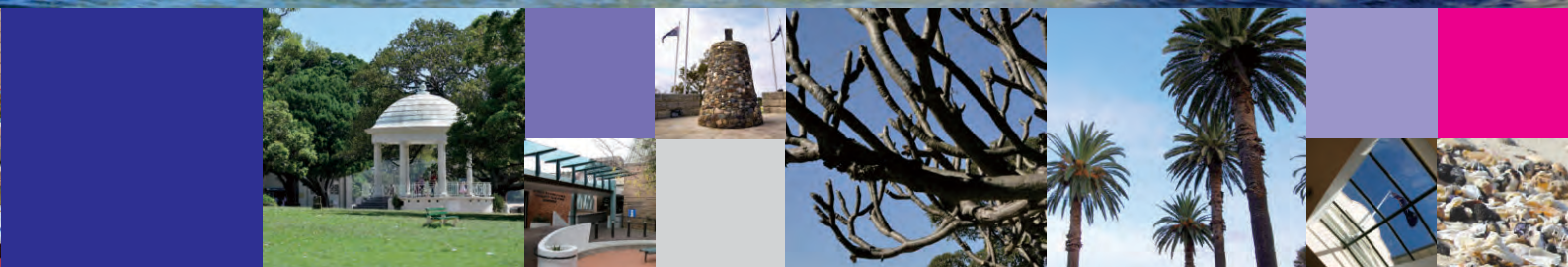




20142015 ANNUALREPORT



Mosman
COUNCIL

VISION

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

MISSION

To protect and enhance the distinctive qualities
of Mosman in a responsive, friendly and caring way

CUSTOMER SERVICE POLICY

Our Commitment: quality and friendliness
in the provision of service

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INTRODUCTION

Mosman Council's Annual Report for the period 1 July 2014 to 30 June 2015 is prepared in compliance with section 428 of the *Local Government Act 1993*, clause 217 of the *Local Government (General) Regulation 2005*, and the Office of Local Government's integrated planning and reporting guidelines provided for under section 406 of the *Local Government Act 1993*. The report also meets the requirements of other legislation including the *Environmental Planning and Assessment Act 1979*, *Government Information (Public Access) Act 2009* and *Privacy and Personal Information Protection Act 1998*.

Mosman's Community Strategic Plan, MOSPLAN 2013-2023, is the plan for Mosman's future. It responds to the aspirations of the Mosman community and its elected Council, and ensures that services are provided to the Mosman community effectively, efficiently and sustainably. The Plan is divided into four themes - Social, Environment, Economic and Governance. These themes link directly to the Delivery Program and Operational Plan, which detail how Council will deliver on community aspirations over four and one year periods, respectively.

The purpose of the report is to:

- report on Council's progress and achievements in implementing its Delivery Program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed
- report on other information required by the *Local Government (General) Regulation 2005* and the integrated planning and reporting guidelines provided for under section 406 of the *Local Government Act 1993*
- detail Council's financial position as at 30 June 2015
- detail Council's State of the Environment Summary Scorecard 2014-15
- provide proactive release of other Council information under the *Government Information (Public Access) Act 2009*

The report is supported by quarterly reporting to Council in relation to MOSPLAN progress and a four-yearly report is also prepared at the end of each Council term. Council provides further updates and information on progress through its newsletter - Mosman News, weekly column in the Mosman Daily – Mosman Now and items published on Council's website.

Copies of the Annual Report are available for perusal at the Civic Centre, Mosman Square or the Library. The report is also available on Council's website under Council/Reports and Publications. The report has been submitted to the Minister for Local Government in accordance with section 428(5) of the *Local Government Act 1993*.

Any enquiries concerning this report may be directed to Council's Governance section on 9978 4000.

ABOUT MOSMAN

Mosman is a place of history and beauty, located eight 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.

As a destination, Mosman today is a great place to sample some unique Sydney heritage. 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.

The demographics of Mosman are presented in the Community Profile of Mosman, Community Atlas of Mosman and Population Forecasts for the Mosman Local Government Area (LGA). These are available online to inform Council, the business community, students, researchers, investors and the community in general.

Data from the Australian Bureau of Statistics is presented in table and chart format with brief commentary (Community Profile of Mosman) and interactive maps (Community Atlas of Mosman). Mosman LGA data is also able to be compared with Warringah and Pittwater LGAs, and the Sydney region as a whole.

ABOUT MOSMAN COUNCIL

Local Government in NSW is administered and governed by councils and is controlled and regulated by the *Local Government Act 1993*.

Mosman Municipal Council consists of two functional units. One is the elected Council comprising seven Councillors including the popularly elected Mayor; the other is the permanent staff of the Council, who work at the Council offices and other Council locations.

The elected Councillors set and control policy directions whilst the staff, headed by the General Manager, implements policy and legislative requirements. All strive together to anticipate and meet community needs and expectations.

STATEMENT OF VALUES

We, the Councillors and staff, in a spirit of mutual respect and trust, work ethically, as a team to fulfil this Council's Mission and Vision striving...

FOR OUR COMMUNITY

To consult with our residents and to ensure all are treated equitably and have access to information and a consistent and transparent decision-making process, and to enable residents to share and enjoy Mosman's services and resources

FOR OUR VOLUNTEERS

To appreciate and respect their valuable contribution in service and time, to seek their opinion and to provide quality training and friendly and timely support.

FOR OUR COUNCILLORS

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

FOR OUR STAFF

To provide a safe workplace, to nurture ethical behaviour, and to promote professional, frank and honest advice and discussion in an environment where learning is supported and encouraged, where leadership and individual potential are developed, and where excellence and initiative are recognised and rewarded.

FOR OUR SUPPLIERS AND CONTRACTORS

To communicate our requirements precisely, exercise and expect honesty in all commercial dealings and observe all commercial commitments.

ABOUT MOSMAN'S MANAGEMENT PLAN - MOSPLAN

Mosman's Community Strategic Plan, MOSPLAN, is our plan for Mosman's future. It has been developed over a number of years and addresses the specific requirements of the NSW Government's Integrated Planning and Reporting legislation and responds to the aspirations of the Mosman community and its elected Council.

According to legislation, Council must adopt:

- A Community Strategic Plan – a 10 year+ strategic direction for Mosman, supported by a Resourcing Strategy which details Council's approach to long term financial planning, workforce planning and asset management planning
- 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
- A one year Operational Plan and Budget – outlining the actions Council will carry out in the coming financial year to achieve the four-year Delivery Program and Council's long-term vision

MOSPLAN is an integrated plan containing each of the three elements referred to above. Not only does it clearly articulate a long-term Vision for the future, it also identifies how Council intends to deliver on that Vision across 10, four and one year horizons.

MOSPLAN takes into account an extensive range of other strategies and plans prepared by Council to address specific service areas or issues. Examples of these related documents include Asset Management Plans and Development Control Plans.

MOSPLAN provides the framework for the delivery of services to the Mosman community in a manner that is effective, efficient and planned in a logical and financially viable way. Council has a measurement framework in place to gauge performance against key MOSPLAN deliverables.

Quarterly and annual reports are prepared in relation to MOSPLAN progress and a four-yearly report is also prepared at the end of each Council term. The first of these four-yearly reports was released in August 2012, with the next report due in August 2016.

Mosman's Vision, and the underlying values and commitments that support it, are reflected in four MOSPLAN Themes that direct Council operations. These Themes are:



The **SOCIAL** theme is Council's people theme. It is about delivering and facilitating services to the community - including services for all ages and abilities, volunteering, Aboriginal culture and heritage, library services, Council's community engagement activities, the art gallery, cultural activities, festive events and friendship communities.

The **ENVIRONMENT** theme is about providing and protecting the type of living environment our community deserves. It covers urban planning, heritage planning and protection, development assessment, ecological sustainability, biodiversity conservation, waste management and street cleaning, environmental health management, water, air and noise management, traffic, transport, roads and cycling, public places, open space management, community and recreational facilities.

The **ECONOMIC** theme is about local economic prosperity - including business liaison and support, vitality of business centres, local employment, and sensitively marketing Mosman.

The **GOVERNANCE** theme is about providing support for all Council functions, leadership and engagement. This includes Council meetings, consultation, finance and budgeting, integrated planning, community safety, ranger services, information technology, human resource management, and regional planning and cooperation.

These Themes are supported by a series of 10 Programs that form Council's four year Delivery Program and one year Operational Plan.

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



Council has agreed on 10-year Directions and Strategies for each of its 10 Program areas. The Directions illustrate WHAT we want to achieve for the Mosman community and the Strategies identify HOW Council will work toward achieving these directions. MOSPLAN Directions and Strategies, arranged by Theme, are as follows:

SOCIAL

Programs

Community Wellbeing

Program Coordination: Manager Community Services

Direction Statement

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

Strategies

1. Anticipate, plan and provide for social change.

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

Library and Information

Program Coordination: Manager Library Services and Manager Library Resources

Direction Statement

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

Strategies

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

Arts and Culture

Program Coordination: Manager Cultural Services

Direction Statement

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

Strategies

1. Support, develop and showcase a broad range of contemporary arts, artists and arts practices, with special emphasis on the visual arts.
2. Deliver and support events and other projects that celebrate Mosman, drawing inspiration from the area's artists, history, demographics, lifestyle and environment.
3. Engage and extend arts audiences while building patronage and broad community support of local cultural activities.
4. Promote the cultural services and programs provided and supported by Council to a wide audience.

5. Consolidate and extend the operations of the Mosman Art Gallery to ensure its continued leadership of cultural initiatives and programs.
6. Create and maintain public art projects that enhance the public domain and generate community pride.
7. Facilitate cultural opportunities through the development of partnerships and by harnessing public, private and corporate resources.

Related Strategies and Plans

- Social Directions 2012
- Community Engagement Strategy 2012
- Regional Home and Community Care Plan
- SHOREPLAN - Shorelink Strategic Plan 2011-2015
- SHOROC 'Shaping our Future'

Key Partners

- Federal government – various agencies and authorities including the Departments of Health, Education and Training and Education
- State government – various agencies and authorities including Department of Family and Community Services; Ministry of Health; Department of Ageing, Disability and Home Care; Arts NSW, National Parks and Wildlife Service and NSW Police Force
- SHOROC (Mosman, Manly, Pittwater and Warringah Councils Regional Organisation of Councils)
- Sydney Harbour Federation Trust
- Shorelink Library Network
- Non-government and community organisations

Community Sustainability Indicators

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

ENVIRONMENT

Programs

Built Environment

Program Coordination: Manager Urban Planning and Manager Development Services

Direction Statement

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

Strategies

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

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

Healthy Environment

Program Coordination: Manager Environment and Open Space

Direction Statement

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

Strategies

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

Community Spaces

Program Coordination: Manager Engineering and Manager Environment and Open Space

Direction Statement

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

Strategies

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

Transport and Traffic

Program Coordination: Manager Engineering

Direction Statement

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

Strategies

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

Related Strategies and Plans

- Local Environmental Plan 2012
- Development Control Plans
- Environmental Management Plan
- Environmental Sustainability Action Plan
- State of the Environment Report
- Community Environmental Contract
- Asset Management Plans
- Section 94A Contribution Plan
- Catchment Management Plans
- Metropolitan Plan and Draft Metropolitan Strategy 2013
- Plan for Growing Sydney
- Open Space Plans of Management – various
- Road Safety Action Plan 2012-13
- SHOROC 'Shaping our Future'

Key Partners

- Federal government –various agencies and authorities
- State government – various agencies and authorities including the Departments of Planning and Environment and Transport, Office of Environment and Heritage; Roads and Maritime Services; National Parks and Wildlife Service; Harbour City Ferries and NSW Police Force
- SHOROC (Mosman, Manly, Pittwater and Warringah Councils Regional Organisation of Councils)
- Sydney Harbour Federation Trust

Community Sustainability Indicators

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

ECONOMIC

Programs

Local Economy

Program Coordination: Director Community Development

Direction Statement

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

Strategies

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

Related Strategies and Plans

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

Key Partners

- Federal government –various agencies and authorities
- State government – various agencies and authorities including Department of Industry, Skills and Regional Development; Arts NSW, National Parks and Wildlife Service and Destination NSW
- SHOROC (Mosman, Manly, Pittwater and Warringah Councils Regional Organisation of Councils)
- Mosman Chamber of Commerce
- Sydney Harbour Federation Trust
- Businesses, business associations, and tourism operators

Community Sustainability Indicators

- Unemployment rate
- Gross local product
- Employment containment
- Average weekly earnings

GOVERNANCE

Programs

Leadership and Engagement

Program Coordination: Director Corporate Services and Director Community Development

Direction Statement

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

Strategies

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

Governance and Risk

Program Coordination: Manager Governance, Chief Financial Officer, Manager IT Services, Manager Compliance, Manager Engineering, Manager Human Resources

Direction Statement

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

Strategies

1. Support the ongoing financial sustainability of Mosman Council by applying sound financial planning, principles and practices.
2. Anticipate and proactively manage risks relating to Council operations and the wider Mosman community.
3. Provide a working environment that attracts and retains quality staff and encourages continuous improvement and service excellence.

4. Contribute to a safer Mosman community through planning, partnerships, education, and emergency management.
5. Sustainably manage local infrastructure through strategic asset planning and management.
6. Support good governance, customer service and communication with contemporary policies, systems and processes.

Related Strategies and Plans

- State of the Environment Report
- Environmental Management Plan
- Environmental Sustainability Action Plan
- Community Engagement Strategy 2009
- MOSPLAN Community Engagement Strategy 2012
- Workforce Plan
- Equal Employment Management Plan
- Community Environmental Contract
- Governance Plan
- Enterprise Agreement
- Collaborative Management Plan 2009 – ‘Local Solutions to Local Crime and Safety Issues in Mosman’
- Social Directions 2012
- DISPLAN
- Manly-Mosman District Bushfire Management Plan
- SHOROC ‘Shaping our Future’
- Asset Management Plans

Key Partners

- Federal government –various agencies and authorities
- State government – various agencies and authorities including NSW Police Force (Harbourside Local Area Command); Department of Justice (Police and Emergency Services); and Office of Environment and Heritage
- SHOROC (Mosman, Manly, Pittwater and Warringah Councils Regional Organisation of Councils)

Community Sustainability Indicators

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

MAYOR AND COUNCILLORS

Members of Council 2014-15	
MAYOR	Peter William Abelson*
DEPUTY MAYOR	Roy David Bendall**
COUNCILLORS	Carolyn Ann Corrigan
	Peter Simon Menzies
	Elizabeth Ann Moline
	Thomas Sherlock
	Peter Charles White
* Councillor P W Abelson is Mosman's first popularly elected Mayor for the 2012-16 Council term. ** Councillor R D Bendall was re-elected as Deputy Mayor for the term to September 2015.	

COUNCILLOR ATTENDANCE AT MEETINGS AND WORKSHOPS

Councillor	Meetings / Workshops attended 2014-15				
	Ordinary (14 held)	Extraordinary (1 held)	Traffic Committee (5 held)	Audit Committee (4 held)	Workshops (23 held) Detailed below
Cr P W Abelson	13	1	-	-	23
Cr R D Bendall	14	1	1	4	19
Cr C A Corrigan	14	1	-	-	21
Cr S Menzies	14	1	-	-	21
Cr L Moline	14	1	-	-	18
Cr T Sherlock	14	1	-	4	19
Cr P C White	13	1	4	-	12

#Only the member Councillor as listed on the relevant Committee is marked as attending the meeting or his/her delegate if the Councillor is absent. No other Councillor is listed as attending regardless of whether they addressed the Committee or not.

Workshop	Date
Civic Centre Needs Analysis	7 July 2014
Recreational Needs Assessment	15 July 2014
Parking Strategy and SHOROC Waste and Bus Rapid Transport	22 July 2014
Spit Junction Community Benefits, S94A Plan, Raglan Street West Carpark	11 August 2014
Parking Strategy; Bicycle Plan	20 August 2014
Briefing Mid-term Financial Plan Review - Part 1	26 August 2014
Parking Strategy	9 September 2014
Civic Centre Needs Analysis	10 September 2014
Briefing General Planning Issues	15 September 2014
Briefing re 2014 Community Survey Results and Mid-term Financial Review - Part 2	23 September 2014
Briefing - Mosman Development Assessment Panel	9 October 2014
Parking Strategy	14 October 2014
Civic Centre Re-development Options/Needs Analysis	23 October 2014
Fit for the Future	24 November 2014
Parking Strategy and Civic Centre Re-development	25 November 2014
Fit for the Future	27 January 2015

Workshop	Date
Vista Street Resident Parking Scheme; Outdoor Dining Fees, Customer Service	24 February 2015
Budget (1)	5 March 2015
Budget (2)	17 March 2015
Balmoral Plan of Management	24 March 2015
Raglan West Carpark and Fit for the Future	28 April 2015
Raglan West Carpark	9 June 2015
Urban Planning Committee/Voluntary Planning Agreement	29 June 2015

MAYORAL ANNUAL REPORT 2014-15

Following the revival of the annual Mayoral Report last year, it is a pleasure to provide a Mayoral Report for the year 2014-15. This is a report about both the past and the future.

