction 3

An attractive and sustainable environment



Strategic Direction 4

An engaged, business-friendly community with strong civic leadership



Strategic Direction 5

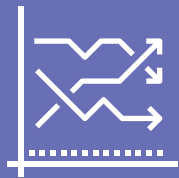
Well-designed, liveable and accessible places



Strategic Direction 6

A healthy and active village lifestyle

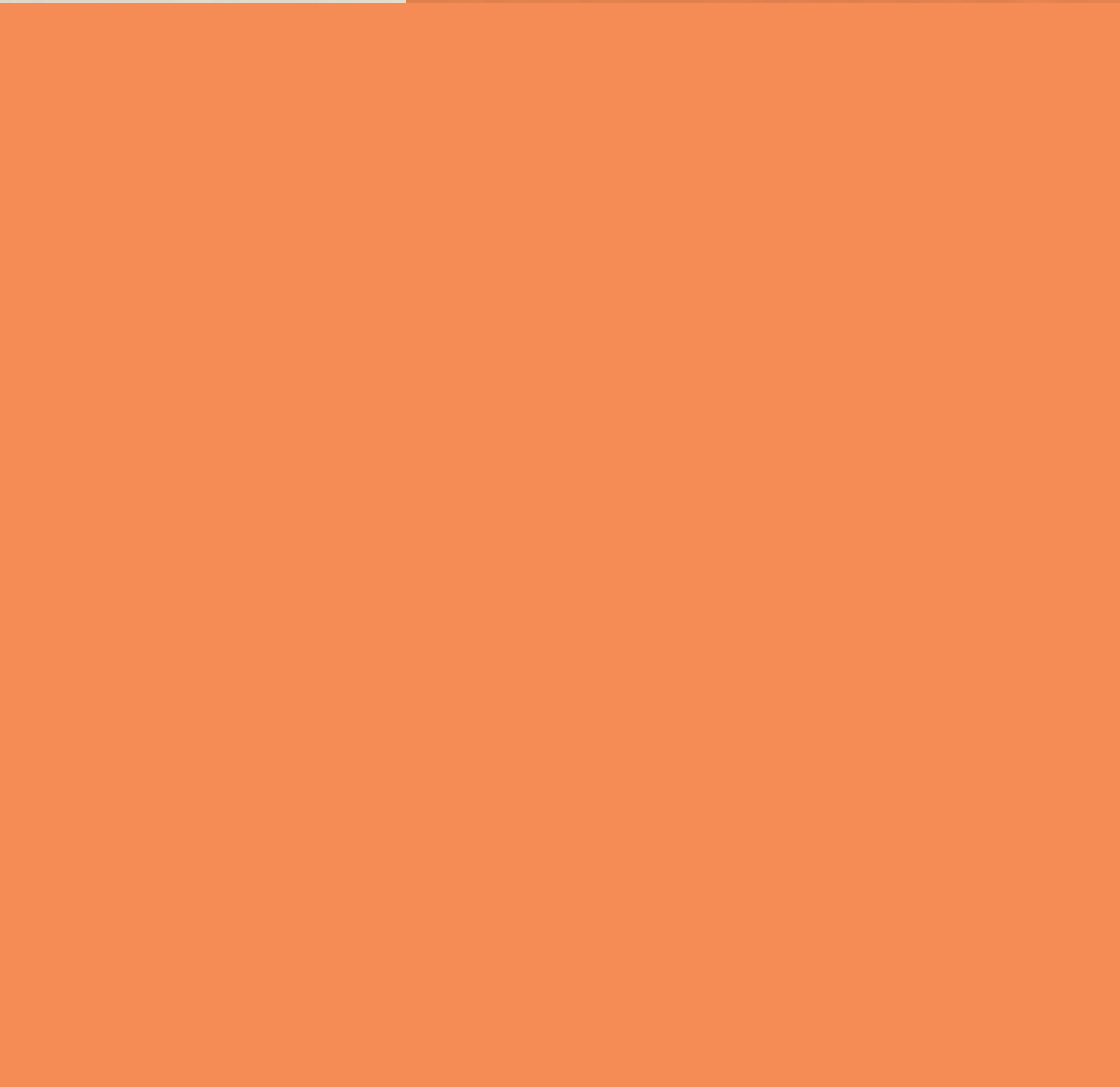


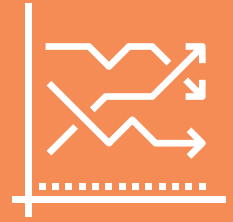
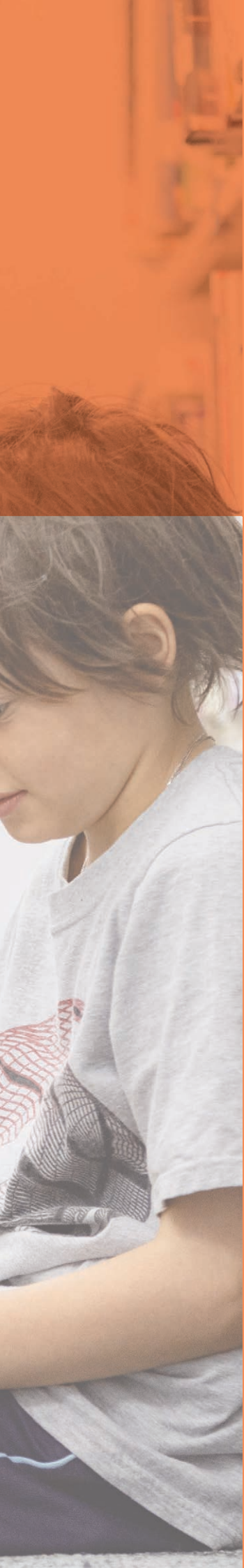


Plans

Delivery Program & Operational Plan

Strategic Directions 1-6





Strategic Direction 1

**A safe, caring
and inclusive
community**

Strategic Direction 1

A safe, caring and inclusive community

How we'll deliver...

Our Strategies

- 1 Assist residents to feel safe and connected to their community and each other
- 2 Ensure support is available for people in need
- 3 Promote opportunities to acknowledge and embrace diversity



A safe, caring and inclusive community

Everyday Services and Facilities

Council delivers a wide range of services that support, connect and care for members of the Mosman community including children, families, young people, older residents and those with disability.

Regular programs and activities are offered by Council for children and families including playgroups, education seminars, leisure and learning opportunities and community events. Support is also available to the network of local early childhood care providers, helping ensure that childcare is of a high quality and providers are well connected with local families, services and each other.

Young people are catered for at Council's Youth Centre, through regular drop-in sessions and a variety of targeted programs and activities. Youth Volunteering is a popular and successful program engaging young people and delivering new skills and experiences. Youth events are coordinated regularly in partnership with young people.

Older residents are provided with many activities and programs to keep them active and engaged, and to support them when they need help. The range of services provided to older residents include meals delivered to homes or served at the Mosman Square Seniors Centre, home visits and book deliveries, transport, healthy and active seniors programs, discussion and walking groups, social support and advice, newsletters and special events and activities.

Council also watches out for those in caring roles and those who otherwise volunteer in Mosman, providing services and respite for carers and coordinating volunteer programs across more than 20 Council services and programs. For people living with disability, Council provides services for families living with dementia, and a regular carers group provides ongoing support and advice to those caring for others.

Our community is supported more broadly through numerous community development programs and activities including support and capacity building for local community groups, an annual community grants program, training programs, language classes and computer classes.

Our diverse community is celebrated through events marking International Women's Day, International Day of People with Disability, Harmony Day, and NAIDOC Week. Advice and a lending hand is provided to residents who are facing difficult situations in their lives, and who are in need of guidance or other assistance.

Taking care of our community also involves providing a range of community facilities for general community and programmed use, and the renewal, maintenance and cleansing of these facilities in line with community expectations.

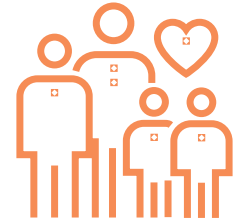
Council looks after the safety of public places through CCTV and other community safety projects in collaboration with the Police Local Area Command. Regular contact is made with the State Emergency Service and other emergency services involved in planning for and responding to emergency situations in the local area.

Strategic Direction 1

A safe, caring and inclusive community

Our Projects

Project Name	22 23	23 24	24 25	25 26
Building Community Resilience Manager Community Services	✓	✓	✓	✓
Youth Wellbeing Initiative Manager Community Services	✓	✓	✓	✓
Pedestrian Safety Manager Engineering	✓	✓	✓	✓
40 kph Speed Limit Project Manager Engineering	✓	✓	✓	
Disability Inclusion Action Plan implementation Manager Community Services	✓	✓	✓	✓
Accessible Parking Space Review Manager Engineering	✓			
Dementia awareness and education Manager Community Services	✓	✓		
Playgroup Development Program Manager Community Services	✓	✓	✓	✓
Youth Centre Entrance Upgrade Manager Property and Works		✓		



A safe, caring and inclusive community

Resources

Budget

	22	23	24	25
Income (\$)	23	24	25	26
Children's Services	28,500	25,000	26,699	27,846
Community Care	776,200	872,115	931,382	971,407
Youth Services	3,000	2,800	2,990	3,119
Total Income	807,700	899,915	961,071	1,002,372
Expenditure (\$)	23	24	25	26
Children's Services	163,400	172,000	178,557	186,379
Community Care	1,300,200	1,341,400	1,392,541	1,453,537
Community Services	514,900	532,400	552,698	576,907
Youth Services	403,000	417,900	433,832	452,835
Total Expenditure	2,381,500	2,463,700	2,557,628	2,669,658
Operating Surplus / Deficit	(1,573,800)	(1,563,785)	(1,596,557)	(1,667,286)

Strategic Direction 1

A safe, caring and inclusive community

Resources

Community Care

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	213,600	256,200
Other Revenue	-	-
Grants & Cont for Operating Purposes	562,600	615,915
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	776,200	872,115
Expenditure (\$)		
Employee Costs	1,021,100	1,059,300
Materials & Services	256,000	259,000
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	23,100	23,100
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,300,200	1,341,400
Operating Result Before Capital Grants & Contributions	(524,000)	(469,285)
FTE Staff		10.5



Strategic Direction 1

A safe, caring and inclusive community

Resources

Children's Services

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	28,500	25,000
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	28,500	25,000
Expenditure (\$)		
Employee Costs	142,900	149,700
Materials & Services	20,500	22,300
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	163,400	172,000
Operating Result Before Capital Grants & Contributions	(134,900)	(147,000)
FTE Staff		0.8



A safe, caring and inclusive community

Resources

Community Services

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)		
Employee Costs	326,600	340,500
Materials & Services	96,400	96,600
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	91,900	95,300
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	514,900	532,400
Operating Result Before Capital Grants & Contributions	(514,900)	(532,400)
FTE Staff		3.0

Strategic Direction 1

A safe, caring and inclusive community

Resources

Youth Services

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	200	200
Other Revenue	1,000	1,000
Grants & Cont for Operating Purposes	1,800	1,600
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	3,000	2,800
Expenditure (\$)		
Employee Costs	326,900	342,900
Materials & Services	75,300	74,200
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	800	800
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	403,000	417,900
Operating Result Before Capital Grants & Contributions	(400,000)	(415,100)
FTE Staff		3.0




A safe, caring and inclusive community

How we'll measure performance...

KPIs








Key Performance Indicators and Targets

	<p></p> <p>% Project Milestones achieved - Safe, caring and inclusive community</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </table>	22-23	23-24	24-25	25-26	90%	90%	90%	90%	<p></p> <p>No. of volunteers in Council services</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>345</td> <td>345</td> <td>345</td> <td>345</td> </tr> </table>	22-23	23-24	24-25	25-26	345	345	345	345								
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90%	90%	90%	90%																							
22-23	23-24	24-25	25-26																							
345	345	345	345																							
<p></p> <p>No. of hours social support provided per annum</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>3,450</td> <td>3,450</td> <td>3,450</td> <td>3,450</td> </tr> </table>	22-23	23-24	24-25	25-26	3,450	3,450	3,450	3,450	<p></p> <p>No. of meals delivered by Meals on Wheels per annum</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>18,000</td> <td>18,500</td> <td>19,000</td> <td>19,500</td> </tr> </table>	22-23	23-24	24-25	25-26	18,000	18,500	19,000	19,500	<p></p> <p>No. of meals served at Community Care programs per annum</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>1,000</td> <td>1,000</td> <td>1,000</td> <td>1,000</td> </tr> </table>	22-23	23-24	24-25	25-26	1,000	1,000	1,000	1,000
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1,000	1,000	1,000	1,000																							
<p></p> <p>No. of Community Transport trips per annum</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>5,350</td> <td>5,350</td> <td>5,350</td> <td>5,350</td> </tr> </table>	22-23	23-24	24-25	25-26	5,350	5,350	5,350	5,350	<p></p> <p>No. of occasions of service for young people engaging with Mosman Youth Service and Programs</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>13,000</td> <td>13,500</td> <td>14,000</td> <td>14,500</td> </tr> </table>	22-23	23-24	24-25	25-26	13,000	13,500	14,000	14,500	<p></p> <p>% Young people satisfied with programs and events coordinated by Youth Services</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>85%</td> <td>85%</td> <td>85%</td> <td>85%</td> </tr> </table>	22-23	23-24	24-25	25-26	85%	85%	85%	85%
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13,000	13,500	14,000	14,500																							
22-23	23-24	24-25	25-26																							
85%	85%	85%	85%																							
<p></p> <p>Level of resident satisfaction with overall range and quality of community facilities and activities</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>7.48*</td> <td>7.50*</td> <td>7.50*</td> <td>7.50*</td> </tr> </table>	22-23	23-24	24-25	25-26	7.48*	7.50*	7.50*	7.50*	<p></p> <p>Level of resident satisfaction with access to Council information and Council support</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>6.90*</td> <td>6.95*</td> <td>6.95*</td> <td>6.95*</td> </tr> </table>	22-23	23-24	24-25	25-26	6.90*	6.95*	6.95*	6.95*	<p></p> <p>Level of resident satisfaction with services and facilities for people from culturally and linguistically diverse backgrounds</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>6.19*</td> <td>6.20*</td> <td>6.20*</td> <td>6.20*</td> </tr> </table>	22-23	23-24	24-25	25-26	6.19*	6.20*	6.20*	6.20*
22-23	23-24	24-25	25-26																							
7.48*	7.50*	7.50*	7.50*																							
22-23	23-24	24-25	25-26																							
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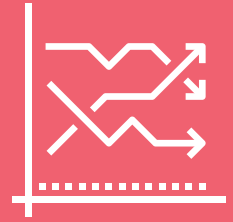


A safe, caring and inclusive community

 <p>Level of resident satisfaction with services and facilities for older people</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>7.37*</td> <td>7.40*</td> <td>7.40*</td> <td>7.40*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	7.37*	7.40*	7.40*	7.40*	 <p>Level of resident satisfaction with services and facilities for people with a disability</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>6.78*</td> <td>6.85*</td> <td>6.85*</td> <td>6.85*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	6.78*	6.85*	6.85*	6.85*	 <p>Level of resident satisfaction with services and facilities for children and families</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>7.53*</td> <td>7.55*</td> <td>7.55*</td> <td>7.55*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	7.53*	7.55*	7.55*	7.55*
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 <p>Level of resident satisfaction with services and facilities for young people</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>6.79*</td> <td>6.80*</td> <td>6.80*</td> <td>6.80*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	6.79*	6.80*	6.80*	6.80*	 <p>Level of residents' sense of safety in their local community</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>9.17*</td> <td>9.20*</td> <td>9.20*</td> <td>9.20*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	9.17*	9.20*	9.20*	9.20*	 <p>Utilisation rate (visits) - Mosman Square Senior Citizens Centre</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>20,000</td> <td>22,000</td> <td>23,000</td> <td>24,000</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	20,000	22,000	23,000	24,000
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20,000	22,000	23,000	24,000																							
 <p>Utilisation rate %- Connections playgroup</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>80%</td> <td>90%</td> <td>95%</td> <td>95%</td> </tr> </tbody> </table>			22-23	23-24	24-25	25-26	80%	90%	95%	95%																
22-23	23-24	24-25	25-26																							
80%	90%	95%	95%																							