In this report I start by mentioning some of the core services which are so integral to what we try to do in our community. I then briefly discuss some special activities that have occurred or are in progress. Thirdly I turn to the dark shadow of forced amalgamation that hangs over us and how we are responding to try to preserve our community. Fourthly, I acknowledge and thank all those (councillors, staff and others in our community) who have contributed so much to our community over the year.

Ongoing Services

Service delivery to our community as a whole, and to members individually, is our top priority. Both councillors and staff try to respond to resident concerns rapidly, courteously and inclusively.

As an expression of this, I am delighted therefore that the re-design of our Customer Service area at the Council entrance has been completed recently at, I should note, quite modest cost. I hope that our residents and ratepayers will find the environment more welcoming and more comfortable and, with the installation of the new software, our services more efficient. The software will also provide service performance metrics which should help us introduce further improvements.

We have also been working to improve communications with our community. We have established a new Communications team, worked to make our website more readable and relevant, engaged more actively via social media and provided summaries of Council decisions through the new 'Council Decided' page on the website. The creative 'Dog Poo Fairy' campaign took out a top award in the 2015 RH Dougherty Awards for excellence in communication.

Council runs extensive services for our residents of all ages. For young parents and their children we run a long day occasional care facility and a much in-demand before-and- after school hours' child care service.

To engage with youth, Council initiated a Youth Forum. The Youth Forum has produced an innovative blog accessed via www.mosmanyouth.com.au which provides youth support services. Moscard, a youth membership card which promotes opportunities directly to youth, has been rolled out to almost 600 recipients. And Youth Volunteering has expanded to include four different groups - [Vocal Rewind \(Music and Events\)](#), the [Youth Centre Committee](#), [Youth Media Campaigners](#) and [View Finders \(Environmental Sustainability\)](#). The latest event by the Vocal Rewind group, the 'Groovin' the Mind' live music festival, was held at the Art Gallery last month to help raise awareness of mental health and its impact on young people.

Our senior residents enjoy each week a wide array of local programs and services supported by many volunteers. During this year, the Mosman Seniors Centre has been refurbished, with new furniture, paintwork and carpet. Also state-of-the-art audio visual equipment has been installed in the Hall.

Council is also working with the Rotary Club of Mosman to build connections between local community groups. In March this year, a Community Forum was held with local community groups to discuss opportunities for working together. This has led to the Community Connects Showcase in the current 2015 Festival of Mosman as well as to ongoing work on a web-based hub to facilitate local community connections.

A key Council service is planning controls and development determinations. To protect the residential amenity of our community, in December 2014, Council effected significant changes to the Mosman LEP 2012 and Residential DCP. The amendments strengthened objectives within the LEP and reinforced fundamental controls for maximum wall height, maximum number of storeys and minimum landscaped area for residential buildings which have defined the character of housing in Mosman for over two decades.

Council is also responsible for determining use of public land and we are being more proactive in ensuring compliance with development approvals, albeit constrained by the role of private certifiers. During the past year Council received a Commendation for Planning Excellence from the Planning Institute of Australia for our online promotion of planning. But we understand that more needs to be done to assist the public with the extraordinary complexity of the rules and processes that govern development applications.

Unfortunately the 10/50 Vegetation Clearing Code introduced by the Rural Fire Service (RFS) in October 2014 resulted in the loss of a significant number of remnant large canopy trees from Mosman. Following the efforts of Mosman and other Councils, in August 2015 the RFS announced several major amendments to the Code which have now been adopted by the Government. Importantly the scheme now excludes all land wholly or partly within 100 metres of the NSW coastline map and mapped estuaries. The scheme now covers only 6% of residential lots within Mosman - down from the original 56%. To counter the large losses experienced, Council has resolved to implement a canopy replenishment program.

Our Library is our most used and, as commonly shown in surveys, most loved service. Over the past year, it has lent some 300,000 items to members. It also runs extensive services for children, popular evening meetings with Pages and Pages Bookshop and provides an excellent local history service. During the year, the large desk and counter in the foyer has been replaced with (we hope) a more welcoming open-plan space, new accessible toilet facilities have been created and an automated returns chute introduced for easier processing of books.

It was entirely fitting last year to rename this much loved institution the Barry O'Keefe Library in recognition of the area's longest serving Mayor and a prolific contributor to our community and civic life. The Hon. Barry O'Keefe AM QC, who passed away on 24 April 2014, was a Councillor for 23 years from 1968 to 1991, which included 10 years of service as Mayor.

In 2014-15 the Mosman Art Gallery provided another outstanding program of exhibitions. The exhibition by popular Australian artist Lucy Culliton in late 2014 achieved a record attendance for all exhibitions held at the Gallery. For "Bungaree's Farm" and "Bungaree: The First Australian", the Mosman Art Gallery received the extraordinary honour of the Overall National Winner in the 2015 Museums and Galleries Australia Awards. These programs have generated extensive interest beyond Mosman, with Bungaree's Farm receiving an excellent reception recently at the Cairns Indigenous Art Fair.

Some Special Activities

Over the last financial year, there has been significant capital investment in our infrastructure assets. Some of these investments have already been mentioned. Others include: pedestrian crossings at Mandolong Road, Gouldsbury Street and Canrobert Street, major retaining wall works at Kiora Avenue and Clanalpine Street, completion of the upgrade of the Balmoral Seawall, the Spit Road footpath, Musgrave Street Beauty Point stairs and major road works at Awaba Street.

With the assistance of the Mosman Active Transport Committee, Council completed a new Bicycle Plan to guide provision of local cycling infrastructure over the next five years. The Plan, adopted in November 2014, contains a program of works to be jointly funded by Council and Roads and Maritime Services to improve cycling amenity in Mosman. Council's Pedestrian Access and Mobility Plan (PAMP) and Access Strategy will provide complementary improved safety and accessibility for pedestrians.

Council has also engaged with local sporting and other community groups to develop recreation facilities and planning. Given limited space, and high demand from outside Mosman, provision of sporting facilities to meet expectations is a continuing challenge for Council. Some advances have been made regarding sporting field allocations and contributions. Thanks to all our local sporting organisations who have continued to discuss their needs, make compromises and put forward ideas during the year.

During the year Council also carried out a preliminary study and consultation on options for our extensive civic site including Mosman Square, the Council building, the Village Green, the adjacent car parking areas and Library Walk from Military Road through to the Library. This area has great potential for much improved civic facilities, underground parking, a vibrant outdoor community square, improved landscaping and development in Library Walk possibly at no net cost to the community. The significance of the site and the potential implications of development mean that detailed consideration of development options is necessary, including a comprehensive analysis of refurbishment versus redevelopment options for the Council building, a traffic study, site planning and design, project staging and financial analysis. Council has engaged consultants to undertake this work with a full report expected this year. I hope that we will be able to engage in community consultation on this important project early in 2016.

Car parking is a related issue both around the Civic Centre site and elsewhere in the commercial areas. Following extensive public consultation and expert consultant advice, Council resolved to examine a time-management structure for parking in and around Military Road and to consider parking for more than 3 hours in the Bridgepoint and Vista Street car parks subject to payment. Parking management is essential to allow access to shops and to manage turnover. Council is now consulting on the details of time management options. Council has also put out a tender for new technology solutions for provision of information on street parking and usage of the Bridgepoint and Vista Street carparks. The on-street parking technologies are initially for planning purposes and will not be linked to enforcement pending further consideration. However, in the medium term, the key issue is the time management strategy. It is not whether Council rangers should manage parking regulations by chalking tires or by drawing on digital technology.

Turning to visual amenity, we are continuing to remove unsightly and unnecessary signage. In 2014-15 we removed 700 signs. However, much more remains to be done. The Visual Amenity Committee along with consultants is working on improved Council signage for the public areas. These new designs will be available soon for public consultation. And I hope that in the next 12 months the Visual Amenity Committee will consider other possible improvements in visual amenity in our municipality. I am pleased to say that our partner councils in SHOROC have adopted some of our ideas on signage but the NSW Roads and Maritime Services appears insensitive to the visual pollution associated with (some of) their signs. We have also fielded enquiries from other Councils as far as Queensland asking about our initiatives.

Brief mention should also be made of my visit this year to Mosman's friendship cities in China (Mudanjiang) and Japan (Otsu). Following custom this was not ratepayer funded. The support that Council and the local community has provided over 10 years by way of funds and computers to the education of young girls in Mudanjiang has been greatly appreciated. Our cultural ties with Japan are also strengthened with various art projects under discussion between Mosman and Otsu. Artworks produced by children in Mudanjiang and Mosman are currently on exhibition at Mosman Art Gallery as part of the 2015 Festival of Mosman.

Independence and Fit for the Future

At the heart of local government is the desire of the community to have some real control over their lives and their environment. In my annual report last year, I expressed delight that the state government has “for the present at least, backed away from forced amalgamations”. But I also warned that “it is not clear that the government fully respects local democracy”. Regrettably the warning was prescient.

In September 2014, the State Government announced its 'Fit for the Future' agenda. All councils were required to report by 30 June 2015 as to their 'fitness' for the future by responding to a detailed template of questions regarding strategic and financial capacity and in most cases to a proposal for a larger merged entity, in our case a merger of Mosman, North Sydney, Lane Cove, Willoughby, Hunters Hill and the eastern part of Ryde Council. In April 2015 the State Government announced that the Independent Pricing and Regulatory Tribunal (IPART) would assess these responses by 16 October 2015 against the Government's strategic and financial criteria, including an undefined and unexplained scale (population size) criterion.

Council has engaged fully throughout the process along with extensive community consultation. We worked intensively with Lane Cove, Willoughby, Hunters Hill and Ryde Councils in commissioning a report (by Morrison Low Consultants) which showed **no** net benefits from such a merger. With community support we obtained a Special Rate Variation agreed by IPART that allowed a real rate increase of just under 6% for the financial years 2015-16. This ensured that we can meet all the financial criteria set by the State Government.

Earlier this year (2015), extensive community engagement including random intercept surveys of 450 local residents was undertaken to gauge views about Council mergers. 82% of respondents supported the continued independence of Mosman. And 90% of the randomly-selected respondents reported that they were at least somewhat satisfied with Council's performance. This confirmed the results of the Council's biennial Community Survey in June 2014 when 91% residents responded similarly to the same question. Evidently, size is no barrier to delivering the kinds of services our community wants in a financially responsible way. Indeed, service satisfaction may be higher in smaller local council areas.

We then produced a detailed response of over 100 pages to the Government's template showing both how we meet the criteria and providing detailed evidence of our community's views. On any objective reading, we have shown that we meet all the specified criteria, in many cases with high pass marks. The only criterion that we may fail is “scale”. This is an arbitrary and undefined criterion. Neither the State Government nor IPART has explained why population size matters when all other performance criteria are met.

We will continue to make our case for independence as the process continues and as the State Government moves closer to considering and responding to IPART's recommendations.

Acknowledgements and thanks

Council work is a team effort with numerous contributors, including councillors, staff and members of our community. I thank especially the Deputy Mayor, Cr Roy Bendall, for the generous way in which he gives up his own time to represent Council at many functions. I thank Cr Tom Sherlock for his expertise and time on planning issues, waste practices and active transport. I thank Cr Libby Moline for her work on the Library, Arts and Culture Committee and Visual Amenity Committee. Cr Carolyn Corrigan is our leading Councillor on social issues and has played a key role in our Youth Forum and the Access and Disability Committee. Cr Peter White has the onerous role of Chair of the Traffic Committee and is a member of the Arts and Culture Committee. And I thank Cr Simon Menzies for his work on the Access and Mobility and Friendship Cities Committees.

Council is very fortunate with both our senior officers and with our staff throughout the organisation. Our General Manager, Veronica Lee, is very hard working and provides a great service example to the rest of the staff. We are also extremely fortunate in our three Directors, Max Glyde (Corporate Services), Di Lawrence (Community Development) and Craig Covich (Environment and Planning). As I remarked in my last annual report, the services they give to the Councillors and to the public are exemplary.

The General Manager and Directors are ably supported by a range of specialist managers. They are all experts in their field and work very hard to meet the needs of our community. In many ways local government is a 24/7 business and our managers are highly conscientious in support of the many after-hours community events and activities. At the risk of being invidious, I would acknowledge especially the expertise and work of John Cheeseman for managing our award-winning Art Gallery. And I would also thank Nicola Atmore for managing our many services to our children, our youth, and our many senior residents.

Council is also fortunate that so many members of our community support our committees or provide voluntary services in many ways. I look forward to thanking you in more detail at the Mayor's annual Christmas Party for volunteers on 9 December.

As I remarked in my Annual Report last year, it is a privilege to be a Councillor on any council. We in Mosman are also fortunate to live in an especially beautiful area. With this fortune, we have a responsibility to preserve and enhance our built and natural environment, both for our residents and for those residents elsewhere, both for current and for future generations.

In my Mayoral Minute at the start of this Council's term in September 2012, I said that my aim as Mayor was to provide the community with an inclusive, friendly and professional service and to build a supportive, tolerant and creative community that will enhance the lives of all who live within our community. That remains my aim and I am sure that other councillors and staff support these aims. We will continue to strive to provide an inclusive, friendly and professional service over the coming year to September 2016.

COUNCIL MANAGEMENT

Mosman Council administration is organised into three departments each headed by a Director that reports to the General Manager - Community Development, Corporate Services, and Environment and Planning.

Community Development manages a wide range of services and facilities that support and enhance the lives of residents of Mosman. These include the Mosman Library, Seniors' Centre, Youth Centre, Art Gallery and Cultural Centre, Family Day Care, Occasional Child Care, Before and After School Care, Meals on Wheels and Community Restaurant, and Community Transport. Many of these services are provided with the assistance of dedicated volunteers, who donate their time and effort to the community. The Department is also responsible for community engagement, communication, social and cultural planning, organising and coordinating special events such as the annual Mosman Festival and monthly Mosman Markets, and providing advice and assistance to the business community.

Corporate Services provides management support to Councillors and Council staff, as well as a range of services to the community. It comprises Customer Service, Governance, Financial Services, Information Technology Services and Human Resources branches. The Director Corporate Services is Council's appointed Public Officer and Risk Manager. Among other duties, the Public Officer deals with requests from the public concerning the Council's affairs and has the responsibility of assisting people gain access to Council's public documents and responding to complaints against Council.

Environment and Planning fulfils a range of tasks relating to:

- regulatory development and building activities
- regulatory and compliance activities conducted by Ranger services
- environmental health and education programs and services including provision of domestic and commercial waste and recycling services, street sweeping and beach and reserve cleaning
- strategic urban planning and heritage advisory services
- engineering and asset management functions covering diverse items such as roads and traffic improvements, stormwater drainage, sea-walls and jetties, parks and gardens, play equipment, public buildings and structures, playing fields and bushland areas

SECTION ONE

Progress Against Delivery Plan

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1. REPORT ON PROGRESS AGAINST DELIVERY PROGRAM 2014-15

Report on achievements in implementing Council's delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.