*Mosman Community Survey mean score out of 10





Strategic Direction 2

**A culturally rich
and vibrant
community**

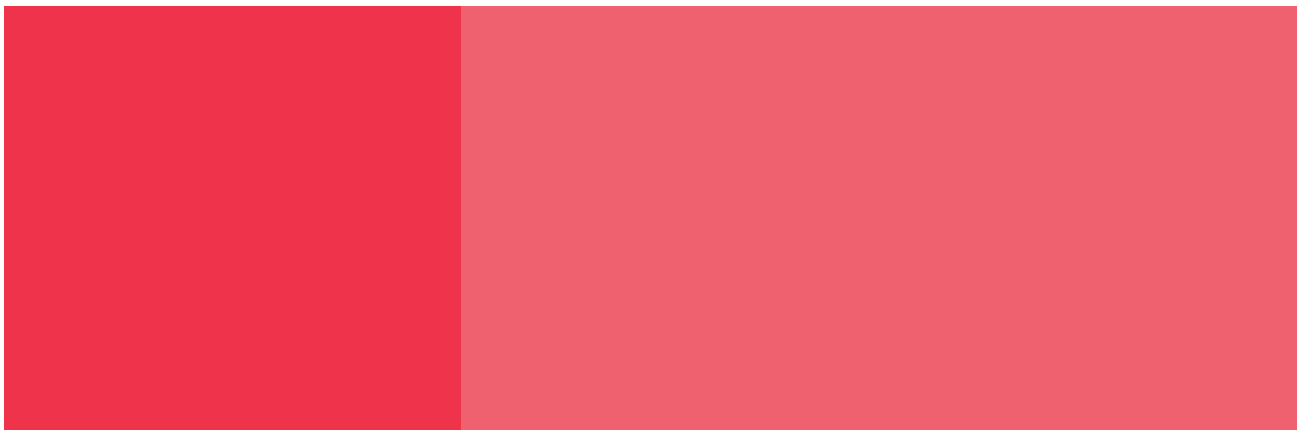
Strategic Direction 2

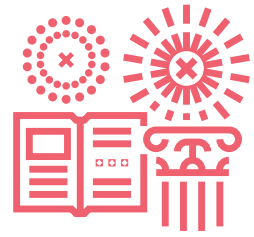
A culturally rich and vibrant community

How we'll deliver...

Our Strategies

- 1 Celebrate Mosman's unique identity and heritage
- 2 Nurture cultural and creative endeavours
- 3 Provide further opportunities to laugh, learn and play





A culturally rich and vibrant community

Everyday Services and Facilities

Mosman has a strong cultural and artistic heritage and Council is actively involved in promoting and facilitating the ongoing cultural wellbeing of our community.

The Mosman Library Service, operating from the Barry O'Keefe Library, has a significant role to play, providing services seven days a week. This multipurpose community hub not only offers an excellent library collection, it delivers a range of intellectual, cultural, recreational and information services, encompassing learning opportunities, resources and activities for all age groups.

This programming covers everything from Storytime for toddlers and Babytime for the very young, to holiday activities, reading and writing competitions, book clubs, author and special interest talks, film and discussion groups and services

supporting local schools and students. The area's heritage is well-cared for and celebrated through the work of the Library's Local Studies team, while new, innovative resources and programming are delivered in the Library's Creation Space.

As part of a wider network known as Shorelink, the Library Service also provides members with ready access to the resources of libraries in North Sydney and Lane Cove.

Mosman's artistic heritage and more contemporary artistic life is celebrated daily at Mosman Art Gallery. The Gallery, as the only regional art gallery in northern Sydney, delivers a high quality program of exhibitions year-round, providing residents and visitors opportunities to view the works of local, Australian and international artists. The Mosman Art Prize, conducted annually, has for many years been recognised as one of the most prestigious municipal art prizes in Australia. Public programming and education programs delivered in conjunction

with these exhibitions, and other programming and events coordinated by the Gallery more generally, extend the cultural experiences available to the community.

The Gallery is also home to the Mosman Symphony Orchestra and through the co-located community centre and Grand Hall provides extended opportunities for community driven concerts, performances and cultural events.

Council also supports the cultural vitality of Mosman by coordinating monthly weekend artisan markets in Mosman Square, and by delivering a regular program of events. These include the biennial Festival of Mosman and annual Pets Day Out, as well as outdoor concerts and movies, quarterly night markets and other community get-togethers.

Strategic Direction 2

A culturally rich and vibrant community

Our Projects

Project Name	22 23	23 24	24 25	25 26
Library RFID Returns System Upgrade Manager Library Services	✓	✓	✓	✓
Art in Public Places Manager Cultural Services	✓	✓	✓	✓
Ceiling replacement – Mosman Art Gallery Manager Engineering	✓			
Nightlife in Mosman Manager Communications	✓	✓	✓	✓
Creation Space Manager Library Services	✓	✓	✓	✓
Library Precinct Investigations General Manager	✓	✓	✓	✓



A culturally rich and vibrant community

Resources

Budget

	22	23	24	25
	23	24	25	26
Income (\$)				
Art Gallery and Community Centre	170,000	244,000	260,028	271,202
Arts Programming and Exhibitions	326,100	283,600	302,229	315,217
Community Events	70,800	73,600	78,435	81,805
Heritage Management	-	-	-	-
Library	195,200	196,000	208,875	217,851
Total Income	762,100	797,200	849,567	886,076
Expenditure (\$)				
Art Gallery and Community Centre	378,800	382,300	403,567	421,244
Arts Programming and Exhibitions	1,266,100	1,312,300	1,385,301	1,445,980
Community Events	314,500	377,800	398,816	416,285
Heritage Management	21,800	18,500	19,529	20,385
Library	2,568,300	2,651,700	2,799,209	2,921,820
Total Expenditure	4,549,500	4,742,600	5,006,421	5,225,714
Operating Surplus / Deficit	(3,787,400)	(3,945,400)	(4,156,854)	(4,339,638)

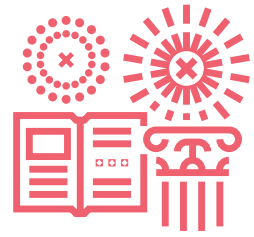
Strategic Direction 2

A culturally rich and vibrant community

Resources

Art Gallery and Community Centre

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	170,000	244,000
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	170,000	244,000
Expenditure (\$)		
Employee Costs	85,500	89,600
Materials & Services	184,800	178,600
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	108,500	114,100
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	378,800	382,300
Operating Result Before Capital Grants & Contributions	(208,800)	(138,300)
FTE Staff		3.5



A culturally rich and vibrant community

Resources

Arts Programming and Exhibitions

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	86,800	87,800
Other Revenue	101,300	101,600
Grants & Cont for Operating Purposes	138,000	94,200
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	326,100	283,600
Expenditure (\$)		
Employee Costs	894,200	930,400
Materials & Services	368,300	378,300
Legal Costs	-	-
Consultants	3,100	3,100
Borrowing Costs	-	-
Depreciation & Amortisation	500	500
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,266,100	1,312,300
Operating Result Before Capital Grants & Contributions	(940,000)	(1,028,700)
FTE Staff		5.2
Capital Expenditure (\$)	103,400	108,300





A culturally rich and vibrant community

Resources

Community Events

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	70,800	73,600
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	70,800	73,600
Expenditure (\$)		
Employee Costs	180,400	188,800
Materials & Services	134,100	189,000
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	314,500	377,800
Operating Result Before Capital Grants & Contributions	(243,700)	(304,200)
FTE Staff		1.6

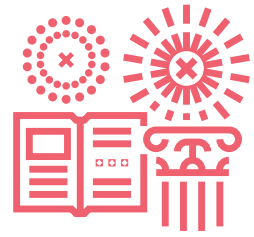
Strategic Direction 2

A culturally rich and vibrant community

Resources

Heritage Management

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)		
Employee Costs	-	-
Materials & Services	5,000	500
Legal Costs	-	-
Consultants	16,800	18,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	21,800	18,500
Operating Result Before Capital Grants & Contributions	(21,800)	(18,500)



A culturally rich and vibrant community

Resources

Library

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	35,900	24,300
Other Revenue	23,400	20,400
Grants & Cont for Operating Purposes	135,900	145,300
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	6,000
Total Income	195,200	196,000
Expenditure (\$)		
Employee Costs	1,777,800	1,860,900
Materials & Services	275,000	278,000
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	415,500	417,800
Other Expenses	100,000	95,000
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	2,568,300	2,651,700
Operating Result Before Capital Grants & Contributions	(2,373,100)	(2,455,700)
FTE Staff		18.9
Capital Expenditure (\$)	300,100	321,300

Strategic Direction 2

A culturally rich and vibrant community

How we'll measure performance...

KPIs

Key Performance Indicators and Targets



% Project Milestones achieved - Culturally rich and vibrant community

Annual Target

22-23	23-24	24-25	25-26
90%	90%	90%	90%



Level of residents satisfaction with Library services

Annual Target

22-23	23-24	24-25	25-26
7.90*	7.95*	7.95*	7.95*



No. of Library programs delivered for children and young people

Annual Target

22-23	23-24	24-25	25-26
245	250	250	250



No. of Library programs delivered for adults

Annual Target

22-23	23-24	24-25	25-26
100	120	120	120



No. of Library visits per capita per annum

Annual Target

22-23	23-24	24-25	25-26
9.7	9.8	9.9	9.9



No. Loans per capita per annum

Annual Target

22-23	23-24	24-25	25-26
9.5	9.5	9.5	9.5



% Library users satisfied with Library services and resources

Annual Target

22-23	23-24	24-25	25-26
95%	95%	95%	95%



Total visitation per annum - Mosman Art Gallery and Community Centre

Annual Target

22-23	23-24	24-25	25-26
70,000	75,000	80,000	85,000



Level of resident satisfaction with Mosman Art Gallery and Community Centre

Annual Target

22-23	23-24	24-25	25-26
7.56*	7.60*	7.60*	7.60*



Utilisation rate - Community Centre, Mosman Art Gallery

Annual Target

22-23	23-24	24-25	25-26
75%	80%	85%	85%



Level of resident satisfaction with overall range of facilities and activities relevant to culture and the arts

Annual Target

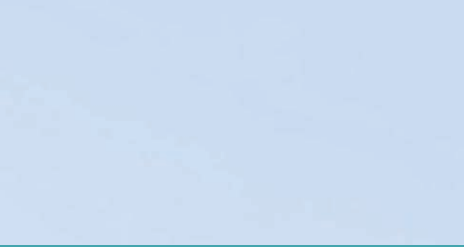
22-23	23-24	24-25	25-26
7.10*	7.15*	7.15*	7.15*

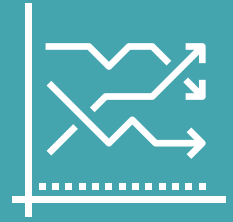


A culturally rich and vibrant community

<p>#</p> <p>No. of Gallery Friends and Volunteers</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>480</td> <td>480</td> <td>480</td> <td>480</td> </tr> </table>	22-23	23-24	24-25	25-26	480	480	480	480	<p>#</p> <p>No. of exhibitions, educational activities and special events held per annum at Mosman Art Gallery</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>140</td> <td>145</td> <td>150</td> <td>150</td> </tr> </table>	22-23	23-24	24-25	25-26	140	145	150	150	<p>#</p> <p>No. of members of the Gallery Donor Program</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>45</td> <td>47</td> <td>49</td> <td>51</td> </tr> </table>	22-23	23-24	24-25	25-26	45	47	49	51
22-23	23-24	24-25	25-26																							
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140	145	150	150																							
22-23	23-24	24-25	25-26																							
45	47	49	51																							
<p>\$</p> <p>Value of Cash donations and contributions to Mosman Art Gallery</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>\$90,000</td> <td>\$95,000</td> <td>\$100,000</td> <td>\$105,000</td> </tr> </table>	22-23	23-24	24-25	25-26	\$90,000	\$95,000	\$100,000	\$105,000	<p>\$</p> <p>Value of In kind donations and contributions to Mosman Art Gallery</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>\$90,000</td> <td>\$100,000</td> <td>\$110,000</td> <td>\$120,000</td> </tr> </table>	22-23	23-24	24-25	25-26	\$90,000	\$100,000	\$110,000	\$120,000	<p>%</p> <p>% Users satisfied - Mosman Market</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </table>	22-23	23-24	24-25	25-26	90%	90%	90%	90%
22-23	23-24	24-25	25-26																							
\$90,000	\$95,000	\$100,000	\$105,000																							
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<p>#</p> <p>No. of community events per annum</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>8</td> <td>12</td> <td>8</td> <td>12</td> </tr> </table>	22-23	23-24	24-25	25-26	8	12	8	12	<p>#</p> <p>No. of attendees at community events per annum</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>9,500</td> <td>25,000</td> <td>9,500</td> <td>25,000</td> </tr> </table>	22-23	23-24	24-25	25-26	9,500	25,000	9,500	25,000	<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with local festivals and events</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>7.39*</td> <td>7.45*</td> <td>7.45*</td> <td>7.45*</td> </tr> </table>	22-23	23-24	24-25	25-26	7.39*	7.45*	7.45*	7.45*
22-23	23-24	24-25	25-26																							
8	12	8	12																							
22-23	23-24	24-25	25-26																							
9,500	25,000	9,500	25,000																							
22-23	23-24	24-25	25-26																							
7.39*	7.45*	7.45*	7.45*																							

*Mosman Community Survey mean score out of 10





Strategic Direction 3

An attractive and sustainable environment

Strategic Direction 3

An attractive and sustainable environment

How we'll deliver...

Our Strategies

- 1 Protect and enhance Mosman's natural areas and local biodiversity
- 2 Use and encourage sustainable practices
- 3 Effectively manage parklands for community use



An attractive and sustainable environment

Everyday Services and Facilities

Maintaining and enhancing the quality of Mosman's green spaces and protecting the local environment is an ongoing priority for Council and the community.

Council delivers a regular program of environmental education and engagement programs to increase local knowledge and foster sustainable community behaviours focusing on schools and young people as well as the general community. The coordination of volunteer Bushcare and HarbourCare programs actively engages the community in caring for our environment. As well as creating programs locally, Council also participates in regional, national and international environmental networks and programs.

We also manage a number of contractors responsible for tree management, bushland restoration, weed management and construction/renewal of marine structures, and work

with community groups who provide advice and on-the-ground delivery of environmental projects. Feral animal and fauna protection programs are carried out to reduce the harm being done to our native landscapes and animals by introduced species. Responsible pet ownership education campaigns are also run.

Council monitors local water quality through data collation undertaken as part of the Beachwatch program and maintains a network of stormwater improvement devices to restrict the amount of litter entering the harbour. Litter and illegal dumping education and control measures are also used to keep natural and other public spaces as clean as possible and contracts for parks and reserve cleaning and street and gutter cleaning are managed to further reduce waste and improve local amenity.

One of the core services delivered by Council is its waste collection service, which incorporates various recycling and waste disposal programs. These include drop-off points for e-waste, financial support for the Community Recycling Centre at Artarmon,

hazardous chemicals and other materials as well as regular kerbside waste and recycling pick-ups and the annual Christmas tree recycling initiative.

Council has an ongoing regulatory role regarding trees on private land and other private infrastructure such as cooling towers. Protection of the environment also extends to support for alternate transport options including public transport and car share and active/sustainable options including walking and cycling.

Council also investigates and implements energy and water efficient options for its own service delivery and infrastructure provision, as well as providing information and support to the broader community. Council is actively involved in Climate Action, committing itself to net zero emissions by 2030 for its operations and working in partnership with the community to deliver a more sustainable future.

Strategic Direction 3

An attractive and sustainable environment

Our Projects

Project Name	22 23	23 24	24 25	25 26
Environmentally Sustainable Road Renewals Manager Engineering	✓	✓	✓	✓
Mosman LGA Flood Study Manager Engineering	✓	✓	✓	✓
Electric Vehicle Charging Stations Manager Environment and Open Space	✓		✓	
Solar Installations/Batteries Manager Environment and Open Space	✓		✓	
LED Acceleration Program Manager Engineering		✓		
Floral Displays Military Road Manager Environment and Open Space	✓	✓	✓	✓
Waste and Recycling Program - including education, plastic-free and FOGO initiatives Manager Environment and Open Space	✓	✓	✓	✓
Plans of Management Director Environment and Planning	✓	✓	✓	✓



An attractive and sustainable environment

Resources

Budget

	22	23	24	25
	23	24	25	26
Income (\$)				
Environmental Sustainability	190,200	206,800	220,878	230,370
Stormwater	-	-	-	-
Waste and Cleaning	7,561,500	8,089,700	8,640,414	9,011,726
Total Income	7,751,700	8,296,500	8,861,292	9,242,096
Expenditure (\$)				
Environmental Sustainability	788,700	739,700	821,017	856,980
Stormwater	729,500	746,700	828,787	865,090
Waste and Cleaning	6,680,500	7,142,500	7,927,697	8,274,947
Total Expenditure	8,198,700	8,628,900	9,577,501	9,997,017
Operating Surplus / Deficit	(447,000)	(332,400)	(716,209)	(754,921)

Strategic Direction 3

An attractive and sustainable environment

Resources

Environmental Sustainability

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	112,100	125,100
Other Revenue	12,200	12,700
Grants & Cont for Operating Purposes	65,900	69,000
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	190,200	206,800
Expenditure (\$)		
Employee Costs	562,700	460,300
Materials & Services	152,800	159,400
Legal Costs	50,500	51,500
Consultants	22,700	68,500
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	788,700	739,700
Operating Result Before Capital Grants & Contributions	(598,500)	(532,900)
FTE Staff		3.0



An attractive and sustainable environment

Resources

Stormwater

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)		
Employee Costs	-	-
Materials & Services	237,700	254,300
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	491,800	492,400
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	729,500	746,700
Operating Result Before Capital Grants & Contributions	(729,500)	(746,700)
Capital Expenditure (\$)	637,500	605,000

Strategic Direction 3

An attractive and sustainable environment

Resources

Waste and Cleaning

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	7,429,200	7,948,700
User Fees & Charges	132,300	141,000
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	7,561,500	8,089,700
Expenditure (\$)		
Employee Costs	114,500	114,000
Materials & Services	5,152,000	5,494,500
Legal Costs	12,000	12,300
Consultants	50,000	53,500
Borrowing Costs	40,000	41,200
Depreciation & Amortisation	212,000	227,000
Other Expenses	-	-
State Government Levies	1,100,000	1,200,000
Net Loss from Disposal of Assets	-	-
Total Expenditure	6,680,500	7,142,500
Operating Result Before Capital Grants & Contributions	881,000	947,200
FTE Staff		1.0
Capital Expenditure (\$)	179,700	185,000

Be part of the solution
... not the pollution.

Good waste management starts with you!
Help create a more sustainable Mosman.

mosman.nsw.gov.au/waste

Mosman
COUNCIL

IRM

WASTE RESOURCE MANAGEMENT

IRM

WASTE RESOURCE MANAGEMENT














An attractive and sustainable environment

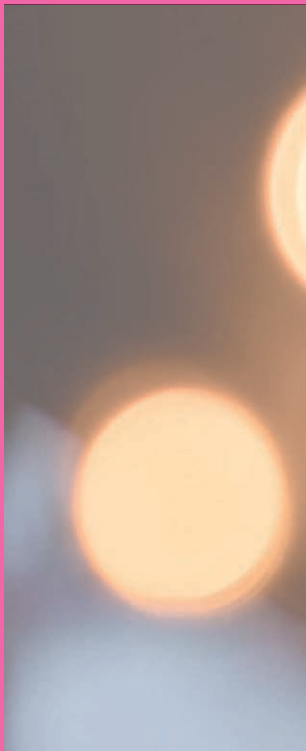
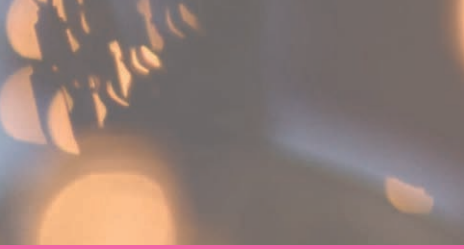
How we'll measure performance...

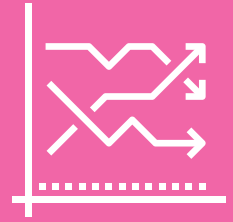
KPIs

Key Performance Indicators and Targets

	 <p>% Project Milestones achieved - Attractive and sustainable environment</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	90%	90%	90%	90%	 <p>Level of resident satisfaction with provision and maintenance of parklands including bushland, harbour foreshores, parks and bushland trails</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>8.16*</td> <td>8.20*</td> <td>8.20*</td> <td>8.20*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	8.16*	8.20*	8.20*	8.20*								
22-23	23-24	24-25	25-26																							
90%	90%	90%	90%																							
22-23	23-24	24-25	25-26																							
8.16*	8.20*	8.20*	8.20*																							
 <p>Level of resident satisfaction with waste and recycling collection services</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>7.65*</td> <td>7.70*</td> <td>7.70*</td> <td>7.70*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	7.65*	7.70*	7.70*	7.70*	 <p>Level of resident satisfaction with overall cleanliness, appearance and management of public spaces</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>8.19*</td> <td>8.20*</td> <td>8.20*</td> <td>8.20*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	8.19*	8.20*	8.20*	8.20*	 <p>Level of resident satisfaction with cleaning of streets</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>8.01*</td> <td>8.05*</td> <td>8.05*</td> <td>8.05*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	8.01*	8.05*	8.05*	8.05*
22-23	23-24	24-25	25-26																							
7.65*	7.70*	7.70*	7.70*																							
22-23	23-24	24-25	25-26																							
8.19*	8.20*	8.20*	8.20*																							
22-23	23-24	24-25	25-26																							
8.01*	8.05*	8.05*	8.05*																							
 <p>Level of resident satisfaction with litter control and rubbish dumping</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>7.72*</td> <td>7.75*</td> <td>7.75*</td> <td>7.75*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	7.72*	7.75*	7.75*	7.75*	 <p>Level of resident satisfaction with management and protection of the environment</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>7.78*</td> <td>7.90*</td> <td>7.90*</td> <td>7.90*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	7.78*	7.90*	7.90*	7.90*	 <p>Total number of trees and native tubestock planted</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>>5,000</td> <td>>5,000</td> <td>>5,000</td> <td>>5,000</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	>5,000	>5,000	>5,000	>5,000
22-23	23-24	24-25	25-26																							
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22-23	23-24	24-25	25-26																							
>5,000	>5,000	>5,000	>5,000																							
 <p>% of domestic waste recycled</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>>38%</td> <td>>38%</td> <td>>38%</td> <td>>40%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	>38%	>38%	>38%	>40%																		
22-23	23-24	24-25	25-26																							
>38%	>38%	>38%	>40%																							

*Mosman Community Survey mean score out of 10





Strategic Direction 4

**An engaged,
business-friendly
community with
strong civic
leadership**

Strategic Direction 4

An engaged, business-friendly community
with strong civic leadership

How we'll deliver...

Our Strategies

- 1 Actively inform, engage and support the community, including businesses
- 2 Deliver high quality, convenient service to customers
- 3 Collaborate locally and regionally to deliver the best outcome for Mosman

An engaged, business-friendly community with strong civic leadership



Everyday Services and Facilities

Council regularly uses a range of traditional and more contemporary tools to inform and engage the community, depending on specific issues, projects and communities of interest. These include community meetings and noticeboards, media liaison, community consultative committees, distribution of community newsletters, directories and resident guides, resident and user surveys, making best use of Council's online platforms including apps, and circulation of information through social media, regular advertising, and distribution of promotional materials.

Public involvement and participation in civic affairs also includes opportunities to speak at Council, Traffic Committee and Local Planning Panel meetings and to view Council meetings live via webcast or through Council's webcast archive. Council cooperates with the Australian and NSW Electoral Commissions in their administration of State, Federal local government elections.

As a regulated government organisation, there are many systems, policies and processes in place to

ensure Council meets its formal obligations, as well as to provide effective stewardship of community resources. Innovative use of assets and commercial acumen provide significant revenue inflows to support the recurrent budget. The development, maintenance and review of policies, practices and systems is an ongoing responsibility, as is regular audit and compliance programming.

Council is committed to meeting its integrated planning and reporting responsibilities, including long term financial planning and strategic planning for assets and Council's workforce. Reports on progress against adopted plans are made to Council and the community quarterly and annually, as well as at the beginning of each Council term.

Providing high quality customer service is a priority. Complaints are taken seriously and are subject to clear policies and procedures. Services and structure are regularly reviewed and multiple contracts are proactively managed to ensure best possible financial and service outcomes.

Council engages with other partners to deliver services and provide cost-effective solutions. It is involved in numerous joint/regional procurement contracts and actively considers further opportunities for joint procurement, service delivery,

advocacy and resource sharing. Shared internal audit services, the Shorelink Library Network, and membership of the Northern Sydney Regional Organisation of Councils (NSROC) provide ongoing opportunities for joint outcomes and advocacy.

Council is committed to providing a safe and supportive workplace, while also considering the impact of its operations on the environment. Together with prudent and transparent financial, information and infrastructure management, Council is able to actively protect the organisation's longer term sustainability. Service reviews are regularly programmed - cultural services (2022-23), financial management (2023-24) and information technology (2024-25) are scheduled for review during the life of this Delivery Program.

Council also has a role within the wider business community of Mosman, partnering with the local Chamber of Commerce, listening to the views of business and providing support to the business community through both physical infrastructure and other business initiatives.

Strategic Direction 4

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Our Projects

Project Name	22 23	23 24	24 25	25 26
Digital Upgrades Manager Communications	✓	✓	✓	✓
Digital Community Noticeboards Manager Communications	✓	✓	✓	
Sports Promotion Banners Manager Communications	✓	✓	✓	✓
Information Technology Upgrade Program including IT Strategy Review and Mobile Workforce project Manager Information Technology	✓	✓	✓	✓
Shop Local Support Director Community Development	✓	✓		
Mosman Regional Collaboration and Advocacy General Manager	✓	✓	✓	✓

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Resources

Budget

	22	23	24	25
	23	24	25	26
Income (\$)				
Assets and Services Management	3,400	3,500	3,673	3,831
Compliance	717,500	683,300	717,070	747,885
Finance	23,387,791	24,485,112	25,695,200	26,799,421
Governance Support & Risk	1,000	1,000	1,049	1,095
Human Resources	85,600	50,000	52,471	54,726
Total Income	24,195,291	25,222,912	26,469,463	27,606,957
Expenditure (\$)				
Assets and Services Management	334,100	338,700	347,178	362,385
Communication and Engagement	1,018,000	1,068,100	1,094,835	1,142,792
Compliance	1,653,200	1,727,600	1,770,843	1,848,410
Customer Service	488,300	508,900	521,638	544,487
Finance	1,732,091	1,715,511	1,758,452	1,835,476
Governance Support & Risk	1,739,300	1,987,500	2,037,249	2,126,485
Human Resources	1,357,900	1,373,700	1,408,085	1,469,762
Information Technology	2,923,600	3,103,500	3,181,183	3,320,526
Leadership Group	1,889,700	2,298,100	2,355,623	2,458,805
Total Expenditure	13,136,191	14,121,611	14,475,087	15,109,129
Operating Surplus / Deficit	11,059,100	11,101,301	11,994,376	12,497,828

Strategic Direction 4

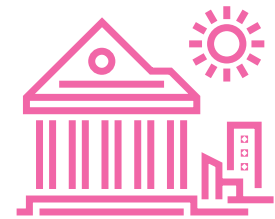
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Resources

Assets and Services Management

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	3,400	3,500
Net Share of Interest in Joint Ventures	-	-
Total Income	3,400	3,500
Expenditure (\$)		
Employee Costs	245,900	288,100
Materials & Services	39,900	42,100
Legal Costs	8,300	8,500
Consultants	40,000	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	334,100	338,700
Operating Result Before Capital Grants & Contributions	(330,700)	(335,200)
FTE Staff		2.0
Capital Expenditure(\$)	100,000	6,500

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Resources

Compliance

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	687,500	663,300
Other Revenue	-	-
Grants & Cont for Operating Purposes	30,000	20,000
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	717,500	683,300
Expenditure (\$)		
Employee Costs	1,584,400	1,656,800
Materials & Services	68,800	70,800
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,653,200	1,727,600
Operating Result Before Capital Grants & Contributions	(935,700)	(1,044,300)
FTE Staff		14.0

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Resources

Customer Service

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)		
Employee Costs	468,600	491,900
Materials & Services	19,700	17,000
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	488,300	508,900
Operating Result Before Capital Grants & Contributions	(488,300)	(508,900)
FTE Staff		5.6



Strategic Direction 4

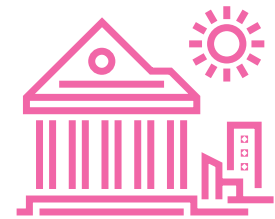
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Resources

Communication and Engagement

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)		
Employee Costs	580,400	620,700
Materials & Services	424,400	434,200
Legal Costs	-	-
Consultants	13,200	13,200
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,018,000	1,068,100
Operating Result Before Capital Grants & Contributions	(1,018,000)	(1,068,100)
FTE Staff		5.0
Capital Expenditure(\$)	25,000	-

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Resources

Finance

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	22,189,600	22,999,900
User Fees & Charges	202,000	216,300
Other Revenue	17,500	17,000
Grants & Cont for Operating Purposes	676,000	600,000
Interest & Investment Revenue	301,691	650,912
Rental Income	1,000	1,000
Net Share of Interest in Joint Ventures	-	-
Total Income	23,387,791	24,485,112
Expenditure (\$)		
Employee Costs	983,000	996,800
Materials & Services	380,700	372,400
Legal Costs	12,100	15,000
Consultants	-	-
Borrowing Costs	290,291	265,311
Depreciation & Amortisation	11,000	11,000
Other Expenses	-	-
State Government Levies	55,000	55,000
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,732,091	1,715,511
Operating Result Before Capital Grants & Contributions	21,655,700	22,769,601
FTE Staff		7.5
Loan Principal Repaid	1,302,000	926,000.0

Strategic Direction 4

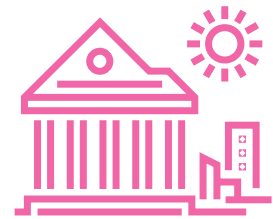
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Resources

Governance Support and Risk

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	1,000	1,000
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	1,000	1,000
	22	23
	23	24
Expenditure (\$)		
Employee Costs	397,200	307,400
Materials & Services	1,342,100	1,680,100
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,739,300	1,987,500
Operating Result Before Capital Grants & Contributions	(1,738,300)	(1,986,500)
FTE Staff		3.6

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Resources

Human Resources

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	85,600	50,000
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	85,600	50,000
Expenditure (\$)		
Employee Costs	955,000	1,055,900
Materials & Services	337,300	266,900
Legal Costs	11,100	10,000
Consultants	54,500	40,900
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,357,900	1,373,700
Operating Result Before Capital Grants & Contributions	(1,272,300)	(1,323,700)
FTE Staff		4.0

Strategic Direction 4

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Resources

Information Technology

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)		
Employee Costs	944,000	996,700
Materials & Services	1,809,500	1,906,700
Legal Costs	-	-
Consultants	60,600	62,000
Borrowing Costs	-	-
Depreciation & Amortisation	109,500	138,100
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	2,923,600	3,103,500
Operating Result Before Capital Grants & Contributions	(2,923,600)	(3,103,500)
FTE Staff		13.0
Capital Expenditure(\$)	330,000	400,000



Campos

Quality Coffee Professionals

CIL

Campos

Quality Coffee Professionals

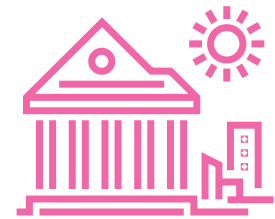
Strategic Direction 4

An engaged, business-friendly
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Resources

Leadership Group

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)		
Employee Costs	1,757,700	2,148,600
Materials & Services	59,000	71,400
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	73,000	78,100
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,889,700	2,298,100
Operating Result Before Capital Grants & Contributions	(1,889,700)	(2,298,100)
FTE Staff		10.6













An engaged, business-friendly community with strong civic leadership

How we'll measure performance...