Social

Community Wellbeing

Strategy	Action	Status	Comment
Anticipate, plan and provide for social change	<ul style="list-style-type: none"> • Demographic research • Social planning • Network development • Community capacity building • Community engagement • Community consultation 	Completed	This year saw the completion of the NSW Ageing Strategy and Youth Strategy, the initiation and running of the Community Forum and a substantial Youth Consultation program.
	Undertake impact focused integrated social planning based on research and contemporary social planning principles	Completed	Social planning has underpinned a number of programs this year including the Community Connections Forum, Youth Programs and the development of additional support for carers.
	Strengthen Council's position in inter-sectoral planning	Completed	Strong networks are being forged through participation at the SHOROC Community Services Managers Group, and contribution to regional strategies with NSW State bodies. Council is now represented on the Community Engagement Board, a Family and Community Services initiative aimed at connecting State and Local Government agencies.
	Develop a framework clarifying Council's aims and roles in the provision, funding and facilitation of community services, and positioning Mosman to anticipate and meet future needs and demands	Completed	The framework has been completed and performance measures are in development.
	Initiate and support community sector development for Mosman	Completed	This has been undertaken through the Community Connections forum and work will be ongoing.
	Partner with SHOROC and NSROC on community development initiatives, including SHOROC Regional Liveability Strategy	Completed	Good results have been achieved with SHOROC and NSROC with implementation of the NSW Ageing Strategy as a joint initiative.

Strategy	Action	Status	Comment
	Accreditation of Aged and Disability Services	Progressing	Advice was received on 30 June 2015 that the Quality Service Review was due and will begin in August 2015. Preparation for the accreditation is underway.
	Develop a Disability Action Plan	Progressing	The Access and Mobility Community Consultative Committee has been advised of the requirement to prepare this plan, and work will begin in the coming year.
Advocate on behalf of the community to Commonwealth and State government and non-government organisations	<ul style="list-style-type: none"> • Participation in regional and sector planning and development forums • Advocacy that responds to community concerns • Participation in State and Commonwealth government planning processes for community services 	Completed	Our regional presence has improved with our inclusion in a number of NSW Government initiatives and joint NSROC and SHOROC projects. SHOROC projects such as the 24/7 Short Film Festival for young people continue, with filming and award screenings in August-September each year. The SHOROC Community Services Managers Network also provides an ongoing forum for discussion on current and planned joint projects.
	Participate where possible in the development of Commonwealth plans for service delivery to ageing communities	Completed	Mosman Council has been funded to continue all its aged and disability services. Staff provided input into the Department of Social Services proposed pricing policy and satisfactorily met all the deadlines for inclusion in the Aged Care Services Gateway.
	Position Aged and Disability Services for the DoSS/HACC changes to service and funding frameworks	Completed	A significant amount of work in this area has led to the section being well positioned and satisfactorily transitioned to the new funding framework. Discussions with Community Transport providers have been beneficial and work is underway to develop a business case for a joint organisation operating in the Northern Sydney Region.
	Participate in the development of regional cross-agency planning for services to children and families	Completed	Ongoing involvement with Children and Youth Interagencies have led to workshops with a mental health focus being conducted in the region. Strategies developed through the interagencies have been picked up by Family and Community Services who are now supporting collective impact as a way forward for the region.
	Monitor the progress of the Northern Sydney Local Health District Disability Action Plan	Completed	Monitoring and advocacy are ongoing.
	Contribute to the development and implementation of the NSW Government Regional Youth Strategy	Completed	The Regional Youth Strategy has been prepared and is awaiting sign off by the NSW Government.
	Contribute to the development and implementation of the NSW Government	Completed	This strategy was formally endorsed and implementation is now underway.

Strategy	Action	Status	Comment
	Regional Ageing Strategy		
Deliver integrated, inclusive and accessible services and programs that contribute to community wellbeing	<ul style="list-style-type: none"> • Occasional Care, Long Day Care and Pre-School • Before and After School Care • Vacation Care • Immunisation Clinic • Children Leisure and Learning activities • Parenting Education • Saturday Youth Group • D-Caff Friday Dementia Café • Mosman Rider • Saturday Respite • Community Transport • Food Services • Healthy Ageing Programs • Senior's Centre Leisure Activities • Carers' Group • Volunteering • Social Support • Access and Mobility Community Consultative Committee, Friday nights for Young People with a Disability 	Completed	A full range of services has been provided during the year, as planned.
	Develop an understanding of the measurement of social impact and apply to Council's community services	Completed	Indicators have been developed and are being applied.
	Review the effectiveness, efficiency and performance of Aged and Disability Services	Completed	The continuous improvement plan developed from this review is being implemented. The Volunteers' Office is to be reviewed in 2015-16.
	Review and improve the marketing and promotion of all community services	Progressing	Youth and Children's Services have improved their skills and range in marketing. Aged and Disability Services staff will undertake further improvements to both skills and marketing resources in the coming year.
	Instigate and establish a Community	Progressing	Children's Services online payment processing is achieving excellent results for the

Strategy	Action	Status	Comment
	Services online presence and payment system		community. Delays in finding and implementing a suitable system for Youth Services has resulted in this service operating with a temporary solution.
	Review the potential for a regional approach to immunisation	Completed	Despite efforts to reenergise this project, there is little appetite from other regional immunisation providers. Therefore, no further action will be taken on this matter at this time.
	Investigate opportunities for services for 18-25 year olds	Completed	This project was completed in 2013-14.
	Develop and implement a Person Centered approach to the delivery of Aged and Disability Services	Completed	This has been completed and will be refined over time as part of continuous improvement in Aged and Disability Services.
	Prepare and award the tender for Food Services	Progressing	The Food Services tender will be prepared and issued in 2015-16.
Embrace partnerships and facilitate services that enrich the experience of living in Mosman	<ul style="list-style-type: none"> • Community Grants • Family Day Care • Programs with Schools including health, mental health and drug and alcohol programs • Mosman Men's Shed • Community English language classes • Northern Sydney Local Health District Projects • Family Support Projects • Living with Memory Loss Program • Lifeline Support Programs 	Completed	Partnerships have continued through the Community Grants scheme during the year. Family Day Care and the Mosman Men's Shed continue to provide services for the community. Community English classes will be facilitated by Mosman Council using volunteers into 2015-16 and will then be reviewed.
	Seek and support regional partnerships to improve community awareness and appreciation of cultural diversity and service delivery for people from a culturally and linguistically diverse background	Completed	Partnerships have been strengthened through Mosman Council's provision of training opportunities for multicultural workers, and by assisting with English Language classes.
	Seek and support regional partnerships	Completed	The Bungaree's Farm Exhibition was received with widespread acclaim.

Strategy	Action	Status	Comment
	to improve community awareness and appreciation of Aboriginal cultural heritage and service delivery for Aboriginal community members		
	Improve capacity to support community based organisations and initiatives in Mosman	Completed	In addition to the Community Forum, Youth, Children and Aged and Disability Services have all had opportunities to strengthen their community connections. The Community Grants program was conducted again, with a number of new organisations seeking and being awarded grants.
Ensure community facilities are welcoming, accessible, support the effective delivery of services and programs and serve as community hubs	<ul style="list-style-type: none"> • Youth Centre • Seniors' Centre and Lounge • Mosman Occasional Care Centre • Cremorne Early Childhood Health Centre • Mosman Drill Hall 	Completed	Work was undertaken in the Seniors' Centre and Youth Centre during the year and both these facilities are now a great deal more attractive and functional.
	Develop effective promotion strategies to ensure optimal use of all facilities	Progressing	Youth and Children's Service strategies were significantly progressed. Aged and Disability Services is developing promotional material and moving towards more strategic focussed marketing and promotion.
	Develop and implement a framework for pricing of facilities and services	Progressing	While commenced in this financial year, competing priorities have meant that this project has not been completed. Further work will be undertaken next year.
	Seek funding to maintain a welcoming ambience in Community Services facilities	Completed	Refurbishment of the Youth Centre and the Senior's Centre has been achieved with excellent results.
	Undertake disability compliance and improvement works - Mosman Square Seniors Centre	Completed	The accessibility works at Mosman Square Seniors Centre have been completed.
Maximise opportunities for residents to connect with and participate in community life	<ul style="list-style-type: none"> • Volunteering • Connections Playgroup • Children's Week • Children's Fair • Youth Week • Shorefest 	Completed	A full and varied range of services and opportunities for residents to connect was offered during 2014-15.

Strategy	Action	Status	Comment
	<ul style="list-style-type: none"> • 24/7 Film Festival • Seniors' Lounge and Seniors' Centre • Community Visitor's Scheme • Seniors' Week • Community Restaurant • Carer's Group • Community Transport • Mosman Rider • New Residents' Events and Information • Community Events (including Harmony Day, International Women's Day and International Day of People with Disability, Guringai Festival). 		
	Develop and implement strategies and initiatives that facilitate community connections	Completed	Good progress was made during the year, with a key highlight being the Community Connect Forum in March 2015 together with planning for a Community Connects Showcase as part of the 2015 Festival of Mosman.
	Review welcoming activities for new residents	Completed	This review was undertaken, with actions arising to be progressed in 2015-16.
	Monitor and review Mosman Rider service	Completed	This review was completed, with Council resolving to continue operating the service for a further three years. Contractual negotiations have been completed.

Library and Information

Strategy	Action	Status	Comment
Consolidate the Library's identity as a community hub; a functional, multipurpose space accommodating intellectual, cultural, recreational and information services, life-long learning opportunities, resources and activities for all age groups	<ul style="list-style-type: none"> • Ongoing community consultation through Library Annual User Survey, social networking tools and face to face customer contact • Marketing and promoting the Library using a range of media • Providing programs and activities for all age groups • Ongoing review and evaluation of Library services and programs 	Completed	<p>The Annual User Survey was conducted in July 2014 in the Library and online on Council's website with a satisfaction rate of 97% with the Library services.</p> <p>Marketing and promotion of the Library and its services continued throughout the year using traditional and social media.</p>
	Implement the new design for the Level 2 Library Entry Foyer including the Customer Service Desk to improve customer service and accommodate RFID technology	Completed	The Library Foyer and RFID Project was completed on target in April 2015. This has improved accessibility for Library users and improved customer service. New furniture was purchased for the Children's Library, Teen Zone and the Adult Lending section to provide more comfortable reading and recreational spaces.
Delivery of library services that are accessible and which anticipate and fulfil community expectations	<ul style="list-style-type: none"> • Home Library Service • Inter Library Loan Service • Reader Education to develop information literacy skills • Information accessible to Library customers in-house and electronically • Lifelong learning programs including Monday Matters and Technology Tuesday Talks • Services for children and teens • Outreach programs such as staff visits to schools • Library visits by school classes • Services and resources that support school curricula and local students • Services to high school students including HSC Lock-ins • Regular author events 	Completed	<p>Delivery of Library services and programs and activities for all ages continued throughout the year. During the building phase of the Library Foyer Refurbishment and RFID Project from February to mid-April 2015, the Library offered limited services from Level One and was closed for four weeks. The short period of reduced services and the four week closure had an impact on the number of programs and activities that could be offered in that period and resulted in reduced loans and visits.</p> <p>Highlights for 2014-15 were the Reading Hour Workshops for parents and children with 180 adults and children attending, a Creative Writing Workshop by Kate Forsyth in Australian Library and Information Week and 16 Author Evening talks with an average attendance of 109 people.</p> <p>The library building was officially renamed the Barry O'Keefe Library on 10 June 2015 in honour of Mosman's longest serving Mayor.</p>

Strategy	Action	Status	Comment
	<ul style="list-style-type: none"> • Annual Mosman Youth Awards in Literature competition • Marketing and promotional activities including Library Lovers' Day, Seniors Week and Australian Library and Information Week • Reader education • Reader Advisory Services including Book Clubs, Mosman Readers and Reading Lounge 		
	Improve customer service through implementation of RFID Project Stage 2: RFID enabled returns chute	Completed	The RFID Returns chute was installed as part of the Library Foyer Refurbishment and RFID Project completed in April 2015 and operates in a specially designed room separate from the Customer Service Desk. The removal of the returns function from the customer service role has improved the quality of the Library's customer service by freeing staff to focus only on customer service when rostered to the Customer Service Desk.
	Review Customer Service Delivery Model	Completed	The Customer Service Model has been reviewed and a "meet and greet" concierge style service will be introduced following staff training. iPads were purchased in June 2015 for customer service staff to use to improve the 'roving' customer service.
	Introduce Roving Reference Service	Completed	Roving Customer Service has been fully implemented since the completion of the Library Foyer Upgrade and RFID Project in April 2015. The Library staff rostered to customer service no longer use the desk for the issue and return of Library items. The staff are "roving" around the Library offering assistance as required, are available for enquiries and spending more time 'one on one' with customers. This has improved the quality of customer service in the Library.

Strategy	Action	Status	Comment
Develop and manage resources which cater for the information, life-long learning and leisure needs of the community	<ul style="list-style-type: none"> • Maintain, develop and evaluate the collection • Provide print, audio-visual and electronic resources • Review Resources Selection Guidelines • Improve literacy resources • Analyse customer feedback to ensure that resources meet community needs • Improve access to document delivery services and online resources • Maintain awareness of developments in electronic publishing and document delivery • Train staff and customers in the use of the Library's IT resources • Cumulus digital asset management system 	Completed	During 2014-15 9,500 items were added to the collection. Collection review is ongoing, using the reporting capabilities of the Aurora system and incorporating user suggestions and feedback. There is a high level of satisfaction with the collection (92% - Library Survey 2014). The Technology Tuesdays' program provided training for seniors in the use of a wide range of online resources. Key staff participated in Cumulus system training.
	Develop downloadable digital resources (eAudio books and eBooks), in response to changing technology and customer needs	Completed	There was a 30% increase in loans of downloadable resources over the previous year. BorrowBox, purchased as a cooperative venture by the Shorelink Library Network in October 2015, provides access to recent titles by Australian and international authors. A Shorelink-wide survey was conducted in June-July 2015 to assess customer satisfaction with downloadable eResources and to seek input into their future development.
	Improve collection management through implementation of RFID Project	Completed	The final stage of the Library's RFID project (the automated returns system) was implemented in April 2015 in conjunction with the Library Foyer Refurbishment Project. This has improved management of the collection through separation of the returns function from the customer service desk and relocation of the self-check-out kiosks and the security system. Additional collection management capabilities are to be investigated in 2015-16.
	Review efficiency and effectiveness of the RFID system	Completed	The RFID system is working well, with 64% of loans being done via the self-checkout kiosks and 98% of respondents to the Library's annual survey indicating that they were satisfied with this service. An additional self-checkout unit was installed in the Children's Library in April 2015. The RFID automated returns system is operating

Strategy	Action	Status	Comment
			efficiently with positive feedback received from customers and staff.
Maintain key external partnerships including the Shorelink Library Network	<ul style="list-style-type: none"> • Maintain membership • Review ShorePlan (Shorelink Strategic Plan) and implement cooperative services, activities and programs • Operate the Library Management System 	Completed	The annual review of ShorePlan (Shorelink's strategic plan), and Shorelink's Annual Report detail the Network's achievements and confirm its value to member Councils. Shorelink libraries cooperate across many areas including the library management system and Internet/communications network contracts, the daily courier service, shared eResources and staff development and training.
	<ul style="list-style-type: none"> • Participate in professional networks including NSW Metropolitan Public Libraries Association • Participate in campaigns to lobby State and Federal Governments to increase public library funding • Apply for grants to fund Library projects • Host and service the School Principals' Liaison Group 	Completed	<p>The Manager Library Services attended meetings of the New South Wales Public Libraries Association during the year.</p> <p>The Library was successful in obtaining an ANZAC Centenary Local Grant of \$8,872 to on-serve and digitise Mosman First World War Honour Boards 1914-18.</p> <p>The School Principals Liaison Group met once per term.</p>
	Review efficiency and effectiveness of the Aurora Library Management System	Completed	The Aurora system is meeting the expectations of the Shorelink libraries. An assessment of Aurora's compliance with tender specifications was undertaken in 2014 and this will inform the comprehensive system review and contract assessment which will be undertaken in 2015-16.
	Improve the content, appearance and functionality of the Shorelink online catalogue	Completed	The annual Library User Survey undertaken in July 2014 showed a high level of satisfaction (94%) with the online catalogue. Council's new website incorporates improvements to appearance, functionality and accessibility of the Library homepage, including the online catalogue.
Develop and maintain a Local Studies Collection that celebrates Mosman's heritage, reflects all eras of Mosman's history and is appropriately preserved and accessible for future generations	<ul style="list-style-type: none"> • Collection management and evaluation • Conservation and preservation of fragile material • Workshops and training for individuals, groups and Council staff • Curation of displays and exhibitions • Support for the Mosman Historical Society 	Completed	<p>A total of 10 Exhibitions were held this year including Bungaree: The First Australian, Anzac Day Centenary, Collits' Inn and exhibitions to celebrate the centenaries of the Balmoral Beach Club and the Mosman Neutral Bay Rifle Club.</p> <p>The Local Studies online projects continue to develop. The latest addition to the Mosman Faces website on local ballet teacher Mavis Sykes was launched in August 2014. During the year, 54 new stories were added to Mosman Memories of Your Street.</p> <p>The Library hosted committee and general meetings of the Mosman Historical Society</p>