KPIs

Key Performance Indicators and Targets

	<p></p> <p>% Project Milestones achieved - Engaged, business-friendly community with strong civic leadership</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </table>	22-23	23-24	24-25	25-26	90%	90%	90%	90%	<p></p> <p>% Project Milestones achieved overall</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </table>	22-23	23-24	24-25	25-26	90%	90%	90%	90%								
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<p></p> <p>Level of resident satisfaction with access to Council information and support</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>6.90*</td> <td>6.95*</td> <td>6.95*</td> <td>6.95*</td> </tr> </table>	22-23	23-24	24-25	25-26	6.90*	6.95*	6.95*	6.95*	<p></p> <p>No. of people accessing live Council meeting webcasts</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>600</td> <td>600</td> <td>600</td> <td>600</td> </tr> </table>	22-23	23-24	24-25	25-26	600	600	600	600	<p></p> <p>No. of people accessing archived Council meeting webcasts</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>600</td> <td>600</td> <td>600</td> <td>600</td> </tr> </table>	22-23	23-24	24-25	25-26	600	600	600	600
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600	600	600	600																							
<p></p> <p>% of Council meetings webcast</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </table>	22-23	23-24	24-25	25-26	100%	100%	100%	100%	<p></p> <p>Total no. of downloads - MyMosman app</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>1,000</td> <td>900</td> <td>850</td> <td>850</td> </tr> </table>	22-23	23-24	24-25	25-26	1,000	900	850	850	<p></p> <p>Days lost per Work Health and Safety incident</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </table>	22-23	23-24	24-25	25-26	0	0	0	0
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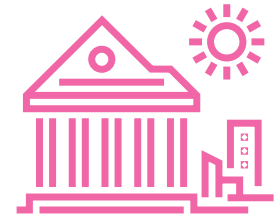
*Mosman Community Survey mean score out of 10

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An engaged, business-friendly community with strong civic leadership

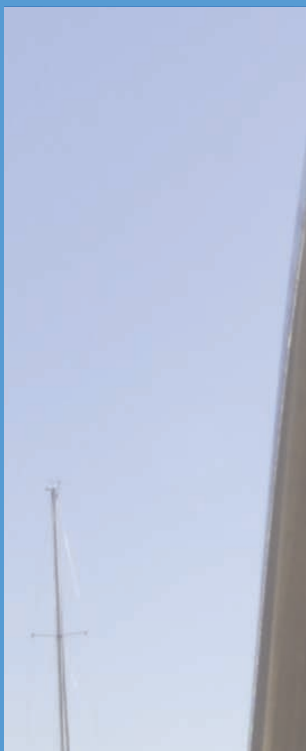
 <p>Total no. days lost due to Work Health and Safety incidents</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	0	0	0	0	 <p>Electricity use Council operations (kWh)</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>1,223,000</td> <td>1,123,000</td> <td>1,023,000</td> <td>923,000</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	1,223,000	1,123,000	1,023,000	923,000	 <p>GHG emissions from Council energy and gas use (tonnes CO2-e)</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	0	0	0	0
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 <p>Total Council potable water use (kL)</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>48,600</td> <td>48,100</td> <td>47,600</td> <td>47,100</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	48,600	48,100	47,600	47,100	 <p>Infrastructure Renewal ratio</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	100%	100%	100%	100%	 <p>No. of complaints received</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td><50</td> <td><50</td> <td><50</td> <td><50</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	<50	<50	<50	<50
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<50	<50	<50	<50																							
 <p>No. of complaints regarding non-adherence to Council's Customer Service Charter</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td><20</td> <td><20</td> <td><20</td> <td><20</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	<20	<20	<20	<20	 <p>% of complaints resolved</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	100%	100%	100%	100%	 <p>No. of compliments received</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>>60</td> <td>>60</td> <td>>60</td> <td>>60</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	>60	>60	>60	>60
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 <p>% of budgeted capital works achieved per annum</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	90%	90%	90%	90%	 <p>Budget performance - actual operating result compared to budget</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>Achieve operating surplus</td> <td>Maintain operating surplus</td> <td>Maintain operating surplus</td> <td>Maintain operating surplus</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	Achieve operating surplus	Maintain operating surplus	Maintain operating surplus	Maintain operating surplus	 <p>Level of Staff Satisfaction and Wellbeing</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>87%</td> <td>87%</td> <td>87%</td> <td>87%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	87%	87%	87%	87%
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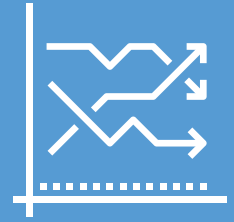
An engaged, business-friendly community with strong civic leadership



<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with Council leadership on matters important to the community</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>6.58*</td> <td>6.60*</td> <td>6.60*</td> <td>6.60*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	6.58*	6.60*	6.60*	6.60*	<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with Council advocacy on matters impacting on Mosman and neighbouring areas</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>6.92*</td> <td>6.95*</td> <td>6.95*</td> <td>6.95*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	6.92*	6.95*	6.95*	6.95*	<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with overall delivery of Council services</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>7.36*</td> <td>7.40*</td> <td>7.40*</td> <td>7.40*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	7.36*	7.40*	7.40*	7.40*
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<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with Councillor performance</p>	<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with staff performance</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>7.58*</td> <td>7.70*</td> <td>7.70*</td> <td>7.70*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	7.58*	7.70*	7.70*	7.70*	<p>#</p> <p>No. of statutory obligations not met</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	0	0	0	0								
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<p>%</p> <p>% of waste generated from Council's open space areas and street sweeping activities diverted from landfill</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>92%</td> <td>92%</td> <td>96%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	90%	92%	92%	96%	<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with Council assisting economic development with the business community and visitors</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>6.50*</td> <td>6.55*</td> <td>6.55*</td> <td>6.55*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	6.50*	6.55*	6.55*	6.55*	<p>#</p> <p>No. of Council policies, codes and corporate practices reviewed and/or adopted</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>20</td> <td>20</td> <td>20</td> <td>20</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	20	20	20	20
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22-23	23-24	24-25	25-26																							
95%	95%	95%	95%																							
22-23	23-24	24-25	25-26																							
50	54	56	60																							

*Mosman Community Survey mean score out of 10





Strategic Direction 5

**Well-designed,
liveable and
accessible
places**

Strategic Direction 5

Well-designed, liveable
and accessible places

How we'll deliver...

Our Strategies

- 1 Enhance daily life by providing high quality public infrastructure and public spaces
- 2 Value and strengthen the special aesthetic qualities of Mosman
- 3 Improve access for everyone to, from and within Mosman

Well-designed, liveable and accessible places



Everyday Services and Facilities

Council is engaged in the design, construction, maintenance and renewal of community infrastructure daily. The five main infrastructure categories are roads (including footpaths, bike paths, kerb & gutter, retaining walls, steps and fencing), building facilities, marine structures, stormwater (closed and open conduits, pits and stormwater quality improvement devices (SQIDs)) and open space (parks, sports fields, reserves, and trees). Infrastructure assets are regularly inspected for condition and safety to maintain agreed levels of service and works are primarily undertaken by contractors under the management of Council staff. New, renewal and maintenance works are carried out according to priorities established through Council's Asset Management Strategy and Plans.

The accessibility of public space and infrastructure is a key consideration and Council is guided by accessibility audits and strategy, and by other plans including the Disability Inclusion Action Plan, Pedestrian Access Mobility Plan and Walking and Cycling Strategy.

Parking, traffic and transport are key community priorities and Council is actively involved in both delivering local improvements and advocating on Mosman's behalf to other government agencies. Ongoing attention is being given to providing new solutions and to improving and regulating local parking and traffic flows. Education programs and capital improvements are undertaken to improve road safety and active transport opportunities are pursued.

Planning, including the assessment of development applications is a core service of Council. Planning strategies, controls and assessment practices are regularly reviewed to ensure best possible planning outcomes, guided

by Mosman's Local Strategic Planning Statement. Heritage conservation and management strategies are in place to protect Mosman's indigenous and built heritage. An independent Local Planning Panel determines development applications not dealt with by Council staff and planning information and advice is provided daily to members of the public.

Regular representations are made to the State Government regarding planning policies, controls and legislation affecting the quality of development and amenity in Mosman.

Large and small-scale improvements to the public domain and local streetscapes are undertaken having regard to community views, usage and opportunities to improve the attractiveness, vitality and usability of these spaces. A graffiti management contract is in place to deal quickly with reported incidences of graffiti.

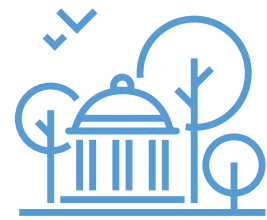
Strategic Direction 5

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and accessible places

Our Projects

Project Name	22 23	23 24	24 25	25 26
Marine Works Program including Inkerman Street Wharf Upgrade and Clifton Gardens and Balmoral Baths Renewals Manager Engineering	✓	✓	✓	✓
Mosman Accessibility Program Manager Engineering	✓	✓	✓	✓
Stormwater Works Program Manager Engineering	✓	✓	✓	✓
Building Works Program including Passenger Lift Upgrades Manager Property and Works	✓	✓	✓	✓
Roads and Footpaths Program including Footpath Missing Links and Permeable Paving Materials Manager Engineering	✓	✓	✓	✓
Street Sign Renewal Program Manager Engineering	✓	✓	✓	✓
Balmoral Beach Landscape Assessment Manager Environment and Open Space	✓			
Military Road Smartpole Program (3) Manager Engineering	✓			
Mosman Square and Village Green Upgrade Manager Engineering	✓	✓		
Parking Management Upgrade Manager Engineering		✓	✓	✓

Well-designed, liveable
and accessible places



Resources

Budget

	22	23	24	25
Income (\$)	23	24	25	26
Car Parks	7,477,100	7,663,300	8,049,136	8,395,038
Development Services	931,100	958,000	1,006,234	1,049,476
Property Management	6,216,600	6,817,300	7,160,541	7,468,257
Roads Footpaths	934,500	994,100	1,044,151	1,089,023
Street Lighting	51,000	108,000	113,438	118,312
Urban Planning and Advocacy	105,000	110,300	115,853	120,832
Total Income	15,715,300	16,651,000	17,489,353	18,240,937
Expenditure (\$)	23	24	25	26
Car Parks	1,442,200	1,404,600	1,467,768	1,532,060
Development Services	2,022,800	2,047,200	2,139,267	2,232,972
Property Management	4,387,300	4,635,300	4,843,760	5,055,928
Roads Footpaths	5,284,800	5,705,815	5,962,418	6,223,586
Street Lighting	420,000	442,400	462,296	482,545
Urban Planning and Advocacy	682,900	710,400	742,348	774,865
Total Expenditure	14,240,000	14,945,715	15,617,857	16,301,955
Operating Surplus / Deficit	1,475,300	1,705,285	1,871,496	1,938,982

Strategic Direction 5



Well-designed, liveable
and accessible places

Resources

Car Parks

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	4,377,100	4,563,300
Other Revenue	3,100,000	3,100,000
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	7,477,100	7,663,300
Expenditure (\$)	22	23
	23	24
Employee Costs	385,700	404,000
Materials & Services	641,600	599,700
Legal Costs	2,000	2,000
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	142,400	128,400
Other Expenses	270,500	270,500
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,442,200	1,404,600
Operating Result Before Capital Grants & Contributions	6,034,900	6,258,700
FTE Staff		7.0
Capital Expenditure (\$)	625,000	-

Rawson Park

→ Drill Hall  
Netball Courts

↑ Marie Bashir Mosman Sp
Georges Heights Oval
Headland Park

↖ Mosman Croquet Club
Rawson Park Tennis Ce



- KEY**
-  Retail/Hospitality
 -  Schools
 -  Parks
 -  Public roads
 -  Pedestrian paths
 -  Bus stop
 -  Bus route
 -  Public toilets
 -  Baby change
 -  Facilities for people with limited mobility
 -  Shower
 -  Playground
 -  Drinking Fountain
 -  Public BBQ
 -  Walking Trail
 -  Stairs
 -  Car Park



Facilities apply in accordance with Local Government Act 1995 and Sydney Harbour National Trust Act & Regulations 2000

Strategic Direction 5

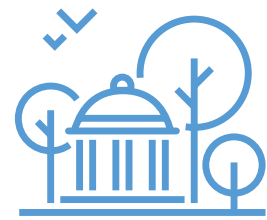
Well-designed, liveable
and accessible places

Resources

Development Services

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	931,100	958,000
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	931,100	958,000
Expenditure (\$)		
Employee Costs	1,185,900	1,160,700
Materials & Services	319,700	336,000
Legal Costs	367,200	390,000
Consultants	150,000	160,500
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	2,022,800	2,047,200
Operating Result Before Capital Grants & Contributions	(1,091,700)	(1,089,200)
FTE Staff		8.9

Well-designed, liveable
and accessible places



Resources

Property Management

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	1,823,200	1,874,400
Other Revenue	-	-
Grants & Cont for Operating Purposes	850,000	875,500
Interest & Investment Revenue	-	-
Rental Income	3,490,900	3,892,400
Net Share of Interest in Joint Ventures	52,500	175,000
Total Income	6,216,600	6,817,300
Expenditure (\$)		
Employee Costs	1,397,300	1,508,200
Materials & Services	2,215,300	2,389,600
Legal Costs	28,300	29,700
Consultants	61,800	66,200
Borrowing Costs	-	-
Depreciation & Amortisation	684,600	641,600
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	4,387,300	4,635,300
Operating Result Before Capital Grants & Contributions	1,829,300	2,182,000
FTE Staff		8.0
Capital Expenditure (\$)	5,839,582	1,659,509

Strategic Direction 5

Well-designed, liveable
and accessible places

Resources

Roads and Footpaths

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	500,100	481,100
Other Revenue	-	-
Grants & Cont for Operating Purposes	434,400	513,000
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	934,500	994,100
	22	23
	23	24
Expenditure (\$)		
Employee Costs	1,367,700	1,676,000
Materials & Services	725,800	767,500
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	2,675,800	2,746,815
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	515,500	515,500
Total Expenditure	5,284,800	5,705,815
Operating Result Before Capital Grants & Contributions	(4,350,300)	(4,711,715)
FTE Staff		13.5
Capital Expenditure (\$)	3,287,711	2,911,182

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Resources

Street Lighting

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	1,000	1,000
Other Revenue	-	-
Grants & Cont for Operating Purposes	50,000	107,000
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	51,000	108,000
Expenditure (\$)		
Employee Costs	-	-
Materials & Services	420,000	442,400
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	420,000	442,400
Operating Result Before Capital Grants & Contributions	(369,000)	(334,400)

Strategic Direction 5

Well-designed, liveable
and accessible places

Resources

Urban Planning and Advocacy

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	105,000	110,300
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	105,000	110,300
Expenditure (\$)		
Employee Costs	475,000	485,400
Materials & Services	22,500	27,000
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	185,400	198,000
Net Loss from Disposal of Assets	-	-
Total Expenditure	682,900	710,400
Operating Result Before Capital Grants & Contributions	(577,900)	(600,100)
FTE Staff		2.8

Well-designed, liveable and accessible places



How we'll measure performance...

KPIs

Key Performance Indicators and Targets

<p></p> <p>% Project Milestones achieved - Well-designed, liveable and accessible places</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	90%	90%	90%	90%	<p></p> <p>Metres of stormwater pipes renewed or relined per annum</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>60</td> <td>60</td> <td>70</td> <td>70</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	60	60	70	70									
22-23	23-24	24-25	25-26																							
90%	90%	90%	90%																							
22-23	23-24	24-25	25-26																							
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<p></p> <p>% Programmed retaining walls / rock cuttings renewal works completed per annum</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	90%	90%	90%	90%	<p></p> <p>% Programmed road renewal works completed per annum</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>85%</td> <td>85%</td> <td>85%</td> <td>85%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	85%	85%	85%	85%	<p></p> <p>Metres of new or renewed bike paths in Mosman</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>70</td> <td>90</td> <td>100</td> <td>100</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	70	90	100	100
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<p></p> <p>No. of (off street) public car parking spaces</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>1,360</td> <td>1,360</td> <td>1,360</td> <td>1,360</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	1,360	1,360	1,360	1,360	<p></p> <p>No. of traffic accidents reported on local roads per annum</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td><65</td> <td><65</td> <td><60</td> <td><60</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	<65	<65	<60	<60	<p></p> <p>Level of resident satisfaction with providing and maintaining local roads</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>7.04*</td> <td>7.05*</td> <td>7.05*</td> <td>7.05*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	7.04*	7.05*	7.05*	7.05*
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7.04*	7.05*	7.05*	7.05*																							
<p></p> <p>Level of resident satisfaction with providing and maintaining footpaths</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>6.72*</td> <td>6.75*</td> <td>6.75*</td> <td>6.75*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	6.72*	6.75*	6.75*	6.75*	<p></p> <p>Level of resident satisfaction with providing and maintaining bike paths</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>5.67*</td> <td>5.70*</td> <td>5.70*</td> <td>5.70*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	5.67*	5.70*	5.70*	5.70*	<p></p> <p>Level of resident satisfaction with overall cleanliness, appearance and management of public spaces</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>8.19*</td> <td>8.20*</td> <td>8.20*</td> <td>8.20*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	8.19*	8.20*	8.20*	8.20*
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8.19*	8.20*	8.20*	8.20*																							

*Mosman Community Survey mean score out of 10

Strategic Direction 5

Well-designed, liveable and accessible places



Level of resident satisfaction with condition of public toilets

Annual Target

22-23	23-24	24-25	25-26
7.19*	7.20*	7.20*	7.20*



Level of resident satisfaction with enforcement of parking restrictions

Annual Target

22-23	23-24	24-25	25-26
6.05*	6.05*	6.05*	6.05*



Level of resident satisfaction with provision of car parking

Annual Target

22-23	23-24	24-25	25-26
6.43*	6.45*	6.45*	6.45*



Level of resident satisfaction with traffic management

Annual Target

22-23	23-24	24-25	25-26
6.18*	6.20*	6.20*	6.20*



Level of resident satisfaction with managing development - land use planning

Annual Target

22-23	23-24	24-25	25-26
6.48*	6.50*	6.50*	6.50*



Level of resident satisfaction with development approvals process

Annual Target

22-23	23-24	24-25	25-26
5.47*	5.70*	5.70*	5.70*



Level of resident satisfaction with protection of heritage values and buildings

Annual Target

22-23	23-24	24-25	25-26
7.42*	7.45*	7.45*	7.45*



Median gross time for DA and Modification determinations (days)

Annual Target

22-23	23-24	24-25	25-26
96	93	90	87



No. of DAs and Modifications determined

Annual Target

22-23	23-24	24-25	25-26
280	280	280	280



% Outstanding DAs and Modifications over 100 days

Annual Target

22-23	23-24	24-25	25-26
≤ 25%	≤ 25%	≤ 25%	≤ 25%



% DA appeals on hand compared to DAs and Modifications determined

Annual Target

22-23	23-24	24-25	25-26
8%	8%	8%	8%









No. of DA related appeals determined

Annual Target

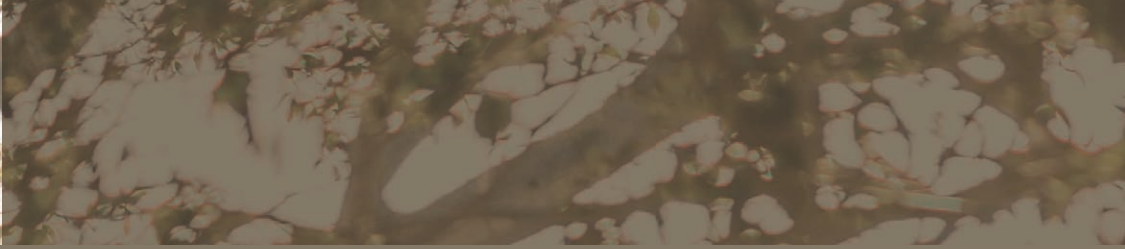
22-23	23-24	24-25	25-26
20	20	20	20

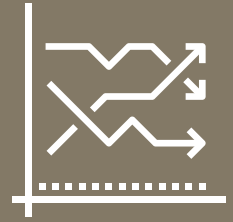
Well-designed, liveable and accessible places



<p></p> <p>Value of DAs lodged (construction)</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>>\$195m</td> <td>>\$195m</td> <td>>\$195m</td> <td>>\$195m</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	>\$195m	>\$195m	>\$195m	>\$195m	<p></p> <p>Utilisation rates - Council car parks</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>75%</td> <td>75%</td> <td>80%</td> <td>80%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	75%	75%	80%	80%	<p></p> <p>% Overstays in Council car parks</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td><10%</td> <td><10%</td> <td><10%</td> <td><10%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	<10%	<10%	<10%	<10%
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<p></p> <p>Average duration of stay - Council car parks (min)</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>70</td> <td>70</td> <td>70</td> <td>70</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	70	70	70	70	<p></p> <p>Metres of roadway constructed or renewed</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>800</td> <td>900</td> <td>1,000</td> <td>1,000</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	800	900	1,000	1,000	<p></p> <p>Metres of footpaths constructed or renewed</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>1,100</td> <td>1,200</td> <td>1,200</td> <td>1,200</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	1,100	1,200	1,200	1,200
22-23	23-24	24-25	25-26																							
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22-23	23-24	24-25	25-26																							
800	900	1,000	1,000																							
22-23	23-24	24-25	25-26																							
1,100	1,200	1,200	1,200																							

*Mosman Community Survey mean score out of 10





Strategic Direction 6

A healthy and active village lifestyle

Strategic Direction 6

A healthy and active village lifestyle

How we'll deliver...

Our Strategies

- 1 Protect and enhance Mosman's village atmosphere
- 2 Support active, healthy lifestyles
- 3 Facilitate safe environments for everyday living



A healthy and active village lifestyle

Everyday Services and Facilities

Council regularly plans for, manages and maintains sporting and recreational spaces in Mosman. Day to day maintenance is undertaken through a range of service contracts applying to indoor sport facilities, parks, sporting fields and turf management and allocation of space is administered directly by Council. Recreation opportunities are provided at both indoor and outdoor facilities, including parklands, sporting fields and courts for a variety of codes, bike paths and walking tracks, Mosman Swim Centre (operated and managed by an independent contractor), and Marie Bashir Mosman Sports Centre. Facilities are available for both casual, unstructured use and for regular bookings by organised groups.

As much of the natural and recreational lands within Mosman are owned by the Sydney Harbour Federation Trust and National Parks and Wildlife Service, Council works with these organisations to deliver the best possible outcomes for recreational spaces at Georges Heights, Middle Head and Bradleys Head.

Within the various recreational spaces under Council ownership or management, Council also constructs and maintains appropriate facilities to support community use including playgrounds, outdoor fitness equipment, barbecues, kayak and dinghy storage, public amenities, outdoor furniture and swimming areas (such as those provided at Balmoral and Clifton Gardens). Active and healthy living programs are delivered for older residents.

Council regularly engages with the community during the planning and

development phases for new or upgraded facilities, as well as with local sporting groups to discuss priorities and opportunities for collaboration.

Council is also working to support outdoor dining experiences that enliven the village atmosphere and provide residents with opportunities to connect and spend time together.

The health and safety of the community is protected through inspection programs for food shops, beauty salons, hairdressers and skin penetration businesses, as well as cooling towers, swimming pools and fencing. Safety awareness programs are provided for businesses and Council also conducts water pollution, sewer leak and noise investigations.

Strategic Direction 6

A healthy and active village lifestyle

Our Projects

Project Name	22 23	23 24	24 25	25 26
Playground Upgrades Manager Environment and Open Space	✓	✓		✓
Middle Head Oval Amenities Development Manager Engineering	✓	✓	✓	✓
Outdoor Dining Precincts Manager Governance	✓			
Open Space Works Program including Public Amenities Upgrades Manager Environment and Open Space Manager Engineering	✓	✓	✓	✓
Balmoral Oval Upgrade Manager Environment and Open Space		✓		
Georges Heights Amenities Upgrade Manager Engineering		✓		
Long Jump Resurfacing - Balmoral Oval Manager Environment and Open Space	✓			
Rawson Oval Pavilion and Grandstand Refurbishment Manager Engineering	✓	✓	✓	
Active Transport Priorities Manager Engineering	✓	✓		✓
Allan Border Oval Pavilion and Landscaping Manager Engineering	✓	✓		

A healthy and active village lifestyle



Resources

Budget

	22	23	24	25
Income (\$)	23	24	25	26
Emergency and Depot	-	-	-	-
Open Space Foreshore and Sporting Fields	121,100	134,200	142,273	148,387
Total Income	121,100	134,200	142,273	148,387
	22	23	25	25
Expenditure (\$)	23	24	26	26
Emergency and Depot	1,347,300	1,455,800	1,532,437	1,599,561
Open Space Foreshore and Sporting Fields	5,100,000	5,368,100	5,650,689	5,898,202
Total Expenditure	6,447,300	6,823,900	7,183,126	7,497,763
Operating Surplus / Deficit	(6,326,200)	(6,689,700)	(7,040,853)	(7,349,376)

Strategic Direction 6

A healthy and active village lifestyle

Resources

Emergency and Depot

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)		
Employee Costs	-	-
Materials & Services	149,500	155,800
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	1,197,800	1,300,000
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,347,300	1,455,800
Operating Result Before Capital Grants & Contributions	(1,347,300)	(1,455,800)



Strategic Direction 6

A healthy and active village lifestyle

Resources

Open Space Foreshore and Sporting Fields

	22	23
	23	24
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	121,100	134,200
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	121,100	134,200
Expenditure (\$)		
Employee Costs	843,500	870,200
Materials & Services	3,370,400	3,608,400
Legal Costs	21,000	22,500
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	865,100	867,000
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	5,100,000	5,368,100
Operating Result Before Capital Grants & Contributions	(4,978,900)	(5,233,900)
FTE Staff		7.0
Capital Expenditure (\$)	4,454,600	2,905,000














A healthy and active village lifestyle

How we'll measure performance...

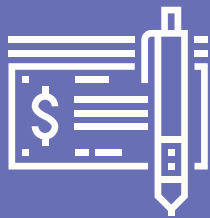
KPIs

Key Performance Indicators and Targets

<p>KPIs</p> <p>Key Performance Indicators and Targets</p>	<p></p> <p>% Project Milestones achieved - Healthy and active village lifestyle</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </table>	22-23	23-24	24-25	25-26	90%	90%	90%	90%	<p></p> <p>No. of groups per annum - Marie Bashir Mosman Sports Centre</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>25</td> <td>25</td> <td>25</td> <td>25</td> </tr> </table>	22-23	23-24	24-25	25-26	25	25	25	25								
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90%	90%	90%	90%																							
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<p></p> <p>No. of hours booked per annum - Marie Bashir Mosman Sports Centre</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>2,800</td> <td>2,800</td> <td>2,800</td> <td>2,800</td> </tr> </table>	22-23	23-24	24-25	25-26	2,800	2,800	2,800	2,800	<p></p> <p>No. users per annum - Mosman Swim Centre</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>160,000</td> <td>160,000</td> <td>160,000</td> <td>160,000</td> </tr> </table>	22-23	23-24	24-25	25-26	160,000	160,000	160,000	160,000	<p></p> <p>Average no. ovals bookings per week</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>50</td> <td>50</td> <td>50</td> <td>50</td> </tr> </table>	22-23	23-24	24-25	25-26	50	50	50	50
22-23	23-24	24-25	25-26																							
2,800	2,800	2,800	2,800																							
22-23	23-24	24-25	25-26																							
160,000	160,000	160,000	160,000																							
22-23	23-24	24-25	25-26																							
50	50	50	50																							
<p></p> <p>% Users satisfied - Sporting fields</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>80%</td> <td>80%</td> <td>80%</td> <td>80%</td> </tr> </table>	22-23	23-24	24-25	25-26	80%	80%	80%	80%	<p></p> <p>Level of resident satisfaction with sport and recreational facilities</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>7.68*</td> <td>7.70*</td> <td>7.70*</td> <td>7.70*</td> </tr> </table>	22-23	23-24	24-25	25-26	7.68*	7.70*	7.70*	7.70*	<p></p> <p>Utilisation rate - Council ovals</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>50%</td> <td>50%</td> <td>50%</td> <td>50%</td> </tr> </table>	22-23	23-24	24-25	25-26	50%	50%	50%	50%
22-23	23-24	24-25	25-26																							
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22-23	23-24	24-25	25-26																							
50%	50%	50%	50%																							
<p></p> <p>No. of groups per annum - Drill Hall</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>30</td> <td>30</td> <td>30</td> <td>30</td> </tr> </table>	22-23	23-24	24-25	25-26	30	30	30	30	<p></p> <p>No. of hours booked per annum - Drill Hall</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>1,500</td> <td>1,500</td> <td>1,500</td> <td>1,500</td> </tr> </table>	22-23	23-24	24-25	25-26	1,500	1,500	1,500	1,500	<p></p> <p>Level of resident satisfaction with Council keeping food premises safe</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>8.31*</td> <td>8.30*</td> <td>8.30*</td> <td>8.30*</td> </tr> </table>	22-23	23-24	24-25	25-26	8.31*	8.30*	8.30*	8.30*
22-23	23-24	24-25	25-26																							
30	30	30	30																							
22-23	23-24	24-25	25-26																							
1,500	1,500	1,500	1,500																							
22-23	23-24	24-25	25-26																							
8.31*	8.30*	8.30*	8.30*																							