Strategy	Action	Status	Comment
	<ul style="list-style-type: none"> • Support and development of Local Studies volunteers team • Online projects including 'Mosman Memories of Your Street', 'Mosman Voices', 'Mosman Faces' and 'Doing our Bit: Mosman 1914-1918', Trace Digital Archive 		and the Local Studies Librarian provided information and advice to support the Society.
	Develop and promote Trace Mosman Digital Archive	Completed	The Trace digital archive continues to be developed with newly scanned and digitised images from the Library's collection uploaded. Also this year, nine Oral Histories from the Local Studies Collection were transcribed and added to the archive. Also, digital images of Council works and Mosman streets which had previously been unidentified were sorted and had descriptions added.
	Build on Great War Project: program of seminars, workshops	Completed	<p>As part of Doing Our Bit, Mosman Library's Great War project, a special talk by Douglas Newton on his book "Hell Bent: Australia's Leap into the Great War" was held in November 2014.</p> <p>Research on soldiers from Mosman who served in the Great War was conducted during the year and content continued to be added to the project website, mosman1914-18.net.</p>
	Commemorate the centenary of the Great War 1914-1918	Completed	<p>The Library was successful in obtaining an ANZAC Centenary Local Grant of \$8,872 to conserve and digitise Mosman First World War Honour Boards 1914-18.</p> <p>The Local Studies Librarian curated a special exhibition in April 2015 to celebrate the centenary of the landing at Anzac Cove on 25 April 1915.</p>
Communication through a range of media, enabling the community to be well informed, engaged, and actively participating in community life	<ul style="list-style-type: none"> • Maintenance and improvement of website functionality and efficiency • Council business papers, policies, forms available online • Online facilities for community consultation and feedback • Promotion of website and online spaces to community and staff • Extension of range and quality of information published online in open, machine-readable formats 	Completed	<p>The new website was launched in September 2014 and is consistently updated with new content that includes latest news, Council Decided, media releases, sliders, rotating tiles, consultations, key events, and general notices to the public. Further, additional pages are created where appropriate for increased information (e.g. illegal dumping, etc.) and modifications have been made to selected pages to improve readability and the user experience. Ongoing development of the site will continue to improve the user experience and increase community engagement. Council business papers, policies and forms are available on the website for the community to access.</p> <p>All community consultations are available online and easily accessed from the homepage of the site with a form to complete for feedback. The contact page is also</p>

Strategy	Action	Status	Comment
	<ul style="list-style-type: none"> • Digital talks and workshops to support community participation and collaboration online Community Information Service: • Update the LINCS Community Information database • Printed directories, lists of services and facilities, brochures • Information disseminated via Council website, social media, press, noticeboards, brochures 		<p>easily accessed from the homepage for residents to find contact details or complete a general enquiry / report an issue. The use of social media has increased to communicate relevant information that is also available on our websites to the community. This is via Facebook (787 followers) and Twitter (3,781 followers). The posts also include a link back to the website to drive traffic and increase engagement with the site. The website is also promoted internally to staff via training sessions, the Marketing and Events Monthly Meeting and via the internal dashboard that features snippets of and links to news articles, Council Decided, jobs and community consultations on the website.</p> <p>All information published offline is promoted online and where appropriate via social media.</p>
	Launch redesigned Mosman website	Completed	The new website was launched in September 2014, with positive feedback received from staff, Councillors and community.
	Redesign Mosman Council's website to be task-focused and mobile-friendly, and improve online consultation opportunities	Completed	<p>Since the launch of the website in October 2014 the bounce rate has reduced by close to 13%. This means that user interaction with the site has increased as they are presented with a variety of relevant options from the homepage. Mobile site usage has increased by 13% on last year. Opportunities for engagement with community consultations have been increased by promoting individual consultations on the homepage of the site under the 'Have Your Say' section, via rotating tiles, use of dedicated consultation 'sites' and for additional exposure, news articles or a slider.</p> <p>A significant number of users now go straight to the consultation of interest, rather than visiting the general consultation page and then selecting the relevant consultation. The addition of social sharing icons on consultation pages has been popular on consultation pages with many users sharing via email. Ongoing developments of the site continue to take place to improve the user experience and increase community engagement.</p>
	Develop Mosman Council DATAstore to publish information in open, machine-readable formats for Council and third-party web services	Completed	This project has been completed.
	Extend opportunities for customer requests and reports online, including reporting tools for mobile devices	Completed	Visitors to the new website can easily access the 'Report It' section via a link on the homepage or by selecting 'Contact Us', which both have prominent placement on the homepage. These links can be accessed via the desktop and mobile. Reporting has

Strategy	Action	Status	Comment
			been extended to social media that is shared by Council's Web Team to specific departments for review and action. The site is viewable on a range of devices including tablets, iPhones, Android phones and laptops. Additional mobile reporting methods are being explored for implementation in 2015-16.

Arts and Culture

Strategy	Action	Status	Comment
Support, develop and showcase a broad range of contemporary arts, artists and arts practices, with special emphasis on the visual arts	<ul style="list-style-type: none"> • Mosman Art Prize • Annual programming – Mosman Art Gallery • Maintenance, conservation, documentation and cataloguing of the Mosman Art Collection • Facilitation, advocacy and promotion of local artists, craft practitioners and designers • Assistance to community organisations planning and providing arts and craft activities and events • Planning and administration of the monthly Mosman Market • Arts and Culture Community Consultative Committee 	Completed	<p>2014-15 was a year of outstanding achievement for Cultural Services in Mosman. The year saw the successful realisation of long term projects, record attendances, critical acclaim, improved generation of income and the achievement of major industry awards.</p> <p>In a year of many highlights, the realisation of the Bungaree's Farm project was perhaps the most important. A follow on from the Gallery's 2012 Bungaree: the First Australian exhibition, Bungaree's Farm was commissioned to mark the bicentenary of the establishment of Bungaree's Farm at Georges Heights on 31 January 1815, the first such allocation of land by colonial authorities to an Aboriginal person. Mosman Art Gallery engaged prominent Aboriginal curator, Djon Mundine and 15 Aboriginal artists in activating an unused former naval Fuel Tank at Georges Heights (the site of Bungaree's Farm) to produce an innovative, engaging and site specific series of artworks.</p> <p>The project also included partnerships with key Mosman based organisations including Mosman Reconciliation, Sydney Harbour Federation Trust, National Parks and Wildlife Services and the Australian Navy (HMAS Penguin). The project was a huge success, successfully marking the anniversary of this important event and proclaiming Mosman as an important site for Aboriginal heritage and culture. The project attracted significant publicity and the Gallery has since toured the exhibition to Cairns as a feature event of the Cairns Indigenous Art Fair and has been approached to tour the project to other venues in Canberra and Adelaide. The project has also been honoured by the arts industry, with the project receiving the Museums Australia National Award for an Aboriginal Exhibition or Keeping Place as well as picking up the overall Museums Australia National Award - the highest honour that can be given to a Gallery or Museum in Australia and the only time it has been awarded to a regional gallery.</p> <p>As well as the unprecedented success of the Bungaree Farm project, the Gallery was also awarded an Imagine Award from Museums and Galleries NSW in recognition of a Gallery volunteer, Reg Richardson AO. Submissions have also been prepared for the 2015 Imagine Awards in three categories - Exhibitions (Lucy Culliton - Eye of the Beholder), Sustainability (Mosman Art Gallery Aboriginal Program) and Engagement (Mosman Art Gallery Educational Program).</p> <p>Over 20 separate exhibitions were presented including Encounters with Bali:</p>

Strategy	Action	Status	Comment
			<p>Indonesian Textiles from the collection of Dr John Yu and Dr George Souter; Une Australienne: Hilda Rix Nicholas in Tangiers, Paris and Sydney. The most attended and supported exhibition ever developed by Mosman Art Gallery was held in this period - Eye of the Beholder: The Art of Lucy Culliton. Eye of the Beholder attracted over 20,000 visitors and was accompanied by sell-out public programs, the sell-out (and subsequent reprint of) the catalogue and considerable media coverage including a glowing two page review of the exhibition by John McDonald in Saturday Spectrum - Sydney Morning Herald.</p> <p>Touring Mosman Art Gallery developed exhibitions emerged as an important part of Gallery business in 2014-15 including Attack: Japanese Midget Submarines in Sydney Harbour to Penrith Regional Gallery, Bungaree's Farm to Cairns Regional Gallery and the Balnaves Gift to Goulburn Regional Art Gallery.</p> <p>Mosman Art Gallery attracted record attendance numbers. Over 92,000 people attended all events and activities at the Mosman Art Gallery and Community Centre this year. In addition, 2,400 attended the Bungaree's Farm exhibition at Georges Heights, 12,000 attended the tour of the Attack exhibition and 2,500 accessed our site specific locative media works Notes for Walking and Open Air.</p> <p>Markets - new branding has been extended into signage for the markets and the development of new brochures. Mosman participated in a joint campaign with other inner city markets and developed a common brochure.</p> <p>Community Centre - the Mosman Community Centre has continued to operate, servicing a wide range of community groups. The centre operates every day of the year, excluding public holidays and opens most evenings depending on bookings. During the period of renovations in the Senior Centre the Centre also took on a number of their functions, including Seniors' Lunches. A new electronic booking/venue management system is due to be identified and implemented in 2015-16.</p> <p>Public Programs - public programs, such as artist talks, symposia, forums, master classes and tours continue to accompany most exhibitions and are held on a regular basis. Over 100 public programs were held in 2014-15.</p> <p>Volunteers - while volunteers remain an important source of assistance for Gallery staff in delivering education programs, public programs, etc., Mosman Art Gallery has limited the current scope of volunteer activity and is reviewing current volunteer suitability; for example ensuring volunteers on the education program have working with children checks. A new Public Programs Officer has been appointed.</p>

Strategy	Action	Status	Comment
			<p>Guides - the volunteer guides are briefed on all exhibitions and offer guided tours to visiting groups. The guides have also been specially trained in dementia awareness in 2014-15 and conducted specific programs in this area.</p> <p>Friends - the Friends program has been streamlined to accept applications only twice per year (January and July) to improve administrative efficiencies.</p> <p>Community Committees - both Arts and Culture and Friendship Cities Community Consultative Committee meetings were held regularly.</p>
	Utilise the Gallery's philanthropy program to attract donations of key works celebrating the Mosman region and its heritage	Completed	Donations of artworks worth over \$180,000 were received in 2014-15. These included a donation from Australia's most celebrated living artist, John Olsen and a major launch of this new work within the Balnaves Gift at the Gallery. Donations were also received from a number of other local donors during this period.
	Complete online database of Council's Art Collection	Progressing	The Gallery is currently in the process of developing a new website capable of providing appropriate public access to the Council art database. Initially the website will display the best documented parts of the collection including winners of the Mosman Art Prize and major donations such as the Balnaves Gift. Gallery staff currently meet weekly with volunteers on a project to update the database of the art collection and a full review of the holdings of the collection will be undertaken in 2015-16 (including possible recommendations for deaccessioning), before final listings are made public.
	Introduce regular seasons of musical performance at Mosman Art Gallery	Completed	Regular concerts are programmed as part of the operations and hiring arrangement of the Grand Hall at Mosman Art Gallery. Concerts average around one per week. Special concerts are commissioned by the Gallery to cover areas that would otherwise not get exposure in this same way; for example CALD and Indigenous performance groups.
	Expand the variety of cultural events presented in the Mosman Art Gallery and Community Centre	Completed	The range and diversity of cultural activities at Mosman Art Gallery continued to expand including exhibitions, new media, phone apps, on-line activity, development of new exhibition spaces, opportunities for artisan and local artists display, increased levels of public art, a greater range of concerts and cultural hire of venue spaces.
	Develop a program of artisan works on display and for sale in the Gallery	Completed	Artisan works from local and regional artists as well as from significant Australian artisans have been placed on sale and on display at the Gallery shop on an ongoing basis. Artists and artisans represented are reviewed on a regular basis based on presentability of work, interest from public and sales.

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	Review and enhance storage options for Mosman Council's Art Collection	Progressing	Modifications were made to existing storage areas which led to a slight increase in capacity. The sealing of the Gallery forecourt may lead to conditions in the basement area of the Gallery improving to allow for future storage in this area. Acceptance of new works for the collection have been conditional on appropriate storage or display areas being available. Storage areas have been flagged as a requisite for any new development of facilities for Mosman Art Gallery. Further investigations are currently underway to achieve additional storage within the existing building envelope.
Deliver and support events and other projects that celebrate Mosman, drawing inspiration from the area's artists, history, demographics, lifestyle and environment	<ul style="list-style-type: none"> • Exhibitions, public programs and online resources • Promotion of Mosman's artistic heritage • Festival of Mosman • InSitu Festival of Sculpture and Installation 	Completed	<p>Festival of Mosman - planning was conducted on all aspects of the September 2015 Festival.</p> <p>Events Team - the events staff were relocated from Cultural Services to the new Communications Team when it was formed in October 2014. Cultural Services continued to work with the Communications team on a range of matters to ensure a smooth transition process.</p> <p>Over 20 independent exhibitions and over 100 public programs were developed by Mosman Art Gallery in 2014-15, exploring Aboriginal art, contemporary art, heritage, new technologies and access opportunities for the public. The In Situ Festival of Sculpture and Installation was reviewed by Council staff and representatives of the Mosman Chamber of Commerce and a decision was made to discontinue the program and look to activate the streetscape in alternate ways during the 2015 Festival and at other times.</p>
	•Mosman Day and Hunter Day celebrations	Not Progressing	As previously reported these programs were not continued in the 2014-15 financial year.
	<ul style="list-style-type: none"> • Harmony Day celebrations • International Women's Day • Annual Guringai Festival • Other civic and community events 	Completed	The Cultural Services and Communications teams delivered a range of community events in 2014-15 including the Out and About Concert Series, Pets Day Out, International Day of Disability, International Women's Day Breakfast and NAIDOC celebrations as well as a range of events for volunteers including the Mayor's Christmas Party.
	Develop a Mosman Bohemian series of exhibitions for the Gallery, including the Sirius Cove Artist Camp project, celebrating Mosman's artistic heritage	Completed	Mosman Art Gallery is currently actively developing a series of Mosman Bohemian related exhibitions and projects including Destination Sydney in late 2015, a reprise of the Mosman Artists camps exhibition in late 2016, and an exhibition on the Julian Ashton art school in 2017. The Gallery has developed a guided tour of the Sirius Cove Artists Camps that will be launched as part of the 2015 Festival of Mosman and run on

Strategy	Action	Status	Comment
			a monthly basis as well as a phone app for this walk that will be available for resident and visitors at all times.
	Development and staging of a project marking the 200th anniversary of Governor Macquarie's land grant to Bungaree at Middle Head and Georges Heights	Completed	The Bungaree series of projects was undertaken including Bungaree: the First Australian exhibition at Mosman Art Gallery, Bungaree's Farm on site at Georges Heights and a range of public programming including smoking ceremonies and Whale Dreaming ceremony. Bungaree's Farm received critical acclaim, taking out the National award for Indigenous programming and the Museums and Galleries National Award across all categories (the highest award that can be given to a gallery or Museum in Australia). Bungaree's Farm has also been requested by other organisations to tour and is due to feature as part of the 2015 Cairns Indigenous Art Fair.
	Develop a series of technology focused art based projects, including locative media works	Completed	Site specific new media works were developed for the Bungaree's Farm exhibition in January 2015 and on an ongoing basis for the Cube at Mosman Art Gallery. New phone applications have been developed both for the Balnaves Gift exhibition at the Gallery and preparations are well underway for the development of a Sirius Cove Artists Camp App to be launched as part of the 2015 Festival of Mosman. Both Open Air and Notes for Walking locative media applications continue to be in place.
Engage and extend arts audiences while building patronage and broad community support of local cultural activities	<ul style="list-style-type: none"> • Arts and Culture Community Consultative Committee • Event promotions • Gallery Friends • Gallery volunteer program • Creative Circle philanthropy program 	Completed	<p>The Art and Culture Community Consultative Committee continue to meet regularly, reviewing all areas of Cultural Services and Gallery operations and projects. Gallery events have received major recognition in 2014-15 with the Gallery picking up the 2015 Museums and Galleries National Award across all categories (the highest honour that can be given to a Gallery or Museum in Australia) as well as the National award for Indigenous programming for Bungaree's Farm. Mosman Art Gallery attracted considerable positive publicity during the year including major reviews in the SMH, front page articles in Arts journals and a myriad of other publicity.</p> <p>The Gallery Friends and volunteer programs continue to expand and a new Friends brochure was developed. The Creative Circle philanthropy program has experienced some slight growth.</p>
	Develop an Arts and Ageing project with a key goal of enhancing the health of the local community and its cultural vitality	Completed	There has been a focus on projects associated with ageing and dementia. The Gallery has developed a program of training guides to deal with visitors with dementia and work with local nursing homes and groups such as the University of the Third Age to provide dedicated tours of exhibitions. A major new exhibition exploring the impact of dementia on families and community has been developed with prominent artists, Ann and Sophie Cape, with the works to be displayed at Mosman Art Gallery from