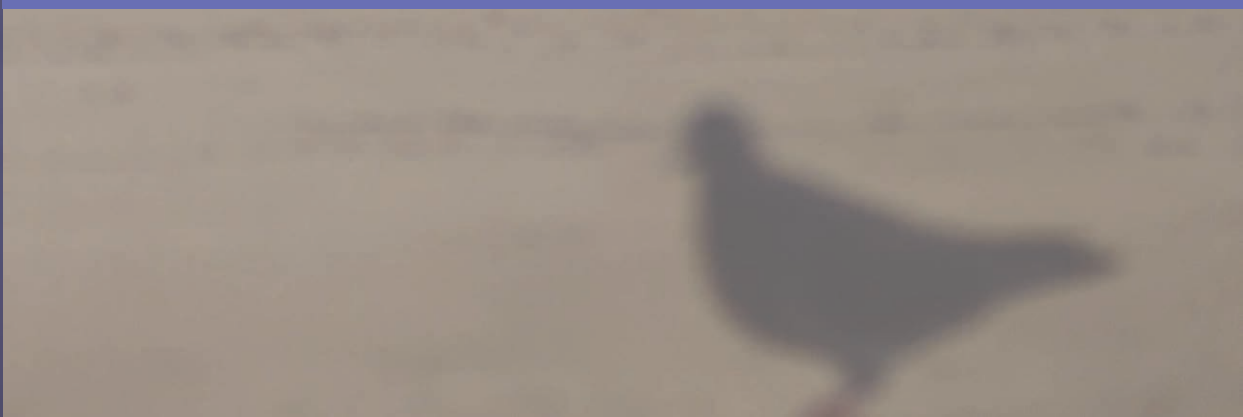
*Mosman Community Survey mean score out of 10





Financial Management

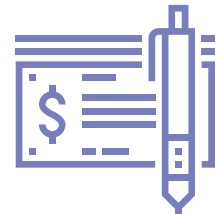
**Budget and Delivery Program
Revised Long Term Financial Plan 2022-23
Capital Works Program**



Budget and Delivery Program

Council's budget forecast across the four-year Delivery Program from 2022/2026 reflects the financial planning principles and assumptions that have also informed the 10-year Long Term Financial Plan.

The assumptions incorporated in Council's 2023/24 Budget, being the second annual budget for the current Delivery Program, and longer-term financial forecasts are detailed on the following pages.



Key Revenue Assumptions and Sources

Rates and Annual Charges

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

The 2023/24 Budget allows for an increase of 3.7% as determined by IPART for the 2023/24 financial year.

Further, a Stormwater Levy continues to be included in the Budget and is estimated to raise \$240,000 in 2023/24 for allocation to important stormwater capital infrastructure initiatives.

Rates and Annual Charges also include revenue associated with Domestic Waste Services, where a 7% increase is required to cover a full cost recovery of service provision costs.

Rating Categories

There are two categories of rates:

- Residential
- Business

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

	Residential	Business
Rateable Valuations	27,033,622,726	1,016,835,346
Number of Properties	12,842	604
Rate in \$	0.0003837	0.001247
Base amount	807	1,399
Total income	20,736,015	2,113,479
Average Rate	1,615	3,499

Domestic Waste Management Service

The Domestic Waste Management Service is provided on a full cost recovery basis. A 7% increase in this charge is proposed for 2023/24. Residents have a choice of the following size bins/fee structure in 2023/24:

1 × 80 litre mobile garbage bin	\$423
1 × 120 litre mobile garbage bin	\$694
1 × 240 litre mobile garbage bin*	\$1,448

*Available only to existing customers

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

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

Special Variations

Included in the rate revenue for Council's budget detailed above is a special rate variation of 10.6% built permanently into the rate base from 1 July 2015.

A full description of the works undertaken with income from this special variation will be published in Council's Annual Report.

Pension Subsidy

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

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

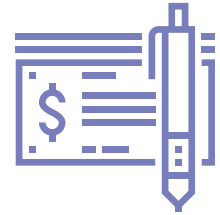
Stormwater Levy

The Stormwater Levy will be continued with the following parameters:

- Residential Property: \$25 per annum
- Residential Strata Property: \$12.50 per annum
- Business Property: \$25 per annum
- Business Strata Property: \$5 per annum

Interest Charges

In 2023/24, the interest charges on unpaid rates and charges will accrue daily at 9.0% per annum.



Annual Fees and Charges

In accordance with Section 608 of the Local Government Act, 1993 and other relevant legislation, Council is authorised to charge and recover approved fees and charges for any service it provides. For 2023/24, these are included in the 2023/24 Schedule of Fees and Charges. This document forms part of MOSPLAN and is published separately from the Delivery Program and Operational Plan and is available for viewing on Council's website.

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

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

Mosman Council's general policy in determining the

amount of fees to be charged for goods and services considers the following factors:

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

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

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

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

User Charges and Fees

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

The Pricing Policy sets out specific fee structures.

It is important that Council remains competitive in the marketplace, and the current inflation rate is the mechanism that drives the pricing structure.

Fees other than coin-operated machines have generally been increased by 3% and were not impacted by the nearest 50-cent rounding factor.

Significant income from user fees and charges includes:

	\$
Car Park Management	4,546,300
Property Administration	1,938,200
Development Assessment	880,700
Engineering Management	580,400
Art Gallery and Community Centre	400,000
Community Care	256,200
Enforcement	244,000
Finance Management	193,300
Roads	149,800
Domestic Waste	141,000
Urban Planning & Advocacy	110,300

Interest and Investment Revenue

Council's short-term investment returns have been significantly impacted by market interest rates in recent years. Nonetheless, the 2023/24 Budget reflects a positive rebound and anticipates an average rate of return of 3% for the year.

Other Revenues

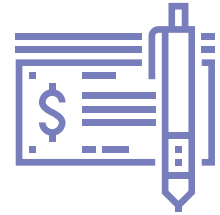
This item consists of revenue generated from multiple activities. These include regulatory fines, art exhibition programs, workers compensation rebates, sponsorship and fundraising. This allocation includes:

	\$
Fines-Car Parking	3,100,000
Worker Comp Rebates	50,000
Sponsorship	36,900
Sales - Goods & Merchandise	36,600

Rental Income

This allocation includes revenue from leasing of council investment properties which include sites such as Mosman Square shops, Balmoral Bathers' Pavilion, Balmoral Baths, Library Walk Shops and Flats, Mosman Swim Centre and Boronia House. This allocation includes:

	\$
User Charge - Commercial Property Leases	2,306,000
User Charge - Leases	1,452,900
User Charge - Residential Property Lease	138,000



Grants and Contributions for Operating Purposes

Operating grants play a significant role in shoring up Council's contribution to the many services it provides. The largest single component is the general component of the Financial Assistance Grant which it receives via the Commonwealth and is \$600,000 in 2023/24. Community services such as Aged Services also receive grant funding. Also included in the allocation is an annual voluntary planning contribution (VPA) for the Bridgepoint pedestrian bridge.

The following sources will provide funding in 2023-24:

	\$
VPA Bridgepoint Pedestrian Bridge	875,500
Aged and Children Services	615,915
Financial Assistance Grant (FAG)	600,000
Roads	513,000
Library Services	145,300
Street Lighting	107,000
Arts Programming and Exhibitions	94,200
Environment Sustainability	69,000

Grants and Contributions for Capital Purposes

The budget for 2023/24 includes funding for capital projects, particularly those sourced from Roads and Maritimes Services and other state government departments. Although capital grants are not a reliable ongoing funding source, they are essential for specific projects.

The Delivery Program provides for Developer Contributions of \$1.545 million in 2023/24, with indexed Roads to Recovery funding sourced from the Commonwealth.

The following sources will provide funding in 2023-24:

	\$
Developer Contributions	1,545,000
Open Space Improvements	350,000
Marine Structures	230,000

Key Expenses Assumptions and Allocations

Employee Benefits and On-Costs

The 2020 Local Government State Award, which established the wage index for Council employees, will expire on 30 June 2023. Negotiations are underway for a new award that will take effect on 1 July 2023. LG NSW is representing Councils in these negotiations, although the actual increase will not be known until the 2023–2026 NSW Local Government Award is finalised.

Due to the high inflationary environment and limited wage growth in recent years, the 2023-24 budget includes a 4.7% increase based on information currently available.

To promote self-sufficiency in retirement, the Federal Government announced a staged increase in the Superannuation Guarantee (SG) in its 2010/2011 Budget. The SG will reach 12% effective from 1 July 2025, according to the latest revision to the superannuation timetable. The associated costs have been factored into Council's 2023/24 budget.

Borrowing Costs

All costs associated with Council's existing and proposed borrowing requirements have been included in the 2023/24 Budget.

Council has sufficient cash reserve and does not intend to apply for new external borrowing in the new financial year.

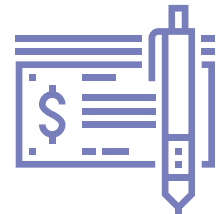
Materials and Services

As a contracting council, Mosman outsources key services such as waste management, street and gutter cleaning, beach and reserve cleaning, amenity and building cleaning, and engineering and open space contracts to external contractors. These services are provided at market rates, meaning Mosman pays for the services according to the prevailing market rates.

These contracts are indexed by the annual movement in the Sydney All Groups CPI as all are schedule of rate contracts and for 2023/24 are indexed at 7.0%.

Significant allocations include:

	\$
Contractors - Operational	5,156,500
Contractors - Waste Management	3,732,900
Contractors - Maintenance & Repair	2,040,000
IT-Maintenance & Licence Agreements	1,510,100
Contractors - Cleansing	1,150,600
Insurance Premiums	833,000
Contractors - Maintenance	480,300
Contractors - Other	395,600
Motor Vehicle Allowance	395,100
State Debt Recovery Office Charges	355,100
Utilities - Electricity Large Sites	348,700
Operating Leases - Photocopiers	290,000
Contractors-Other Professional	268,900
Election Expenses	260,000
Subscriptions	234,000
Utilities - Water	224,300
Annual Management Fee	196,100
Bank Charges - Merchant Fees	175,100
Utilities - Electricity	171,200
Training & Development	171,100
Equipment Maintenance - Other	170,600
Publicity & Promotion	156,900
Members Fees	153,300
Sundry Expenses	146,400
Materials - Other	129,700
Advertising	125,500



Depreciation and Amortisation

The depreciation expense has been increased in line with the reported 2021/22 Financial Statements. As Council invests more funds in assets, depreciation increases.

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

Other Expenses

This item contains significant expenditures such as contributions to other levels of government and Doubtful Debt provision (largely related to fines).

The 2023/24 Budget provides for an incremental increase of 1%.

Core elements include:

	\$
Bad & Doubtful Debts	270,500
Contributions & Levies - Other Organisations	183,900

State Government Levies

Council contributes significant funds to the State Government including:

	\$
Levy Emergency Services	1,300,000
S88 Waste Levy	1,200,000
Contribution - Department of Planning	198,000
Valuation Fees - Valuer General	55,000

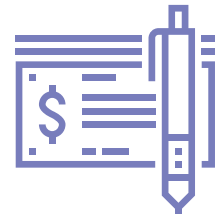
Outcomes

Income Statements, Balance Sheets, Cash Flow Statements and Equity Statements for the years 2023-24 to 2025-26 are included on the following pages.

The infrastructure outcomes proposed for the four years commencing 2022/23 are also included on pp 157-161.

Income Statement

Income	Revised 22/23 Budget (\$)	Draft 23/24 Budget (\$)	Draft 24/25 Budget (\$)	Draft 25/26 Budget (\$)
Rates & Annual Charges	29,618,800	30,948,600	32,031,801	33,152,914
User Fees & Charges	9,599,300	9,980,100	10,832,519	11,459,500
Other Revenue	3,341,000	3,302,700	3,584,790	3,792,276
Grants & Contributions for Operating Purposes	2,944,600	3,041,515	3,180,524	3,299,532
Interest & Investment Revenue	301,691	650,912	809,521	842,253
Rental Income	3,495,300	3,896,900	4,229,742	4,474,557
Net Share of Interest in Joint Ventures	52,500	181,000	104,122	105,793
Total Income	49,353,191	52,001,727	54,773,019	57,126,825
Expenditure	Revised 22/23 Budget (\$)	Draft 23/24 Budget (\$)	Draft 24/25 Budget (\$)	Draft 25/26 Budget (\$)
Employee Costs	19,003,900	20,203,800	21,096,893	21,835,284
Materials & Services	19,304,100	20,572,700	22,071,658	23,262,941
Legal Costs	512,500	541,500	580,955	612,311
Consultants	472,700	485,900	521,303	549,440
Borrowing Costs	330,291	306,511	243,930	210,683
Depreciation & Amortisation	5,740,600	5,808,615	6,055,627	6,292,703
Other Expenses	535,400	538,900	578,165	609,371
State Government Levies	2,538,200	2,753,000	2,953,588	3,113,003
Net Loss from Disposal of Assets	515,500	515,500	315,500	315,500
Total Expenditure	48,953,191	51,726,426	54,417,619	56,801,235
Operating Result before Capital Grants & Contributions	400,000	275,301	355,400	325,590



Income Statement by Strategic Direction

Income	Revised 22/23 Budget (\$)	Draft 23/24 Budget (\$)	Draft 24/25 Budget (\$)	Draft 25/26 Budget (\$)
Safe, caring and inclusive community	807,700	899,915	961,071	1,002,372
Culturally rich and vibrant community	762,100	797,200	849,567	886,076
Attractive and sustainable environment	7,751,700	8,296,500	8,861,292	9,242,096
An engaged, business-friendly community with strong civic leadership	24,195,291	25,222,912	26,469,463	27,606,957
Well-designed liveable and accessible places	15,715,300	16,651,000	17,489,353	18,240,937
Healthy and active village lifestyle	121,100	134,200	142,273	148,387
Total Income	49,353,191	52,001,727	54,773,019	57,126,825

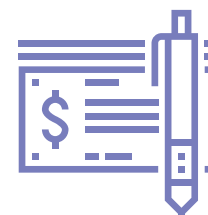
Expenditure	Revised 22/23 Budget (\$)	Draft 23/24 Budget (\$)	Draft 24/25 Budget (\$)	Draft 25/26 Budget (\$)
Safe, caring and inclusive community	2,381,500	2,463,700	2,557,628	2,669,658
Culturally rich and vibrant community	4,549,500	4,742,600	5,006,421	5,225,714
Attractive and sustainable environment	8,198,700	8,628,900	9,577,501	9,997,017
An engaged, business-friendly community with strong civic leadership	13,136,191	14,121,611	14,475,087	15,109,129
Well-designed liveable and accessible places	14,240,000	14,945,715	15,617,857	16,301,955
Healthy and active village lifestyle	6,447,300	6,823,900	7,183,126	7,497,763
Total Expenditure	48,953,191	51,726,426	54,417,620	56,801,236
Operating Result before Capital Grants & Contributions	400,000	275,301	355,400	325,590

Financial Ratios

Ratio	Revised 22/23 Budget (\$)	Draft 23/24 Budget (\$)	Draft 24/25 Budget (\$)	Draft 25/26 Budget (\$)
Operating Performance Ratio > 0%	1.75%	1.18%	1.04%	0.94%
Own Source Operating Revenue Ratio > 60%	84.73%	90.42%	90.13%	90.17%
Unrestricted Current Ratio > 1.5%	2.26	2.11	1.93	2.03
Debt Service Cover Ratio > 2x	4.31	5.98	6.25	6.4
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage < 5%	3.34%	3.32%	3.32%	3.32%
Cash Expense Cover Ratio > 3 months	5.17	4.77	4.57	4.89
Building & Infrastructure Renewals Ratio	185.59%	151.58%	143.32%	128.3%
Infrastructure Backlog Ratio	0	0	0	0
Asset Maintenance Ratio	1	1	1	1
Capital Expenditure Ratio	1.73	1.48	1.36	1.21

Balance Sheet

Assets	Revised 22/23 Budget (\$)	Draft 23/24 Budget (\$)	Draft 24/25 Budget (\$)	Draft 25/26 Budget (\$)
Current Assets				
Cash & Cash Equivalents	13,853,273	13,083,697	13,348,633	15,505,325
Investments	11,000,000	11,000,000	11,000,000	11,000,000
Receivables	3,551,349	3,383,798	3,682,087	3,878,547
Inventories	218,969	233,309	252,905	264,965
Contract assets and contract cost assets	-	-	-	-
Other	10,632	11,320	12,153	12,809
Non-current assets classified as "held for sale"	-	-	-	-
Total Current Assets	28,634,223	27,712,124	28,295,778	30,661,646
Non-Current Assets				
Investments	-	-	-	-
Receivables	285,934	297,739	307,355	317,307
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Infrastructure, Property, Plant & Equipment	536,158,000	538,976,876	541,150,578	542,492,911
Investment Property	50,210,000	50,210,000	50,210,000	50,210,000
Intangible Assets	188,000	188,000	188,000	188,000
Right of use assets	834,000	834,000	834,000	834,000
Investments Accounted for using the equity method	1,396,500	1,577,500	1,681,622	1,787,415
Non-current assets classified as "held for sale"	-	-	-	-
Other	-	-	-	-
Total Non-Current Assets	589,072,434	592,084,115	594,371,555	595,829,633
TOTAL ASSETS	617,706,657	619,796,240	622,667,332	626,491,280

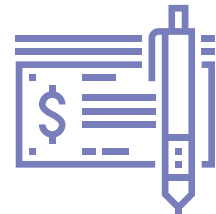


Balance Sheet

	Revised 22/23 Budget (\$)	Draft 23/24 Budget (\$)	Draft 24/25 Budget (\$)	Draft 25/26 Budget (\$)
Liabilities				
Current Liabilities				
Bank Overdraft	-	-	-	-
Payables	13,179,014	13,236,069	13,352,037	13,445,233
Income received in advance	-	-	-	-
Contract liabilities	1,627,181	1,486,044	1,667,048	1,769,588
Lease liabilities	-	-	-	-
Borrowings	820,743	854,225	888,745	945,475
Employee benefit provisions	4,438,429	4,995,747	5,572,571	6,169,584
Other provisions	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
Total Current Liabilities	20,065,367	20,572,085	21,480,401	22,329,880
Non-Current Liabilities				
Payables	-	-	-	-
Income received in advance	-	-	-	-
Contract liabilities	-	-	-	-
Lease liabilities	876,000	876,000	876,000	876,000
Borrowings	4,894,219	4,039,994	3,151,248	3,205,774
Employee benefit provisions	291,071	327,619	365,447	404,599
Other provisions	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
Total Non-Current Liabilities	6,061,290	5,243,613	4,392,695	4,486,373
TOTAL LIABILITIES	26,126,657	25,815,698	25,873,096	26,816,253
Net Assets	591,580,000	593,980,542	596,794,236	599,675,027
Equity				
Retained Earnings	288,961,000	291,361,542	294,175,236	297,056,027
Revaluation Reserves	302,619,000	302,619,000	302,619,000	302,619,000
Other Reserves	-	-	-	-
Council Equity Interest	591,580,000	593,980,542	596,794,236	599,675,027
Non-controlling equity interests	-	-	-	-
Total Equity	591,580,000	593,980,542	596,794,236	599,675,027

Cash Flow Statement

Cash Flows – Operating Activities	Revised 22/23 Budget (\$)	Draft 23/24 Budget (\$)	Draft 24/25 Budget (\$)	Draft 25/26 Budget (\$)
Receipts:				
Rates & Annual Charges	29,556,249	30,921,413	32,009,655	33,129,993
User Charges & Fees	10,428,871	11,430,875	12,921,427	13,783,488
Investment & Interest Revenue Received	317,957	647,930	805,968	837,504
Grants & Contributions	8,087,784	5,208,292	5,632,671	5,851,921
Bonds & Deposits Received	-	-	-	-
Other	5,021,376	5,766,038	5,642,737	5,882,123
Payments:				
Employee Benefits & On-Costs	(18,563,784)	(19,596,147)	(20,472,165)	(21,190,703)
Materials & Contracts	(20,703,769)	(21,643,552)	(23,451,262)	(24,596,248)
Borrowing Costs	(317,915)	(312,022)	(249,666)	(209,936)
Bonds & Deposits Refunded	-	-	-	-
Other	(2,918,378)	(3,131,715)	(3,136,725)	(3,454,779)
Net Cash provided (or used in) Operating Activities	10,908,390	9,292,165	9,702,711	10,033,363
Cash Flows – Investing Activities	Revised 22/23 Budget (\$)	Draft 23/24 Budget (\$)	Draft 24/25 Budget (\$)	Draft 25/26 Budget (\$)
Receipts:				
Sale of Investment Securities	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-
Other Investing Activity Receipts	-	-	-	-
Payments:				
Purchase of Investment Securities	-	-	-	-
Purchase of Investment Property	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,940,079)	(9,240,998)	(8,583,550)	(7,987,926)
Other Investing Activity Payments	-	-	-	-
Net Cash provided (or used in) Investing Activities	(9,940,079)	(9,240,998)	(8,583,550)	(7,987,926)



Cash Flow Statement

Cash Flows – Financing Activities	Revised 22/23 Budget (\$)	Draft 23/24 Budget (\$)	Draft 24/25 Budget (\$)	Draft 25/26 Budget (\$)
Receipts:				
Proceeds from Borrowings & Advances	-	-	-	1,000,000
Proceeds from Finance Leases	-	-	-	-
Other Financing Activity Receipts	-	-	-	-
Payments:				
Repayment of Borrowings & Advances	(1,278,039)	(820,743)	(854,225)	(888,745)
Repayment of lease liabilities (principal repayments)	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(1,278,039)	(820,743)	(854,225)	111,255
Net Increase/(Decrease) in Cash & Cash Equivalents	(309,727)	(769,576)	264,936	2,156,692
plus: Cash & Cash Equivalents - beginning of year	14,163,000	13,853,273	13,083,697	13,348,633
Cash & Cash Equivalents - end of the year	13,853,273	13,083,697	13,348,633	15,505,325
Investments - end of the year	11,000,000	11,000,000	11,000,000	11,000,000
Cash, Cash Equivalents & Investments - end of the year	24,853,273	24,083,697	24,348,633	26,505,325
Representing				
- External Restrictions	9,355,655	9,183,121	9,293,020	8,788,875
- Internal Restrictions	7,177,700	8,241,963	9,310,921	10,384,712
- Unrestricted	8,319,918	6,658,613	5,744,692	7,331,738
	24,853,273	24,083,697	24,348,633	26,505,325

Equity Statement

	Revised 22/23 Budget (\$)	Draft 23/24 Budget (\$)	Draft 24/25 Budget (\$)	Draft 25/26 Budget (\$)
Restated opening Balance (as at 1/7)	585,768,000	591,580,000	593,980,542	596,794,236
Other Comprehensive Income	-	-	-	-
Restated Net Operating Result for the Year	5,812,000	2,400,541	2,813,694	2,880,791
Total Comprehensive Income	5,812,000	2,400,541	2,813,694	2,880,791
Distributions to/(Contributions from) Minority Interests	-	-	-	-
Transfers between Equity	-	-	-	-
Equity - Balance at end of the reporting period	591,580,000	593,980,542	596,794,236	599,675,027



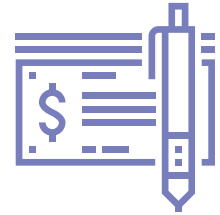
Revised Long Term Financial Plan

The Long-Term Financial Plan (LTFP) is an essential component of Council's Resourcing Strategy, and Community Strategic Plan. It provides a strategic framework that includes ten-year forward projections and reflects Council's ability to achieve financial sustainability while delivering on the strategies, initiatives, and works outlined in our Delivery Program, Operational Plans and Budgets.

The LTFP is updated annually in accordance with statutory requirements to respond to any changes in the previous year and to ensure it projects out ten years, making it a rolling plan.

With a renewed focus on financial sustainability and growth, this revised LTFP is a culmination of a thorough review of the previous plan, incorporating the latest market trends, internal and external factors, and financial performance indicators.

The revised plan sets out a path for Council to achieve several critical objectives over the 10-year timeframe, including maintaining existing service levels, a strong cash position, a balanced budget position with a small surplus every year, a well-managed workforce, and a capital expenditure program that facilitates the renewal of assets at similar rates to which they are depreciating.



Current and Projected Financial Positions

Over the past five years, Council has been able to achieve surpluses, which have enabled the organisation to fund its operations and capital works without the need for significant borrowings. Council has put in a considerable effort to reduce its expenditures by implementing several policy decisions, including delaying and deferring some Council projects, and reducing staff excess leave to reduce leave liabilities.

However, Council has been facing significant pressure due to the unexpected and rapid transition from a low inflationary environment to high inflation across the 22/23 and 23/24 financial years. This high inflationary environment has led to increases in the Council's levies, such as waste, and budgeted contract increases. The consumer price index (CPI) peaked at 7.8% in December 2022 (Source: ABS) and the Wage Price Index (WPI) is forecasted at 4.7% for 2023/24 based on information currently available.

Whilst there is no doubt that the above factors are affecting Council's current and future financial years' results, the revised (draft) LTFP reflects a continuation of services, achieves a small surplus each year and maintains acceptable cash reserves to fund ongoing operations as well as capital works.

The LTFP also reflects an accumulation of cash in preparation for potential major library precinct works in the future.

Council does not intend to apply for a Special Rates Variation and aims to keep borrowings to a minimum level, unless necessary, to maintain asset standards.

See pages 152-154 for the revised 10-year financial forecast.

Key Performance Indicators

The projected KPIs indicate that Council will achieve the key objectives of balanced budgets/operational surpluses, continuous financial improvement, financial improvement, financial sustainability benchmarks and Fit-For-The Future (FFTF) for the duration of the plan.

See page 155 for the revised KPIs.



































































Mosman Municipal Council
10 Year Financial Plan for the Years ending 30 June 2033
BALANCE SHEET - GENERAL FUND
Scenario: Rolled over from V13 (with 21/22 as base year)

	Actuals 2021/22	Current Year 2022/23	Projected Years									
			2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
ASSETS												
Current Assets												
Cash & Cash Equivalents	14,163,000	13,853,273	13,083,697	13,348,633	15,505,325	17,290,640	18,598,464	19,475,167	22,398,008	25,805,233	27,823,333	
Investments	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	
Receivables	2,269,000	3,551,349	3,383,798	3,682,087	3,878,547	4,149,849	4,371,900	4,611,797	4,865,309	5,125,467	5,594,402	
Inventories	259,000	218,969	233,309	252,905	284,965	279,913	297,255	315,816	331,657	369,222	382,596	
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	
Other	-	10,632	11,320	12,153	12,809	13,536	14,368	15,256	16,033	16,888	17,853	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Total Current Assets	27,691,000	28,634,223	27,712,124	28,295,778	30,661,646	32,733,939	34,281,987	35,311,751	38,889,570	42,596,403	44,818,829	
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	
Receivables	-	262,000	297,739	307,355	317,307	327,608	338,269	349,304	360,725	372,545	384,779	
Inventories	-	-	-	-	-	-	-	-	-	-	-	
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	531,971,000	536,158,000	538,976,876	541,150,578	542,492,911	543,866,357	546,012,538	554,133,451	555,239,374	556,905,013	559,511,632	
Intangible Assets	50,210,000	50,210,000	50,210,000	50,210,000	50,210,000	50,210,000	50,210,000	50,210,000	50,210,000	50,210,000	50,210,000	
Right of use assets	188,000	188,000	188,000	188,000	188,000	188,000	188,000	188,000	188,000	188,000	188,000	
Investments Accounted for using the equity method	834,000	834,000	834,000	834,000	834,000	834,000	834,000	834,000	834,000	834,000	834,000	
Non-current assets classified as "held for sale"	1,344,000	1,396,500	1,577,500	1,681,622	1,787,415	1,894,929	2,004,216	2,115,329	2,228,322	2,343,252	2,577,104	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Assets	584,809,000	589,072,434	592,084,115	594,371,555	595,829,633	597,320,894	599,587,024	607,830,084	608,042,388	609,187,171	613,718,178	
TOTAL ASSETS	612,500,000	617,706,657	619,796,240	622,667,332	626,491,280	630,054,833	633,869,010	640,141,835	643,730,554	648,076,741	653,578,373	
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	
Payables	12,950,000	13,179,014	13,236,069	13,352,037	13,445,233	13,598,397	13,818,640	14,390,302	14,051,088	14,289,709	14,732,103	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	1,738,000	1,627,181	1,486,044	1,667,048	1,769,588	1,916,766	2,030,998	2,152,994	2,289,304	2,423,869	2,667,920	
Lease liabilities	214,000	-	-	-	-	-	-	-	-	-	-	
Borrowings	1,278,000	820,743	854,225	888,745	945,475	691,034	673,752	568,156	602,986	640,023	384,504	
Employee benefit provisions	3,949,000	4,438,429	4,995,747	5,572,571	6,169,584	6,787,492	7,427,027	8,088,946	8,774,032	9,483,096	10,976,544	
Other provisions	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	20,129,000	20,065,367	20,572,065	21,480,401	22,329,880	22,993,689	23,950,418	25,200,398	25,717,410	26,836,697	28,751,070	
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	662,000	876,000	876,000	876,000	876,000	876,000	876,000	876,000	876,000	876,000	876,000	
Borrowings	5,715,000	4,894,219	4,039,994	3,151,248	3,205,774	2,514,740	1,840,988	3,272,832	2,669,846	2,029,823	2,287,299	
Employee benefit provisions	226,000	291,071	327,619	365,447	404,599	445,121	487,062	530,470	575,398	621,898	719,638	
Other provisions	-	-	-	-	-	-	-	-	-	-	-	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Liabilities	6,603,000	6,061,290	5,243,613	4,392,695	4,486,373	3,835,861	3,204,050	4,673,302	4,121,244	3,527,721	4,217,828	
TOTAL LIABILITIES	26,732,000	26,126,657	25,815,678	25,873,096	26,816,253	26,829,550	27,154,467	29,873,700	29,838,653	30,364,418	31,969,352	
Net Assets	585,768,000	591,580,000	593,980,562	596,794,236	599,675,027	603,225,283	606,714,543	610,262,135	613,891,900	617,712,323	625,902,800	
EQUITY												
Retained Earnings	283,149,000	288,961,000	291,361,542	294,175,236	297,056,027	300,606,283	304,095,543	307,643,135	311,272,900	315,083,323	323,283,800	
Revaluation Reserves	302,619,000	302,619,000	302,619,000	302,619,000	302,619,000	302,619,000	302,619,000	302,619,000	302,619,000	302,619,000	302,619,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	585,768,000	591,580,000	593,980,542	596,794,236	599,675,027	603,225,283	606,714,543	610,262,135	613,891,900	617,712,323	625,902,800	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	585,768,000	591,580,000	593,980,542	596,794,236	599,675,027	603,225,283	606,714,543	610,262,135	613,891,900	617,712,323	625,902,800	