Strategy	Action	Status	Comment
			September 2015 - this exhibition has been developed in partnership with Neura (UNSW) and Alzheimer's NSW.
	Review the Gallery's Friends and Volunteer programs	Completed	In line with the review of the Friends Program the benefits associated with the program were revised and a new brochure developed. A new Public Programs Officer with responsibility for both the Friends and Volunteers programs was appointed in May 2015 and further reviews of both programs will be undertaken in 2015-16.
Promote the cultural services and programs provided and supported by Council to a wide audience	<ul style="list-style-type: none"> • Promotion of community events and recreational and cultural services and facilities, including use of Council's events calendar, web marketing and local media • Promotion and marketing of Mosman Art Gallery and Community Centre programs, activities and opportunities for venue hire 	Completed	Cultural Services continued to expand its marketing endeavours, working across social media platforms, distributing exhibition calendars and flyers, through direct mail outs and through extensive coverage in local and metropolitan media. The creation of Council's new Communications Unit has enhanced the effectiveness of the Gallery's promotion and provided backup, advice and expertise to enhance the marketing options and strategies pursued by Cultural Services.
	Provide improved façade treatment/external signage for the Mosman Art Gallery	Progressing	The replacement of the soft fall area outside the Gallery with a new sealed area and associated drainage work has been completed and a new bush tucker garden installed in raised beds on the Northern side of the Grand Hall. Final planning for the installation of the sculpture area outside the Gallery is well progressed and is due to be completed/installed in the first quarter of 2015-16 (this will include the placement of sculptural works including a Ben Quilty sculpture and series of 24 Aboriginal poles). These works will provide an ongoing presence and provide identifiers/landmarks for the public to locate the Gallery and interpret its function.
	Review use of social media/interactive media as a key promotional tool for Cultural Services and local events	Completed	Cultural Services has reviewed its use of social media, including new trends in promoting arts and culture by other organisations and within Council. With this in mind Cultural Services established the #MosmanArt hashtag for use on all posts as well as project specific hashtags. A new brochure was developed promoting all aspects of electronic communication from the Gallery and accounts were activated on both Twitter and Instagram. The Gallery is also considering how best to use YouTube for video content on social media. Cultural Services actively use a range of social media including Facebook, Instagram and Twitter on a weekly basis as part of an overall marketing strategy.
Consolidate and extend the	• Calendar of exhibitions	Completed	The Mosman Art Gallery has experienced its most successful year since its

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operations of the Mosman Art Gallery to ensure its continued leadership of cultural initiatives and programs	<ul style="list-style-type: none"> • Mosman Youth Art Prize • Artists of Mosman: 2088 • Mosman Art Society • Children's education program • Public/education programs and special events • Mosman Art Prize and Allan Gamble Memorial Art Prize • Friends of the Gallery and Gallery Volunteers programs • In Profile local artists exhibitions • Gallery shop 		<p>establishment, in terms of visitor numbers, critical acclaim and publicity of events:</p> <ul style="list-style-type: none"> • 92,000 people visited Mosman Art Gallery • 12,000 attended Mosman Art Gallery touring projects (Attack, Bungaree's Farm) • 2,500 people attended Bungaree's Farm celebrations • 3,000 people accessed locative media works <p>The Gallery received major awards during this period including the Museums and Galleries National Award (the highest honour that can be given to a museum or gallery in Australia), the National award for Indigenous programming, and the Imagine Award for Volunteer staff.</p> <p>Mosman Art Gallery programming received major positive critical reviews and selected exhibitions toured to venues in NSW and Queensland. In 2014-15, two six month programs/calendars of events were distributed and a new Gallery brochure was developed outlining all areas of operation.</p>
	Develop planning and costings for the conversion of the Grand Hall into a flexible space suitable for concerts and exhibitions and possible conversion of the outside area of the Art Gallery and Community Centre for more effective community use	Progressing	<p>Works were completed that replaced the soft fall area outside the Gallery with a new sealed area and associated drainage works and the installation of a bush tucker garden. Preparations are well underway for the placement of sculptural works including a Ben Quilty sculpture and a series of 24 Aboriginal poles in the Gallery forecourt area, supplementing existing sculptures by Ann Ferguson and Stephen Coburn in the creation of a sculpture garden, being a new permanent exhibition and experiential space at the Gallery.</p> <p>Initial costings have been completed to provide theatrical and atmospheric lighting for the Grand Hall and other possible improvements, including installation of moveable walls for exhibitions and draping for better sound control along with a new PA system.</p>
	Investigate future expansion options for the Mosman Art Gallery and Community Centre	Completed	<p>Mosman Art Gallery has explored and in some cases activated several options for expanding operations. In 2015 the Gallery utilised the T5 Camouflage Fuel Tank at Georges Heights as part of the Bungaree series of exhibitions. This was an experiment in expanding the Gallery's scope of operation and to attract major art and cultural initiatives to Mosman and further discussions have been scheduled with Sydney Harbour Federation Trust (SHFT) staff to discuss potential future use of this site and partnership opportunities. The Gallery also works closely with National Parks and Wildlife Service (NPWS) in utilising spaces at Middle Head as part of its artist residency program (over 20 artists utilised this facility in 2014-15, including international artist, Miku Sato and artists from the Bungaree project). The Gallery is</p>

Strategy	Action	Status	Comment
			also exploring additional options on both SHFT and NPWS lands including site specific works in tunnels, the Tiger Cages and the Beehive Casement.
	Link market activities to the Mosman Art Gallery and Community Centre precinct/activities	Completed	New brochures and cards have been produced to better link the Gallery with market activities and to co-promote services. New banners have been installed outside the Gallery to attract market visitors and to enliven the precinct. New public art works are planned for the Gallery forecourt to further increase visual linkages between the Gallery and markets. Social media and marketing was undertaken to co-promote the Markets and activities related to the Gallery shop.
Create and maintain public art projects that enhance the public domain and generate community pride	<ul style="list-style-type: none"> • Partnership projects with the Mosman Public Art Trust • Annual Mosman Address • Maintenance of Public Art works 	Completed	Cultural Services continued to plan for the maintenance and installation of public art works and to prepare for the 2015 Mosman Address. The 2015 Mosman Address will be given by Kim McKay AO, Director of the Australian Museum, and will be held at the Bathers Pavilion as part of the 2015 Festival of Mosman. Maintenance works were conducted on several pieces of public art including the Sporting Wall of Fame and an Anne Ferguson sculpture. Preparations are well underway for the installation of new public artworks in the Gallery forecourt area and the creation of a dedicated sculpture garden.
	Review Council's Public Art Policy	Progressing	Cultural Services reviewed Council's Art Collection Policy and drafted a new policy that incorporates Art collection across Council, including Public Art. This document has been circulated to members of Council's Arts and Culture Community Consultative Committee and it is proposed the revised policy will be submitted for Council's consideration in 2015-16.
	Identify key sites and potential projects for public art in Mosman	Completed	The Gallery and its forecourt have been identified as the targeted site for public art. Preparations are underway for installation of new works at the Gallery in 2015-16 and for the development of new phone apps for exploration of the Sirius Cove Artists Camps, Public Art in Mosman and for Aboriginal Heritage interpretation along the foreshore.
	Work in partnership with National Parks and Wildlife Services, Sydney Harbour Federation Trust and Metropolitan Land Council to develop a public interpretive art trail celebrating the unique indigenous heritage of Mosman	Completed	The Bungaree Trail was established by the Sydney Harbour Federation Trust as part of the 2015 Bungaree celebrations organised in partnership with Council, SHFT and NPWS. In addition, Cultural Services is currently developing a foreshore walking app to be used to access key information for residents and visitors on local indigenous heritage.

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	Work with the Mosman Public Art Trust to fund identified public art projects in Mosman	Completed	The Friendship Tree by Ann Cape was successfully launched by a Chinese delegation from Mudanjiang in November 2014. Preparatory works were completed in 2014-15 for the installation of new public art works within the Gallery's forecourt area including works by Ben Quilty and Warwick Keen.
Facilitate cultural opportunities through the development of partnerships and by harnessing public, private and corporate resources	<ul style="list-style-type: none"> • Friendship Agreements with Otsu, (Japan), Mudanjiang (China), Isle of Wight (United Kingdom), Maubara (East Timor), Paciano (Italy) and Norfolk Island • Annual Glen Innes Celtic Festival • Friendship community exchanges, partnerships and collaborations 	Completed	The Manager Cultural Services visited Otsu in October 2014. A delegation from Mudanjiang visited Mosman in November 2014 and formally launched the Friendship Tree sculpture by Ann Cape. A Mosman delegation of Council and Community members, led by the Mayor, visited both Mudanjiang and Otsu in May 2015. An exhibition of Children's artwork from Otsu, Mudanjiang and Mosman (on the theme of Friendship and Harbour Life) is scheduled to be exhibited as part of the 2015 Festival of Mosman. The Aboriginal Women's Art Project at Glen Innes continues to be supported by Mosman Council.
	•Glen Innes Aboriginal Art Education Project	Completed	Work with this group is ongoing.
	Consolidate the operations and activities of the philanthropy officer position	Progressing	A range of philanthropic initiatives continued including the Creative Circle program and donation of artworks through the Cultural Gifts Scheme.
	Submit a minimum of three funding applications per year to state and federal cultural bodies (Arts NSW, Australia Council, etc.) and private foundations for the support of identified Gallery/Cultural Services projects and activities	Completed	Cultural Services have submitted five applications for funding over the 2014-15 year. The Gallery successfully received a \$10,000 grant from the Gordon Darling Foundation and \$75,000 from Arts NSW. Mosman Art Gallery has submitted a grant application to Arts NSW for multi-year funding for 2016-18, after receiving an invitation to apply for this invitation only program.
	Work with Taronga Zoo in planning celebrations for the 100th Anniversary of its establishment at Mosman in 1916	Completed	Liaison with key staff of the Zoo has taken place regarding the centenary and in planning for Council controlled events that will assist in celebrations. Mosman Art Gallery is currently working with Taronga Zoo, the Museum of Contemporary Art Australia and curator Djon Mundine to produce an exhibition for late 2016 exploring Aboriginal interpretations of Australian animals and plants to coincide with the 100th anniversary of Taronga Zoo and the 200th anniversary of the Royal Botanic Gardens.

Environment

Built Environment

Strategy	Action	Status	Comment
Maintain the special local character of Mosman with effective planning strategies in place	<ul style="list-style-type: none"> • Implementation of Plans of Management, Recreation Strategy Action Plans and Management Frameworks • Preparation, review and monitoring of open space Plans of Management • Implementation and Review – Mosman Local Environmental Plan and Development Control Plans • Mosman Housing Strategy implementation and review • Ongoing monitoring and response to State policies and plans • Biennial Mosman Design Awards • Contribute to Sydney Harbour Federation Trust Management Plan review • Demographic analysis and forecasting 	Completed	<p>The Mosman Local Environment Plan 2012 (LEP) and District Control Plans (DCPs) continue to be reviewed, including undertaking an archaeological review of existing listings in the LEP to inform an amendment to the LEP.</p> <p>The Mosman Design Awards were held this year involving 15 high quality nominations with the winners announced on 30 March 2015.</p> <p>In this reporting period Council undertook consultation on the new Recreational Needs Assessment and continued to manage parks and reserves in accordance with their relative plans of management. In addition during this reporting period Council resolved not to update the existing Balmoral Plan of Management.</p> <p>Council staff continued to lobby the State Government to maintain its foreshore planning requirements and participated in briefings on state planning reforms.</p>
	Prepare Planning Proposals to amend Mosman LEP2012 as required	Completed	<p>Council resolved to prepare the following planning proposals:</p> <ol style="list-style-type: none"> 1. Bushland areas 2. Heritage listing 37A Spofforth Street 3. Development standards for SP2 Infrastructure zone <p>The following planning proposals were completed:</p> <ol style="list-style-type: none"> 1. Objectives, wall height, number of storeys and landscaped area reinstated to MLEP2012.
	Review Development Control Plans, subject to the outcomes of State planning reforms	Completed	<p>Council resolved on 2 June 2015 to review the Open Space and Infrastructure DCP. The State planning reforms are currently on hold.</p>

Strategy	Action	Status	Comment
	Progress the Spit Junction Masterplan project	Not Progressing	Council resolved not to proceed with this project.
	Review Balmoral Reserves Plan of Management	Not Progressing	Council resolved on 14 April 2015 not to proceed with a review.
	Undertake Bushland Zoning Review	Completed	Review of bushland zonings completed. Council resolved on 2 June 2015 to prepare a planning proposal to amend the zonings of some bushland sites to E2 Environmental Conservation.
Ensure Mosman's position is strong within the framework of the State's planning and regulatory reforms	<ul style="list-style-type: none"> • Ongoing advocacy and lobbying to protect Mosman's interests in relation to Government policy, inquiries and legislation • Participation in consultations, workshops and information sessions on State policy, regulation and legislative change • Participation in regional and other planning networks • Community engagement on major planning proposals and reforms 	Completed	<p>Submissions prepared on various government policy matters such as the 10/50 Vegetation Clearing laws, Middle Head Aged Care Facility and SEPP 65 - Design Quality of Residential Flat Development Review. There has been ongoing participation in the sub-regional planning process and regional planning networks.</p> <p>In November 2014 won the Planning Institute of Australia Award for Promotion of Planning.</p>
	Implement appropriate actions arising from the 2013 planning reforms, together with the Northern Beaches Regional Action Plan and Central Sub-Regional Plan	Completed	Mosman is included as one of 11 councils in the north subregion and has participated in planning meetings with the Department of Planning and Environment, along with the other subregion councils, towards development of a subregional plan.
	Review Development Control Plans, subject to the outcomes of State planning reforms	Completed	Council resolved on 2 June 2015 to review the Open Space and Infrastructure DCP. The State planning reforms are currently on hold.
Effectively manage the conservation of Mosman's heritage	<ul style="list-style-type: none"> • Implementation of Aboriginal Heritage Study recommendations • Local Heritage Fund • State Heritage Inventory updates • Heritage conservation promotion 	Completed	Local Heritage Fund - 28 applications were received amounting to \$28,250 in grants from the Fund. The types of projects funded included the reinstatement of original windows, replacement of tessellated tiles, replacement of front fences, repainting works and tuck-pointing of brickwork. Won the Keep Australia Beautiful Sustainable

Strategy	Action	Status	Comment
	<ul style="list-style-type: none"> Heritage Advisory Service – providing advice on heritage matters and community education 		<p>Cities Award (Highly Commended) Cultural Heritage for the Mosman Heritage Fund.</p> <p>State Heritage Inventory - updated and upgraded to a web application, which provides greater functionality.</p> <p>Heritage Advisory Service - the Heritage Advisor visited council 15 times, provided advice on 181 matters and attended 32 meetings with owners/applicants for heritage properties. He was also a member of the judging panel for the Mosman Design Awards 2015.</p>
Provide excellent planning information, advice and effective development assessment that delivers high quality outcomes	<ul style="list-style-type: none"> Dedicated Duty Planner service for face-to-face consultation and advice Planning Certificates e-communications Targeted engagement, workshops and information sessions Maintenance and improvement of iPlan Assessment of Development Applications having regard to relevant performance standards, legislation, codes and policies Mosman Development Assessment Panel 	Completed	Council continued to provide a dedicated Duty Planner providing advice to applicants and residents on planning matters. Several Workshops with Councillors were undertaken as well as reports to Council on State Government Planning Reforms, the operation of MDAP and other planning matters. The MDAP continued to determine approximately 30% of all development applications with those applications involving public land being referred to Council for their determination.
	<ul style="list-style-type: none"> Monitoring and review of approved development 	Completed	Council's Compliance Team continue to monitor approved development and to respond to concerns from the community.
	Review opportunities for 3D built environment modelling	Completed	Opportunities have been reviewed and Council staff will be attending other Council's in late 2015 to assess the costs and benefits of establishing a Mosman 3D Model.
	Review ICON software for effectiveness in Development Assessment process	Completed	A Review of the ICON software was completed in December 2014 and various findings implemented in the first quarter of 2015. It was generally found that the software is effective however it is recognised that its upkeep is quite resource intensive.
Contribute to a safe, healthy and responsible community through inspection of building works, auditing of fire and swimming pool safety and	<ul style="list-style-type: none"> Regulatory enforcement, management of building sites and environmental controls Fire safety inspections Implementation of Fire Safety Program 	Progressing	<p>Council's Compliance Team have commenced reviewing the Annual Fire Safety Programme against legislative requirements. Further the team continues to undertake Fire Safety and Swimming Pool Inspections as resources permit.</p> <p>Council actively participated in the review of the Buildings Professionals Act making a</p>

Strategy	Action	Status	Comment
effective regulatory enforcement	<ul style="list-style-type: none"> • Provision of policy and regulatory information relating to development control • Provision of information on swimming pool safety fencing and inspection service • Swimming pool inspections • Swimming Pool Register 		<p>submission with SHOROC.</p> <p>In addition during this reporting period Council appointed a new Manager Compliance to oversee Council's enforcement and compliance matters.</p>
Provide, maintain and sustainably manage Mosman's public infrastructure including roads, footpaths, drainage and marine structures	•Annual renewal and maintenance programs – stormwater assets, marine structures and road assets	Completed	Emerging works and works identified in the relevant Asset Management Plans have been completed.
	Undertake actions arising from Flood Study in conjunction with Stormwater Asset Management Plan, subject to funding	Progressing	Stormwater works have been undertaken throughout the year in accordance with the Stormwater AMP and emerging priorities. The Flood Study Draft has been completed however not finalised given the lack of direction regarding Climate Change and Sea Level Rise from the NSW Government. This matter will be reported to Council in late 2015 for further direction.
	Develop annual e-inspections for stormwater assets	Progressing	Works are progressing with the software provider to implement this process in late 2015.

Community Spaces

Strategy	Action	Status	Comment
Provide, manage and maintain public land for the benefit of residents, businesses and visitors	<ul style="list-style-type: none"> • Property leasing, licensing and management • Review of opportunities for improved use of public land and facilities 	Completed	<p>All actions relating to property leasing, licensing and management undertaken as planned.</p> <p>Opportunities for improved use of public land and facilities have been reviewed and actioned as appropriate and detailed under the relevant programs and strategies elsewhere in this report.</p>
	Prepare options for the redevelopment of premises currently known as Pippies Childcare Centre at Balmoral at the end of the existing lease	Progressing	Work is on-going in this area and works will continue into 2016.
	Review options for redevelopment of the Raglan Street (west side) car park, including opportunities for improved parking provision at Mosman Junction	Progressing	Design concepts for the Raglan West Car park were prepared and various Councillor Workshops were undertaken. This matter has been reported to Council and a further report is scheduled for late 2015.
	Provide upgraded seating in Mosman Library	Completed	New furniture supplied to Mosman Library.
Manage parklands, sporting fields and recreational facilities in a manner that is well maintained, well-equipped and encourages healthy lifestyles	<ul style="list-style-type: none"> • Annual renewal and maintenance program – Parks and Open Space • Auditing of tree pruning and removal permit approvals • National Tree Day activities • Urban Forest Management Register • Sporting fields user group surveys and meetings • Management of open space maintenance contracts • Bushland walking track upgrades • Project delivery according to priority programs and Plans of Management 	Completed	<p>Council continues to manage Council's sporting fields in accordance with Council's Policy and the Priority Use Model. Positive consultation with groups has been undertaken in 2014-15 on several matters including revision of fees and capital works.</p> <p>The annual Tree Permit Process audit has been undertaken showing a high level of compliance.</p> <p>All operational contracts and open space operations have been renewed and reviewed against specifications to ensure Council is receiving services as set out in the parks and open space contracts.</p> <p>Bushland walking track upgrades occurred at Rosherville Reserve, Lawry Plunkett Reserve and Unmade Mandalong East.</p> <p>The 2014 National Tree Day was organised in partnership with Taronga Zoo and held at Little Ashton Reserve.</p>

Strategy	Action	Status	Comment
	•Management of Mosman Swim Centre, Marie Bashir Mosman Sports Centre and Mosman Drill Hall	Completed	Ongoing management of Council's recreational facilities satisfactorily achieved.
	• Annual inspections of Shark Nets at Clifton Gardens Baths and Balmoral Baths	Completed	Programmed inspections of shark nets at Balmoral and Clifton Gardens baths have been undertaken and works have been completed as required.
	Negotiate with the Sydney Harbour Federation Trust with a view to improved sporting use by Mosman residents of Georges Heights and Middle Head Ovals as well as long term leases over these facilities	Progressing	Council has continued discussion with the Sydney Harbour Federation Trust (SHFT) regarding Georges Heights Pavilion storage and options for Middle Head Oval Pavilion. SHFT has advised that it is in the process of developing a landscape master plan for the area and that these would be considered as part of that work. To date no further progress on the master plan has been received.
	Undertake scheduled asset renewal – Middle Head Oval Floodlights	Progressing	Council received the conditional approval from Sydney Harbour Federation Trust to install lights at Middle Head Oval. In principle agreement has been reached for the light pole locations and work is underway preparing for construction.
	Implement recommendations of report on Balmoral Figs subject to funding	Completed	Works scheduled for 2014-15 have been completed including soil remediation works of all immature/smaller specimens. A new report will be prepared in 2015-16 detailing future works required.
	Review Contract for Weeds Management	Completed	This review relates to the Weed Control of Hard Surfaces Contract which occurred in 2013-14 and the option of two year extension was exercised by Council.
	Review Specification and Tender Contract for Parks Management	Completed	In this reporting period Council resolved to enter into a new contract for Parks and Sport Fields Management 2014-19. The specifications for this Contract were reviewed by the Expenditure Review Committee and adopted by the Committee and Council.
	Investigate extension of Tree Management Contract to include tracks in bushland areas	Completed	Investigations have been completed and the matter is not being pursued as specifications were deemed to be a logistical challenge to prospective tenderers for Tree Management. Tracks in bushland areas will continue to be managed by Open Space staff through management of bushland and unmade road works as this has proved successful in the past and this approach is considered to be both effective and efficient.

Strategy	Action	Status	Comment
	Review Specification and Tender Contract for Sporting Fields Management	Completed	In this reporting period Council resolved to enter into a new contract for Parks and Sport Fields Management 2014-19. The specifications for this Contract were reviewed by the Expenditure Review Committee and adopted by the Committee and Council.
	Review and report revised Playground Upgrade Program	Completed	Designs of the Balmoral Playground have been completed with works scheduled in early 2016. Upon completion of this playground, a review of all playgrounds will be undertaken and reported to Council. Given Balmoral was the last major playground in the plan it is anticipated the next plan will focus on maintenance strategies, equipment upgrades and additional features such as fences, furniture and shade structures.
	Review findings of amenities and pavilion investigations - Allan Border Oval	Progressing	In this reporting period, Council completed key stakeholder engagement and a Heritage Review of the existing Pavilion based on the outcomes of the Amenity review. This review recommended renewal/redevelopment of the pavilion. Works will continue with concept plans being developed taking into consideration heritage controls for the site and the matter being reported back to Council in 2016.
	Undertake design, conduct community consultation, and construct The Esplanade Playground in accordance with Council's asset renewal schedule	Progressing	Community consultation completed and design changes as dictated by the consultation will be included and reported to Council. Construction planned for May 2016.
	Implement the Policy for Use and Management of Sporting Fields	Completed	Policy for the Use and Management of Sporting Fields has been implemented and includes Priority Use of Sports Fields.
	Review usage of football at Allan Border Oval to determine impact on cricket pitch	Completed	A review will be undertaken at the conclusion of the 2015 Winter Season and completed in late 2015.
	Progress investigations into expanded provision of sporting fields on land owned by the Sydney Harbour Federation Trust	Completed	SHFT has reviewed Council proposals for Middle Head Oval and Georges Heights Oval and does not concur with the proposal and will not consider any further expansion of either of the ovals.
	Provide improved service levels for maintaining recreational spaces along the Balmoral foreshore	Completed	Additional returfing and irrigation works have been undertaken along the Balmoral Foreshore to improve service levels.
Provide and maintain community buildings and	•Annual renewal and maintenance program – Buildings Assets	Completed	The identified priority renewal and maintenance works for 2014-15 have been completed.

Strategy	Action	Status	Comment
facilities that are accessible, functional, fit-for-purpose and responsive to changing demographics and lifestyles	Demolish storage shed at Mosman Croquet Green in preparation for further upgrade works	Completed	Demolition works have been completed and the Croquet Club has lodged a Development Application for the construction of accessible toilets at this location.
	Participate in community partnership project to construct new storage adjacent Balmoral Pavilion	Completed	Due to the location of existing services, significant changes to the proposed storage at Balmoral Pavilion were required. The relevant stakeholders were consulted and a determination has been made to allocate further funds to complete the work. Balmoral Oval storage is planned for completion in 2015-16 after further consultation with sporting user groups.
	Review opportunities to participate in joint procurement contracts for consolidated building maintenance services	Completed	Council continues to work with SHOROC to establish common contracts however given the variety of work in building services and existing contracts in place with other Councils, no combined contract could be achieved and Council will be issuing a standalone contract for these services.
	Subject to grant funding, renew Library Foyer to incorporate new technology and improve toilet facilities	Completed	These works have been completed.
	Pursue available funding to undertake access audits for all community facilities	Completed	The Mosman Access Strategy has been completed and progressively implemented. Funding, where available, is applied for however in this reporting period no additional funding has been received. Accessible improvements have been undertaken in the Seniors Centre and the Library with additional accessibility toilets being installed.
	Provide improved façade treatment/external signage for the Mosman Art Gallery	Progressing	The replacement of the soft fall area outside the Gallery with a new sealed area and associated drainage work has been completed and a new bush tucker garden installed in raised beds on the northern side of the Grand Hall. Final planning for the installation of the sculpture area outside the Gallery is well progressed and is due to be completed/installed in the first quarter of 2015-16 (this will include the placement of sculptural works including a Ben Quilty sculpture and series of 24 Aboriginal poles). These works will provide an ongoing presence and provide identifiers/landmarks for the public to locate the Gallery add interpret its function.
	Develop planning and costings for the conversion of the Art Gallery's Grand Hall into a flexible space suitable for concerts and exhibitions and possible	Progressing	The replacement of the soft fall area outside the Gallery with a new sealed area and associated drainage work has been completed and a new bush tucker garden installed in raised beds on the Northern side of the Grand Hall. Final planning for the installation of the sculpture area outside the Gallery is well progressed and is due to be

Strategy	Action	Status	Comment
	conversion of the outside area of the Art Gallery and Community Centre for more effective community use		completed/installed in the first quarter of 2015-16 (this will include the placement of sculptural works including a Ben Quilty sculpture and series of 24 Aboriginal poles).
	Continue to pursue funding opportunities for improved lighting at Mosman Art Gallery	Progressing	New track for lighting and approximately 40 new lumens were installed in the Level 1 and 2 Galleries in 2014-15. Approximately 50 new lumens are still needed to complete the Gallery's transition to LED lighting.
	Undertake a needs assessment in relation to the provision of community facilities and services on a redeveloped Civic Centre site	Completed	Following public exhibition of the Needs Analysis Council resolved on 5 May 2015 to undertake a more detailed consideration of development options for the site.
Deliver civic and public spaces that promote community connections, complement Mosman's character, foster vitality in local business precincts and incorporate safe, accessible, functional and well-designed facilities	<ul style="list-style-type: none"> • Implementation of planting program in accordance with Street Tree Master Plan • Programmed Playground and Street Tree Inspections • Participation in National Benchmarking Surveys 	Completed	The 2014-15 Street Tree Planting Program has been completed. Playground Inspections continue with planning for the new Balmoral Playground being completed. Council continues to participate and perform well in the National Benchmarking Yardstick Program.
	• Visual Amenity – Signage and Advertising Community Consultative Committee	Progressing	The Visual Amenity–Signage and Advertising Community Consultative Committee has been active and in the reporting period over 700 signs have been removed. This program has been highly regarded by surrounding Council's and has been the subject of many stories in the media. The Committee has also been actively participating in the development of a Signage Style Guide and progress on this is well underway with the appointment of a consultant. This is expected to be completed by end 2015 with a trial location being selected to display new Mosman Council Signage.
	Develop policies and protocols for style, form and location of local signage	Progressing	The Visual Amenity – Signage and Advertising Community Consultative Committee and staff have been active in this area and progress on this is well underway with the appointment of a consultant. This is expected to be completed by the end of 2015 with a trial location being selected to display new Mosman Council signage.
	Undertake further planning and costings for Stage 2 of the Military Road Streetscape Improvement Program	Progressing	Design concepts for the Raglan West Car Park were prepared and various Councillor Workshops have been undertaken. This matter has been reported to Council and a further report is scheduled for late 2015.
	Progress the Spit Junction Masterplan	Not	Council resolved not to proceed with this project.

Strategy	Action	Status	Comment
	project	Progressing	
	Progressively implement recommended actions relating to improvements to signage in Mosman	Progressing	Signage audits of major streets in Mosman have been completed. As a result of these audits over 700 signs have been removed. Further, No Stopping Signs where applicable are being progressively replaced with yellow lines. Work is progressing with the Signage Style Guide for Mosman with a Trial Site to be established by end 2015. Further Council has made a submission to the NSW Government to review RMS signage.
	Undertake public domain upgrade works - Spofforth Street shopping precinct	Completed	These works have been completed with new landscaping, street trees and furniture. Positive feedback from shopkeepers has been received.
	Improve Military Road infrastructure service levels - tree and paving maintenance	Completed	The annual Military Road audit has been completed and rectification works to pavement and landscaping is underway.
	Integrate Street and Parks Tree Inventory into Council's new Asset Management System	Progressing	Works on this matter have been delayed due to improvements to Council's Asset Management System. Testing is underway and work on this project is expected to continue into 2016.
	Progressively implement recommended actions in the Mosman Access Strategy and provide recurrent funding for this purpose	Completed	Works completed in this reporting period include: Pavement improvement works at Mosman Square; Upgrade to the Seniors Centre; Upgrade and new accessible toilets at Mosman Library Foyer; Upgrade to the access door at the Marie Bashir Sports Centre and Various renewals of pram ramps.
	Provide additional street tree plantings	Completed	Additional planned tree planting work has been completed.
	Implement the public garden upgrade project	Completed	In this reporting period works have included Memory Park, Military Road, Spofforth and Glover Streets.

Healthy Environment

Strategy	Action	Status	Comment
Enhance community knowledge and awareness and foster long-term sustainable behaviours through engagement programs	<ul style="list-style-type: none"> • Walk Mosman iPhone App promotion • PIRATES sustainability programs and actions • Living Mosman Program implementation • Living Mosman e-newsletters • Engagement and education programs for schools, youth and the community • Waste avoidance and resource recovery programs • Community water and energy efficiency programs • Compost Revolution Program participation Staff engagement Programs 	Completed	Council has engaged the community on various sustainable programs. These include the promotion of walk Mosman iPhone App, the Living Mosman Program, e-newsletters, workshops, the Compost Revolution Program and has further implemented waste avoidance and resource recovery programs. Internally, Council staff participated in the PIRATES program which promotes sustainability to staff.
	Investigate a program in partnership with community/businesses to reduce/ban HDPE plastic bags	Completed	Despite limited take up of this initiative, Council has engaged with local businesses and the community through educational workshops, a film night with Tim Silverwood, reusable bag giveaway's at several Living Mosman workshops and offering paper bag trials for local businesses. Further advertising to raise awareness of this matter was undertaken through the Mosman Daily and waste art activities at Mosman Vacation Care programmes.
	Design and promote the Underwater Trail Program	Completed	Council has completed the artist impressions of marine life found underwater in Mosman at Clifton Gardens Amenities Block as well providing the community sustainable fishing information. Grant Funding was not received for the underwater trail and as such the programme was not further progressed.
	Develop and implement a community 'Take Action' Program	Progressing	Council undertook several activities linked to increasing sustainable actions including the Amazing Spit Race and educational programs at local schools.