Mosman Municipal Council
 10 Year Financial Plan for the Years ending 30 June 2033
 CASH FLOW STATEMENT - GENERAL FUND
 Scenario: Rolled over from V13 (with 21/22 as base year)

	2021/22	Actuals	Current Year	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	28,973,000	29,556,249	30,921,413	32,009,655	33,129,993	34,289,543	35,489,677	36,731,816	38,017,429	39,348,039	40,725,221	42,150,603	
User Charges & Fees	8,197,000	10,428,871	11,430,875	12,921,427	13,783,488	14,697,024	15,657,907	16,668,348	17,814,751	18,933,954	20,110,860	20,911,298	
Investment & Interest Revenue Received	123,000	317,957	648,963	806,038	837,504	871,493	907,074	959,667	1,001,684	1,050,613	1,106,088	1,154,196	
Grants & Contributions	8,938,000	8,087,784	5,208,292	5,632,671	5,851,921	6,741,705	7,002,016	7,298,308	7,800,494	7,918,162	8,246,952	8,414,111	
Bonds & Deposits Received	2,255,000												
Other	5,619,000	5,021,376	5,766,038	5,642,737	5,882,123	6,170,023	6,501,227	6,947,625	7,487,002	7,550,590	8,027,615	8,290,453	
Payments:													
Employee Benefits & On-Costs	(16,867,000)	(18,563,784)	(19,596,147)	(20,472,165)	(21,190,703)	(21,932,378)	(22,700,010)	(23,494,511)	(24,316,819)	(25,167,907)	(26,048,784)	(26,960,492)	
Materials & Contracts	(17,781,000)	(20,703,769)	(21,643,552)	(23,451,262)	(24,586,248)	(25,980,687)	(27,581,873)	(29,303,619)	(30,794,872)	(32,419,872)	(34,269,206)	(36,560,647)	
Borrowing Costs	(246,000)	(317,915)	(312,022)	(249,666)	(209,936)	(259,640)	(220,813)	(177,637)	(900,142)	(267,021)	(225,040)	(213,050)	
Bonds & Deposits Refunded	(1,293,000)												
Other	(2,219,000)	(2,918,378)	(3,131,715)	(3,136,725)	(3,454,779)	(3,657,339)	(3,869,334)	(4,091,344)	(4,324,042)	(4,567,110)	(4,821,335)	(4,990,834)	
Net Cash provided (or used in) Operating Activities	15,699,000	10,908,390	9,292,165	9,702,711	10,033,363	10,939,745	11,185,869	11,538,653	11,885,486	12,379,940	12,852,370	13,195,638	
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities	6,000,000												
Distributions Received from Joint Ventures & Associates	218,000												
Other Investing Activity Receipts	35,000,000												
Payments:													
Purchase of Investment Securities	(6,000,000)												
Purchase of Investment Property	(180,000)												
Purchase of Infrastructure, Property, Plant & Equipment	(7,217,000)	(9,940,079)	(9,240,998)	(8,583,550)	(7,987,926)	(8,208,954)	(9,187,012)	(15,094,482)	(8,211,046)	(8,854,113)	(9,805,122)	(10,819,517)	
Other Investing Activity Payments	(41,000,000)												
Net Cash provided (or used in) Investing Activities	(13,179,000)	(9,940,079)	(9,240,998)	(8,583,550)	(7,987,926)	(8,208,954)	(9,187,012)	(15,094,482)	(8,211,046)	(8,854,113)	(9,805,122)	(10,819,517)	
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances	3,000,000				1,000,000				2,000,000				
Proceeds from Finance Leases													
Other Financing Activity Receipts													
Payments:													
Repayment of Borrowings & Advances	(1,249,000)	(1,278,039)	(820,743)	(854,225)	(888,745)	(945,475)	(691,034)	(673,752)	(568,156)	(602,986)	(640,023)	(368,021)	
Repayment of lease liabilities (principal repayments)	(103,000)	(1,278,039)	(820,743)	(854,225)	111,255	(945,475)	(691,034)	1,326,248	(568,156)	(602,986)	359,977	(368,021)	
Net Cash Flow provided (used in) Financing Activities	1,648,000	(1,278,039)	(820,743)	(854,225)	111,255	(945,475)	(691,034)	1,326,248	(568,156)	(602,986)	359,977	(368,021)	
Net Increase/(Decrease) in Cash & Cash Equivalents	4,168,000	14,163,000	13,853,273	13,083,697	13,348,633	15,505,325	17,290,640	18,598,464	16,368,882	19,475,167	22,398,008	25,805,233	
plus: Cash & Cash Equivalents - beginning of year	9,995,000												
Cash & Cash Equivalents - end of the year	14,163,000	13,853,273	13,348,633	15,505,325	17,290,640	18,598,464	19,475,167	22,398,008	25,805,233	27,823,333			
Cash & Cash Equivalents - end of the year													
Cash & Cash Equivalents - end of the year	14,163,000	13,853,273	13,083,697	13,348,633	15,505,325	17,290,640	18,598,464	16,368,882	19,475,167	22,398,008	25,805,233	27,823,333	
Investments - end of the year	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	
Cash, Cash Equivalents & Investments - end of the year	25,163,000	24,853,273	24,348,633	26,505,325	28,290,640	29,598,464	30,475,167	33,396,008	36,805,233	38,823,333			
Representing:													
- External Restrictions	9,233,000	9,355,655	9,183,121	9,293,020	8,788,875	8,950,107	8,945,390	6,867,875	4,961,561	3,092,034	4,292,843	4,549,517	
- Internal Restrictions	6,118,000	7,177,700	8,241,963	9,310,921	10,384,712	11,463,473	12,547,351	13,636,494	14,731,053	15,831,188	16,937,060	18,042,932	
- Unrestricted	9,812,000	8,319,918	6,668,613	5,744,692	7,391,738	7,877,060	8,105,723	9,864,513	14,474,788	15,575,330	16,575,330	16,230,884	
Cash, Cash Equivalents & Investments - end of the year	25,163,000	24,853,273	24,348,633	26,505,325	28,290,640	29,598,464	30,475,167	33,396,008	36,805,233	38,823,333			

Mosman Municipal Council
10 Year Financial Plan for the Years ending 30 June 2033
KEY PERFORMANCE INDICATORS - GENERAL FUND
Scenario: Rolled over from V13 (with 21/22 as base year)

	Current Year 2022/23	Projected Years									
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
<p> ● Within green benchmark (green min and/or green max) ● Within amber benchmark (amber min and/or amber max) ● Not within benchmark (amber min and/or amber max) </p> <p> — Within green benchmark ↗ above green maximum and below amber maximum ↘ below green minimum and above amber minimum ↗ above amber maximum ↘ below amber minimum </p>											
Council's Target Benchmarks											
Operating Performance Ratio > 0%	 1.75%	 1.18%	 1.04%	 0.94%	 0.95%	 0.62%	 0.49%	 0.41%	 0.47%	 0.46%	 0.67%
Own Source Operating Revenue Ratio > 60%	 84.73%	 90.42%	 90.13%	 90.17%	 89.26%	 89.33%	 89.37%	 89.40%	 89.43%	 89.47%	 89.61%
Unrestricted Current Ratio > 1.5%	 2.26	 2.11	 1.93	 2.03	 2.07	 2.02	 1.97	 2.15	 2.35	 2.41	 2.37
Debt Service Cover Ratio > 2x	 4.31	 5.98	 6.25	 6.40	 6.14	 8.15	 8.78	 9.13	 9.46	 9.75	 15.28
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage < 5%	 3.34%	 3.32%	 3.32%	 3.32%	 3.32%	 3.32%	 3.32%	 3.32%	 3.32%	 3.32%	 3.32%
Cash Expense Cover Ratio > 3 months	 5.17	 4.77	 4.57	 4.89	 5.07	 5.14	 4.44	 4.87	 5.22	 5.60	 4.90

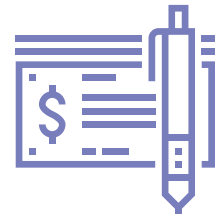
Capital Works Program

Work programs have been developed for each asset class managed by Council. These work programs have been prepared with the best information currently available and are an indication only. The overall Capital Works Program is funded from general revenue, grants, loan funding and further funds sourced through Council's Developer Contributions Plan.

To support future significant building renewals accumulated cash will increase by \$900,000 per year between 2022-2023 and 2025-2026.

Current work schedules are based on Asset Management Plans and Council priorities, with funding based on the Long Term Financial Plan and Council's annual budget. Programs are subject to change depending on new priorities, emerging works, emergency works, Council priorities and new funding sources such as grants.

The table on page 157 details the Capital Works Program for 2022-2023 to 2025-2026. Further details of the 2023-2024 Capital Works Program are provided on pages 158-161.

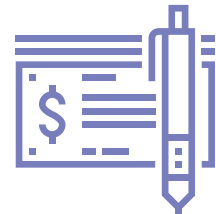


Capital Works Program 2022-23 to 2025-26

Asset Class	Asset Category	Year	\$
Roads and Other Road Assets	Road Pavements, Kerb and Gutter, Retaining Walls	2022/23	5,143,000
		2023/24	2,551,182
		2024/25	2,383,000
		2025/26	2,018,000
Footpaths	Footpaths, Paving and Associated Landscaping	2022/23	410,000
		2023/24	460,000
		2024/25	580,000
		2025/26	410,000
Stormwater	Pits and Stormwater Devices, Pipes, Open Channels, Other Stormwater Related Assets	2022/23	570,000
		2023/24	605,000
		2024/25	530,000
		2025/26	560,000
Marine Structures	Wharfs, Decking, Piles, Seawalls	2022/23	410,000
		2023/24	465,000
		2024/25	282,000
		2025/26	282,000
Open Space	Parks and Reserves, Sporting Fields, Bushland, Playgrounds	2022/23	1,370,000
		2023/24	2,405,000
		2024/25	800,000
		2025/26	810,000
Buildings	Council Offices/Administration Centre, Cultural Facilities, Childcare Centres, Investment Buildings, Other Buildings, Pavilions, Amenities and Sports Related Buildings	2022/23	1,975,000
		2023/24	1,659,509
		2024/25	2,535,000
		2025/26	3,535,000

2023/24 Capital Works Program

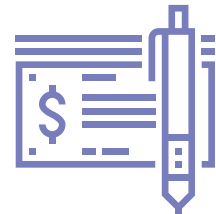
Asset Class	Detail	\$
Roads and Other Road Assets	40 KMH Speed Limit Project	15,000
	Active Transport Plan	60,000
	Asset Management	65,000
	Beach Lane Lighting Upgrade for Ped Crossing	100,000
	Carparks Program	65,000
	Christmas Lights and Trees	25,000
	Fencing and Guardrails Renewal	100,000
	Kerb and Gutter Renewals	75,000
	Parking Technology Renewals	260,000
	Parking Meter Renewals	125,000
	Pedestrian Safety: Review and Implementation	125,000
	Retaining Walls: Renewal	125,000
	Spit East Carpark and Seawall: Kerbing and Boat Storage Works and Seawall works	85,000
	Steps Renewals	90,000
	Streetblade Upgrades	75,000
	Traffic Facilities: Renewal	63,000
	Road Renewals Works Program	1,098,182
	Total	2,551,182
Footpaths	Footpaths Works Program	425,000
	Public Garden and Flowers Military Road	35,000
	Total	460,000



2023/24 Capital Works Program

Asset Class	Detail	\$
Stormwater	Total	605,000
Marine Structures	Total	465,000
Open Space	Art in Public Places	25,000
	Balmoral Oval Upgrade	1,550,000
	Open Space Works Program	415,000
	Climate Action Plan	50,000
	Digital Community Noticeboards	25,000
	Georges Heights Drainage	60,000
	Playground Upgrades	250,000
	Spit West Viewing Platform Renewal and Mangrove and Seawall renewals	30,000
	Total	2,405,000
Buildings	Accessibility: Lift Upgrade	625,000
	Art Gallery: Bathroom Works	180,000
	Art Gallery: Chiller Upgrade	185,000
	Buildings Security - Alarm and Access	261,000
	Georges Heights Oval Pavilion Upgrade	263,509
	Consultancy and investigations	135,000
	Youth Building Signage	10,000
		Total
IT Works Program	Total	400,000





Capital Expenditure

Capital expenditure summary by Strategic Direction in 2023-24 includes:

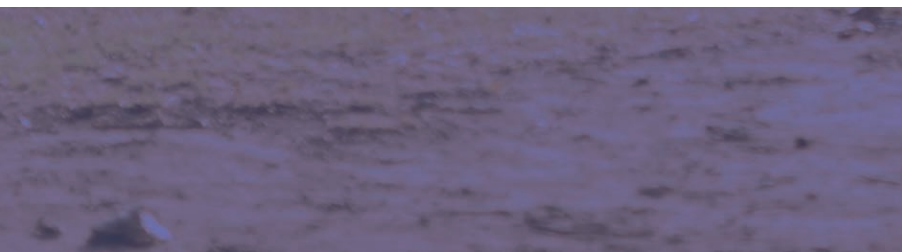
	Draft 23-24 Budget
Culturally Rich & Vibrant Community	
Arts Programming and Exhibitions	108,300
Library	321,300
Total Culturally Rich & Vibrant Community	429,600
Attractive & Sustainable Environment	
Stormwater	605,000
Waste and Cleaning	185,000
Total Attractive & Sustainable Environment	790,000
Engaged Business Friendly Community with Strong Civic Leadership	
Assets and Services Management	65,000
Finance	926,000
Information Technology	400,000
Total Engaged Business Friendly Community with Strong Civic Leadership	1,391,000
Well-designed Liveable & Accessible Places	
Property Management	1,659,509
Roads Footpaths	2,911,182
Total Well-designed Liveable & Accessible Places	4,570,691
Healthy & Active Village Lifestyle	
Emergency and Depot	-
Open Space Foreshore and Sporting Fields	2,905,000
Total Healthy & Active Village Lifestyle	2,905,000
Total	10,086,291

**DELIVERING
FOR MOSMAN.**





Mosman
COUNCIL



**DELIVERING
FOR MOSMAN.**

**MOSPLAN
REVISED
DELIVERY PROGRAM
2022-2026
OPERATIONAL PLAN
2023-2024**

**Mosman
COUNCIL**