Strategy	Action	Status	Comment
Preserve and enhance biodiversity on both public and private land, including Mosman's urban forest, bushland, reserves, open space, beaches, intertidal zone and the marine environment	<ul style="list-style-type: none"> • Manual cleaning of Chinaman's Beach and other nominated beaches • Environmental considerations incorporated into marine asset refurbishment/contracts 	Completed	All works within Mosman are undertaken taking into account environmental impacts. Contracts ensure environmental management considerations and some contracts include specific environmental clauses including works on Council's Marine Structures and manual cleaning of Chinaman's Beach.
	<ul style="list-style-type: none"> • Responsible Pet Ownership and Backyard Biodiversity Program • Wildlife Reporting Tool promotion • Caring for our Coast Program • Coordination, support and promotion of the volunteer Bush care Program • Bushland Management Contracts • Unmade Roads Program • Community Gardens • Phytophthora Cinnamomi Plan implementation • Feral Animal control program 	Completed	<p>Council has in place 10 year Bushland Restoration Contracts which includes the management of unmade roads and Bushcare Volunteer supervision. Feral Animal Control has continued in 2014-15 with a particular focus on rabbits Council developed the highly successful Dog Poo Fairy Campaign and also undertook "Rock Pool Ramble" community events as part of the Caring for our Coast Program.</p> <p>Council continued to promote the Community Garden in Mackie Lane.</p> <p>In this reporting period the development of an online module commenced for the reporting of wide life in Mosman. This is scheduled to be completed in 2016.</p>
	Conduct a monitoring program of biodiversity at Mosman beaches, and at the intertidal zone	Progressing	Council continues to work in partnership with The Sydney Institute of Marine Science and other educational facilities. In the reporting period Council participated in the Rock Pool Ramble events and fishing workshops to promote the value of biodiversity in Mosman's coastline.
Implement total water cycle management approaches to maximise water conservation, reuse and efficiency, and improve water quality	<ul style="list-style-type: none"> • Harbourwatch data collection and reporting • Water quality monitoring as required • SQID Data collection 	Completed	Harbourwatch data collected and reported annually in November. SQID data collected and reported annually in the State of the Environment Summary Scorecard.
	Implement and report on the Water Efficiency Management Plan	Progressing	Major items in this plan have been undertaken with the installation of water saving devices in Council buildings and the completion of rainwater reuse projects. The plan will be reviewed and updated in 2016.
	Liaise with Sydney Water to improve condition of the sewer network in areas identified in the SQID Review Report	Completed	Council has resolved the offensive odour issue of some SQIDs by undertaking works in accordance with expert advice. Council continues to liaise with Sydney Water regarding sewer overflow issues to minimise other impacts.

Strategy	Action	Status	Comment
Reduce waste to landfill through the implementation of waste avoidance, minimisation, reuse and recycling strategies and initiatives	<ul style="list-style-type: none"> • Waste Dumping Policy/Procedures • Public place recycling bin installations • Waste and Recycling Services Contract • Recycling/disposal program promotion for household hazardous chemicals/fridges and other materials • Litter and Illegal Dumping Strategy implementation • Consideration of options for specific waste collection services under proposed common collection system 	Completed	<p>Council continued its Public Place Recycling Bin Installation program. During this period Council resolved to extend the Waste and Recycling Services Contract until 30 June 2016 with a new Common Waste Collection Service Contract to be developed over the next 12 months.</p> <p>Council has continued to deal with illegal dumping with internal works being undertaken to improve the management of this matter.</p>
	<ul style="list-style-type: none"> • Community Waste Programs including Clothes Swap • E-Waste Strategy implementation • Support for Clean Up Australia Day • Garage Sale Trail 	Completed	<p>In the reporting period, Council coordinated two E-waste collections resulting in 25 tonnes collected at each event. Council continues to accept batteries and small IT items at the Main Council Civic Centre building for appropriate disposal and recycling. In addition, Council also participates in "mobile muster" which collects and properly disposes of mobile phones.</p> <p>During this reporting period Council also supported several Clean-Up Australia Day sites. Of note was Balmoral where 49 volunteers participated and 50 kg of rubbish was collected. In addition, Council also was involved in a Garage Sale Trail.</p>
	Conduct a Service Audit and implement an awareness program for Multi-Unit Dwellings	Progressing	An awareness program including audit and site meetings with unit block strata managers including sticking of bins is to be undertaken under the Better Waste and Recycling Fund commencing in the latter half of 2015 once funding has been received.
	Implement an illegal dumping 'report it' program	Completed	Council's Website has been updated to include a 'Report It' form for illegal dumping and Council will undertake an illegal dumping education program in late 2015.
	Participate in the tender for the regional Common Waste Collection System and implementation of the system	Progressing	Council continues to play an active part in the development of the Kimbriki Resource Recovery facility. This process and work is still on-going.
	Implement 'Love Food Hate Waste Charity Program'	Progressing	Ozharvest, in partnership with SHOROC and NSROC Councils, has been successful in receiving a grant from the NSW Government to assist in implementing this program aimed at commercial businesses in the local area. The program will commence during 2015-16.

Strategy	Action	Status	Comment
			Several workshops through the Living Mosman Program e.g. Preserving and Pickling have also occurred during this reporting period. Council supported Mosman Preparatory School with a food waste audit and the Gardens Program Ready Set Grow program. In addition, Council participated in the community event - Earth Power which is a facility that reprocesses food waste into fertiliser.
	Implement 'Reduce, Reuse, Recycle' Program - including littering and illegal dumping reduction program	Progressing	<p>In this reporting period Council was Involved in the SHOROC campaign for reducing the contamination of recycling material and in particular educating residents to not throw plastic bags into the recycling bins. Also an illegal dumping flyer was distributed to all residents with posters installed at ferries and bus stops.</p> <p>The Litter Saga Chalk Art program was undertaken targeting marine debris and the "In the Bag" campaign was carried out educating the community to reduce single use plastic bags.</p>
Implement and promote an integrated sustainable transport network throughout Mosman to increase the uptake of health-wise transport modes	<ul style="list-style-type: none"> • Care Share Scheme monitoring and promotion • Sustainable Transport and Fleet Action Plan review and implementation • Sustainable transport maps/website information • Sustainable transport infrastructure and education programs 	Progressing	<p>The following activities were completed:</p> <ul style="list-style-type: none"> • installation of bike racks in Myahgah Mews and Glover Street • implementation of the Bike Plan 2013-18 including work along Middle Head, Moruben, Avenue and Bradley's Head Roads • Council resolved to review the Care Share Scheme with a report scheduled in late 2015 • Walk Mosman Trail Markers were installed at Quakers Hat Bay to The Spit Walk
	• Walking tracks and bike paths developed and maintained	Progressing	Mosman Bike Plan has been progressively implemented with works undertaken on bike lanes in Moruben Road and Bradley's Head Road. Further bike racks have been installed at Myahgah Road and Glover Street. Walker markers have been installed at several walks in Mosman.
	<ul style="list-style-type: none"> • Earth Hour and Climate Clever Program participation • Inclusion of solar panels or other energy efficient measures in building design plans or redevelopment of council buildings • Energy efficient lighting retrofits of Council buildings 	Completed	<p>In 2014-15 Council completed a lighting retrofit of the three main Council buildings, including the Art Gallery. In addition Council staff continued to monitor State Government programs and policies on climate change including attendance at several workshops.</p> <p>Council also participated in Earth Hour 2015. This included participating in the 'Smooth Moves' event at Spit Reserve involved promotion of energy saving and the use of healthy food products.</p>

Strategy	Action	Status	Comment
	<ul style="list-style-type: none"> Monitoring of State/Government programs/policies on climate change 		
	<ul style="list-style-type: none"> Coastal Zone Management Plan Mosman Flood Study Climate Change Risk Assessment Adaptation actions Options for solar lighting in parks and reserves dependant on funding 	Ongoing	The Draft Coastal Zone Management Plan (CZMP) and Flood Study have been completed. In 2013, Council resolved to defer setting any Sea Level Rise Benchmarks until further direction has been received from the State Government. Given no advice has been received, these documents do not include any projections based on Sea Level Rise Benchmarks and Climate Change. This will be reported back to Council in late 2015 for further direction.
	Complete Coastal Zone Management Plan including strategies to manage coastal hazards and climate change	Progressing	The Draft Coastal Zone Management Plan (CZMP) and Flood Study has been completed. In 2013 Council resolved to defer setting any Sea Level Rise Benchmarks until further direction has been received from the State Government. Given no advice has been received, these documents do not include any projections based on Sea Level Rise Benchmarks and Climate Change. This will be reported back to Council in late 2015 for further direction.
	<ul style="list-style-type: none"> Inspection program for food shops Reporting in accordance with the Food Service Plan Food safety awareness programs for businesses Inspection program for beauty salons, hairdressers and skin penetration businesses Inspection/testing of cooling towers and public swimming pools Water pollution, sewer leak and noise investigations Enforcement of the Public Health Act, Local Government Act, Protection of the Environment Operations Act, Food Act and associated regulations and policies Contractor performance, WHS and toxic/harmful chemicals audits Contractor compliance electronic reporting system 	Completed	<p>Council's Compliance Team continues to meet its obligations set by the Food Authority and has completed the annual food premises inspection program. This program has also included the Scores on Doors Programme and ongoing education.</p> <p>Council's Compliance Team also continued its annual program of inspections of cooling towers and swimming pools undertaking enforcement action as required.</p> <p>Work continues on an electronic inspection system that is scheduled to be in operation in 2016.</p>

Strategy	Action	Status	Comment
	<ul style="list-style-type: none"> Contract administration (Street and Gutter, Graffiti, Public Amenity Buildings Cleaning) 	Completed	During the reporting period Council's Building and Street Cleaning Contracts were administered and audited to ensure they were meeting prescribed specifications.
	<ul style="list-style-type: none"> Compliance with site Environmental Management Plans for Balmoral Park and Northern Nursery School 	Completed	All works undertaken at Balmoral Oval and Northern Nursery School are reviewed to ensure compliance with the approved Environmental Management Plan.
	Finalise and implement an IT based integrated data management system for health inspections	Not Progressing	This project has been rescheduled to next financial year.
	Implement the Incident Response Plan	Progressing	Work on completion of this plan continues and will be completed in 2016.
Lobby and/or work with Federal and State Governments, and regional organisations/local councils to advocate for stronger policy and legislation, and implement programs to achieve robust, sustained environmental outcomes	<ul style="list-style-type: none"> Monitor environmental legislative developments, and enforce legislation as required 	Completed	Legislation is enforced by Council's Compliance Team and Council continues to work with stakeholders in this area.
	<ul style="list-style-type: none"> Collaborative networks, committees and regional forums Environmental action plan reporting (State Government) Grant application submissions New/ongoing regional and/or state government program coordination Council environmental policies/plans review State of the Environment Report Regional Ready Set Grow Program Support for local community groups Sustainable Schools Program Regional Coordination Planet Footprint Water and Energy Reporting 	Progressing	<p>Council staff have continued their involvement in collaborative networks such as Northern Sydney Environmental Educators Network, Weeds Committee, Urban Feral Action Management Group and SHOROC.</p> <p>Grant applications have been made to Crown Lands, Green Army and Department of Primary Industries for work in this area. In addition, Council has continued to provide support to local community groups such as the community gardeners and Bushcare Groups.</p> <p>The State of the Environment Summary Scorecard has been completed for 2014-15.</p>
	Collaborate with the SHOROC member Councils on regional environmental	Progressing	Council continues to work collaboratively on waste programs. During the reporting period SHOROC ceased undertaking the SHOROC Sustainable Schools initiative.

Strategy	Action	Status	Comment
	programs		

Traffic and Transport

Strategy	Action	Status	Comment
Lobby State and Federal Government to improve transport along Peninsula and the Spit and Military Road Corridor	<ul style="list-style-type: none"> • Progressive implementation of the SHOROC Regional Strategy – ‘Shaping Our Future’ • Ongoing lobbying of State and Federal Government for preferred traffic and transport solutions including Bus Rapid Transit and a tunnel from the northern beaches to the Warringah Freeway • Oppose 24 Hour Clearways and 24 Hour Dedicated kerbside Bus Lanes through the Spit and Military Road Corridor • Opposition to peak hour rat runs through residential streets including the Pearl Bay Avenue Rat Run through Beauty Point • Ongoing lobbying to maintain and improve local bus and ferry services 	Completed	Implementation of the SHOROC Shaping Our Future Strategy has continued, with Council taking an active role in ongoing advocacy, discussion and representations on key issues, particularly on matters relating to transport improvements for the region. Councillors and staff participated in a briefing on the Northern Beaches Transport Action Plan in October 2014, with staff also attending working group meetings on transport and BRT-related matters.
	Actively participate in further planning and engagement by the NSW Government in relation to Military Road/Spit Road transport solutions	Progressing	Ongoing lobbying efforts on traffic and transport issues have taken place at both local and SHOROC level including formal representations and submissions, and meetings with Ministers and senior public servants. Regionally, combined advocacy efforts culminated with the announcement of the \$644 million Northern Beaches Transport Plan. Council with SHOROC attended several meetings dealing with bus priority and the Northern Beaches BRT with Transport NSW.
	Implement Pearl Bay Avenue traffic calming scheme	Completed	The Pearl Bay Avenue LATM Scheme has been completed and an audit of the works has been reported to the Local Area Traffic Committee. The Audit will be discussed further with representatives of Pearl Bay and reported back to the Local Traffic Committee in late 2015.
Improve safety and accessibility in local streets through appropriate traffic management and increased opportunities for	<ul style="list-style-type: none"> • Vehicle speed and volume counts in local streets • Review of Construction Traffic Management Plans 	Completed	All Active Transport Projects identified and part funded by Roads and Maritime Services in 2014-15 have been completed. During the year Council staff participated in the Ausgrid Streetlight workshop and have continually liaised with the RMS and other stakeholders through the Traffic Committee, Active Transport Working Group and

Strategy	Action	Status	Comment
active transport	<ul style="list-style-type: none"> • Advocacy for improved street lighting including Street Lighting Improvement Program • Implementation of Road Safety Action Plan • Local Traffic Management Plans • Annual report – Traffic Accidents • Mosman Rider community bus • Traffic management facilities and signage • Local Traffic Committee • Active Transport Community Consultative Committee • RMS liaison – approvals, funding, partnerships 		Local Area Command meetings. Council's Compliance Team and Traffic Team established a Construction Planning meeting involving the Local Police and Developers undertaking major work in Mosman.
	Complete a Traffic Facility Audit subject to grant funding	Progressing	The project has commenced with field works to be undertaken in the second half of 2015.
	Identify and map areas in Mosman without formed footpaths	Completed	This has map been completed and has informed the Access Strategy. The plan identified the need for a new footpath on the eastern side of Bradleys Head Road adjacent to the Zoo which has been subject to a grant application for 2015/2016 with the RMS.
	Subject to funding, progressively implement recommended actions in the Pedestrian Access Mobility Plan	Completed	In this reporting period the following pedestrian crossings were constructed Mandalong Road, Canrobert Street and Gouldsbury Road.
	Subject to funding, progressively implement actions detailed in the Mosman Bikeplan 2014-2019	Completed	Works at Avenue Road and Middle Head Road and Canrobert Street bike paths have been completed. Further bike racks have been installed at Glover Street and Myahgah Mews.
Have a managed parking strategy to meet the demands of residents and visitors	<ul style="list-style-type: none"> • Parking regulation and enforcement • Provision of Scooter parking and motor bike parking • Investigation of Resident Parking Schemes on Local Streets • Public and paid parking areas 	Progressing	The Mosman Parking Strategy was adopted by Council in April 2015 with various recommendations to manage parking in Military and Spit Road. Of the recommendations, Council is currently seeking feedback on time restrictions in the area and calling for tenders for new parking technology on Military Road and various car parks.

Strategy	Action	Status	Comment
	<ul style="list-style-type: none"> Disabled parking provision 		
	Install Parking Management Devices in Council Car Parks	Progressing	In this reporting period staff developed the specifications for technology on street and within Council car parks. Tenders will be called for this work in the second half of 2015.
	Review existing Parking Strategy and develop a Mosman Parking Policy	Progressing	The Mosman Parking Strategy was adopted by Council in April 2015 with various recommendations to manage parking in Military and Spit Road. These recommendations included new parking timing, the introduction of parking technology on Military Road and various car parks and the development of a Mosman Parking Policy. Council is currently seeking feedback on time restrictions in the area and will be calling for tenders for new technology. Upon completion of these key recommendations and feedback from the community a Policy will be developed in 2016.
	Review options for improved business centre parking including redevelopment of existing sites and new contributions plans	Progressing	The Mosman Parking Strategy was adopted by Council in April 2015 with various recommendations to manage parking in Military and Spit Road. Of the recommendations, Council is currently seeking feedback on time restrictions in the area and calling for tenders for new parking technology on Military Road and various car parks.

Economic

Local Economy

Strategy	Action	Status	Comment
Support economic activity through appropriate planning controls, projects and partnerships with local businesses, associations and networks	•Mosman Business Centres Development Control Plan (DCP)	Completed	There are no plans to amend the Business Centres DCP at present.
	<ul style="list-style-type: none"> • Business association partnerships – including Mosman Chamber of Commerce, BNI Balmoral and Mosman Village Business Association • Christmas Window Decoration Competition 	Completed	A positive working relationship has been maintained with the Mosman Chamber of Commerce, including meetings with Chamber members, attendance at various Chamber functions and advertising of Council events and consultations in the Chamber's e-newsletter. In November-December 2014 Council again successfully partnered with the Chamber to host the fourth annual Christmas Window Decoration Competition. The Chamber also used the Mosman Art Gallery for its Christmas 2014 celebration, as well as the highly successful Mosman Runway event in early 2015.
	• Community cultural and economic development partnerships with local businesses	Completed	Council continues to work closely with the Mosman Chamber of Commerce and local businesses and organisations in the development of cultural projects and programming. In 2014-15 cultural collaboration focussed on the Bungaree project that involved the Sydney Harbour Federation Trust, HMAS Penguin, the Mosman Chamber of Commerce, Taronga Zoo, National Parks and Wildlife Services and Mosman Reconciliation. The Communications team also worked closely with a range of businesses as part of the preparations and planning for the 2015 Festival of Mosman.
	•Business community consultation and education	Completed	Business Centre engagement through the Civic Centre Needs Analysis exhibition occurred in February 2015.

Strategy	Action	Status	Comment
Sensitively promote Mosman's unique qualities, heritage and identity as part of local and regional initiatives	<ul style="list-style-type: none"> • Provision of information to residents and visitors directly through Council's website, publications and media promotions • Dissemination of information through partnerships with other local publications and promotions across the wider metropolitan area 	Completed	<p>Council has maintained strong communications with the local community, with a highlight being the remodelling of the website which was 'relaunched' in September 2014. The new site has delivered an improved user experience via both desktop and mobile devices.</p> <p>A suite of communication tools has been used including four editions of the Mosman Now newsletter delivered in both hard copy and electronic form, regular advertising in the Mosman Daily, media releases, use of social media, information brochures delivered to local households and businesses, articles and advertising in local and metropolitan publications, dedicated engagement sites for Council's Special Rate Variation and Fit for the Future consultations, public meetings on issues such as parking and rating and information stalls (e.g. rating options at the October Mosman Market).</p> <p>Overall media coverage has been significantly increased in the past year, with social media reach also increasing.</p>
	Participate in SHOROC regional business initiatives	Completed	Staff have participated in the SHOROC Economic Development Working Group during the year, including meetings with the NSW Business Chamber Sydney North Advisory Council.
	Development of stronger links with Destination NSW and other relevant agencies through funding and partnership arrangements	Completed	The development of stronger links with external agencies, including Destination NSW and other potential marketing partners such as the Festival of Sydney, is an ongoing feature of Council operations.
Capitalise on regional, State and Federal initiatives to help support businesses and the local economy	•Promotion and support for business workshops, training and other resources offered locally by external providers including State and Federal government	Completed	Council has continued to provide opportunities and venues for activities supporting local businesses, including facilitation of visits by the State Government's Small Biz Bus which provides free advice to businesses. A strong working relationship has also been maintained with the Mosman Chamber of Commerce.
	Pursue opportunities to work in partnership with Northside Business Enterprise Centre and the Small Biz Connect program to assist Mosman businesses	Completed	Council has maintained a positive working relationship with the Northside BEC (Sydney Business), providing assistance for the Small Biz Bus to again visit and provide free advice to businesses in Mosman. Support was also provided to Sydney Business for its application for funding under the Australian Small Business Advisory Services Program.
Pursue improvements to	•Mosman Rider bus service	Completed	The review of the Mosman Rider service was completed and all actions arising from it

Strategy	Action	Status	Comment
accessibility, functionality and public domain in and around business centres			have been implemented. Final checking of the new passenger counter is underway.
	•Community information, education and promotion – sustainable transport options	Progressing	During this reporting period Council has held the Amazing Spit Event encouraging families to undertake environmental themed challenges at checkpoints around Mosman using sustainable transport modes only. Council continued to the promotion of the Walk Mosman iPhone application including an advertisement in the Mosman Daily, social media promotion and installing a banner across Military Road.
	•Cycling and pedestrian accessibility works	Completed	In this reporting year Council continued to implement the Bike Plan with works on Moruben Road and Bradley's Head Road. Additional bike racks have been installed in Glover Street and Myahgah Mews. In addition, pedestrian accessibility works have also been completed with the construction of pedestrian crossings in Gouldsbury Street, Mandolong Road and Canrobert Street.
	• Implementation of 'Shaping our Future' and 'Shaping Our Sustainable Future' – SHOROC's regional strategy and sub-strategy, with focus on housing, jobs, health, transport and sustainability	Completed	Implementation of the SHOROC Shaping Our Future Strategy has continued, with Council taking an active role in ongoing advocacy, discussion and representations on key issues, particularly on matters relating to transport improvements for the region.
	Participate in SHOROC lobbying efforts and associated feasibility studies/works delivering regional transport solutions – particularly in relation to the east/west and north/south transport corridors	Completed	Council has been involved in ongoing representations and advocacy on matters relating to regional transport improvements and has maintained a watching brief on implementation of the Northern Beaches Transport Action Plan including Bus Rapid Transit, tunnel feasibility planning and transport network planning.

Governance

Leadership and Engagement

Strategy	Action	Status	Comment
Deliver a high level of customer service that is responsive, appropriate and subject to continuous improvement.	<ul style="list-style-type: none"> Regular surveys of customer/community satisfaction, including use of online tools Service and efficiency reviews 	Completed	Council's biennial Community Survey, measuring community satisfaction across a range of Council services, was conducted in June 2014, with results reported to Council in August 2014. Other customer/user surveys and feedback forms have been regularly used to gather information on discreet services and activities such as the Library and events. Major surveys (self-select and random intercept) have also been undertaken as part of wider community engagement exercises for Council's proposed Special Rate Variation and Fit for the Future. Service reviews have resulted in the development of new teams within Council which are already delivering improved results for Council in the areas of communication and compliance. A new Manager Communications was appointed in October 2014, with an appointment also made to the position of Manager Compliance in December 2014.
	Complaint investigation, systems and monitoring	Completed	All complaints are reviewed and actioned in a responsive and appropriate manner.
	Review and adopt Customer Service Guarantee	Progressing	Draft Customer Service Guarantee prepared and awaiting outcome of customer service review and associated appointment of Manager Customer Service.
	Review and monitor improvements to Customer Service Centre	Completed	The Customer Service area has been re-designed to provide a more comfortable and welcoming environment for our customers. A new queue management system has been installed to enable a more efficient service and to provide service performance metrics to enable us to make further improvements in the future.
	Implement further improvements to the Customer Service Centre	Completed	Additional staff have been appointed together with additional funding budgeted for 2015-16 to further enhance customer service delivery.
Provide strong and effective leadership on issues of significance to Council and the Mosman community	<ul style="list-style-type: none"> Ongoing liaison with, lobbying of and submissions to State and Federal Government agencies and representatives Committee for an Independent Mosman 	Completed	A range of submissions have been made to government bodies during the year. By way of example, in November 2014 a submission was made to the Rural Fire Service in relation to the 10/50 Vegetation Clearing Code of Practice review, with Council having previously made representations in relation to the Code introduced in August 2014. A contribution was also made to the submission by the Sydney Coastal Councils

Strategy	Action	Status	Comment
			group regarding the same issue. During August 2014 submissions were also made to the Department of Justice regarding review of the GIPA Act and to the Sydney Harbour Federation Trust and Middle Head Health Care regarding the proposed aged care facility at Middle Head. In April 2015 a submission was made to the Commonwealth Department of Social Services regarding mandatory pricing proposals and in May 2015 a submission was made to IPART regarding its proposed methodology for assessment of Fit for the Future proposals. A meeting of the Committee for an Independent Mosman was held in December 2014, with subsequent representations regarding local government reform being made by Council and community-based groups.
	Represent the interests of Council and the Mosman community in the Independent Review of Local Government in NSW, and the response by the NSW Government	Completed	The State Government released its Fit for the Future local government reform package in September 2014 and Council was subsequently involved in an extended period of consultation with various bodies including SHOROC Councils and NSROC Councils, the Committee for an Independent Mosman, Sydney Metropolitan Mayors and the local community. A major community consultation exercise was undertaken regarding four possible independence/amalgamation options between February and April 2015 and a comprehensive Fit for the Future Improvement Proposal was then prepared and submitted to IPART in June 2015. The community engagement undertaken by Council in 2015 reiterated previous opposition to amalgamation and Council's proposal to IPART demonstrates that Mosman Council can meet all Fit for the Future benchmarks as an independent organisation.
	Participate in regional planning and advocacy initiatives to strengthen local outcomes for Mosman	Completed	Mosman Council has continued to be actively involved in advocacy efforts relating to both regional and local issues. These have included ongoing involvement in transport planning and advocacy, as well as making representations on local issues such as the (previously proposed) Middle Head Aged Care Facility, local independence (anti-amalgamation), foreshore planning controls, traffic controls and broader issues such as the 10/50 Vegetation Clearing Code of Practice.
	Monitor and participate in review of the NSW Local Government Act and Environmental Planning and Assessment Act	Completed	There was no significant activity in relation to review of the Environmental Planning and Assessment Act during the year. Comprehensive changes to the NSW Local Government Act are expected to take place in tandem with other local government reform, with only minor changes introduced in 2014-15.
	Participate in SHOROC lobbying efforts and associated feasibility studies/works delivering regional transport solutions – particularly in relation to the east/west	Completed	Council has been involved in ongoing representations and advocacy on matters relating to regional transport improvements and has maintained a watching brief on implementation of the Northern Beaches Transport Action Plan including Bus Rapid Transit, tunnel feasibility planning and transport network planning.

Strategy	Action	Status	Comment
	and north/south transport corridors		
Explore, develop and maintain partnerships, networks and affiliations that support and enhance local governance and improved community outcomes	<ul style="list-style-type: none"> • Regional resource-sharing, project and service delivery • Issue and profession-based networks, forums and working groups • Regional Strategy implementation – ‘Shaping our Future’, ‘Shaping our Sustainable Future’ and Regional Community Indicators (SHOROC) • Political, strategic and professional support of SHOROC 	Completed	Council has been actively involved in SHOROC projects (including joint purchasing and advocacy) and other ongoing deliberations for the region, as well as participating in broader regional discussions regarding planning, local government reform and other matters of mutual interest in northern Sydney.
	•Membership and support of Shorelink	Completed	Council has been a member of Shorelink since 1983. The Network is an outstanding example of cooperation between Councils, delivering excellent services, resources and economic benefits.
	Contribute to the further development of joint procurement and service delivery models with other Councils	Completed	Council has continued to actively participate in joint procurement projects with SHOROC Councils. Discussions during the year with northern Sydney Councils in relation to structural reform and the State Government's Fit for the Future agenda also canvassed further opportunities for joint procurement and service delivery.
	Actively partner in the successful implementation of a new regional Waste Management Model, including alternate waste technology and common collection systems.	Completed	Council has continued to actively participate in the ongoing development and implementation of a new waste management model in conjunction with SHOROC Councils. In September 2014 Council agreed to accept the Tender from Sita Australia Pty Ltd for temporary disposal of solid waste pending new arrangements at the Kimbriki Resource and Recovery Centre.
Build and maintain a commitment to integrated planning and reporting that responds to community aspirations, sets direction and measures performance according to Council and community targets	<ul style="list-style-type: none"> • MOSPLAN • Quarterly and annual reporting • Community Sustainability Indicators • State of the Environment Reporting • Strategic Asset Management • Workforce Plan • Long Term Financial Plan 	Completed	<p>During the year quarterly progress reports were presented in relation to the 2013-17 MOSPLAN Delivery Program and 2014-15 Operational Plan in November 2014, February 2015 and May 2015. An annual report for the 2013-14 financial year was presented in November 2014. In October-November 2014 Council consulted on future rating options for Mosman and in December resolved to exhibit a draft (revised) Long Term Financial Plan and draft (revised) Delivery Program. These revised documents were subsequently adopted in February 2015 and provided support for Council's Special Rate Variation application to IPART.</p> <p>Further review of the (revised) 2013-17 Delivery Program and preparation of the 2015-</p>

Strategy	Action	Status	Comment
			16 Operational Plan was undertaken in the lead-up to Council's 2015-16 Budget, with Council subsequently adopting new documents (incorporating the new Special Rate Variation) in June 2015.
	Review and improve Council's Delivery Program and Operational Plan	Completed	A draft (revised) Delivery Program was developed and subsequently approved by Council in February 2015 in conjunction with Council's consideration of a Special Rate Variation for 2015-16. Further improvements were made to the (revised) MOSPLAN Delivery Program 2013-17 and 2015-16 Operational Plan prior to their adoption in June 2015. These improvements included the expansion of financial data at Program level to include capital expenditure as well as staffing levels. A five year Capital Works Program, sorted according to major asset categories, was also included in the Financial Summary.
	Strengthen linkages between strategic and financial planning and reporting	Completed	Numerous changes have been made to Council's integrated planning and reporting documents over the last two years, including progressive improvements in the level and relevance of financial data linked to strategic objectives and operational planning. Further improvements undertaken as part of the latest review of the MOSPLAN Delivery Program and Operational Plan included provision of additional information on capital expenditure and staffing levels for each program area.
	Enhance business planning skills and implementation across Council	Progressing	There has been a strong focus on leadership and engagement during 2014-15. The deployment of Integrated Planning and Reporting; and further development and deployment of the online Performance Development Review module to enhance and support service delivery was a key achievement. There has been a strong focus on mandatory training for Council's leadership team including: business planning and budgeting, emerging leaders program and senior management leadership.
Actively inform and engage the community on matters of local interest, encouraging broad participation and providing a range of opportunities for community involvement	<ul style="list-style-type: none"> Community engagement and information dissemination including meetings, forums, workshops, front-line customer service, hard-copy publications, surveys, websites, social media and e-distribution Public Council Meetings including Question Time 	Completed	<p>A suite of communication and engagement tools have been used to involve and engage the community including a redesigned website, four editions of the Mosman Now newsletter, regular advertising in the Mosman Daily, media releases, use of social media, information brochures delivered to local households and businesses, dedicated engagement sites for major consultations including the Special Rate Variation, Civic Centre site and Fit for the Future, public meetings on issues such as parking, rating and local government reform, and community information stalls.</p> <p>Improvements were also made to the Customer Service area in the Civic Centre to provide a more welcoming and functional space.</p>

Strategy	Action	Status	Comment
	<ul style="list-style-type: none"> Regular production and distribution of Mosman Now (weekly column and quarterly newsletter) and other media releases/liaison as required 	Completed	The Spring 2014, Summer 2014-15, Autumn and Winter 2015 editions of the Mosman Now newsletter were delivered in hard copy format to local households and businesses during the year, as well as being delivered as an e-newsletter to subscribers. Media releases were prepared and circulated to media agencies on key issues, projects and events. Since late 2014 media releases have been made available for viewing on Council's website and news items have also been given greater prominence on the site.
	Review Council's Community Engagement Strategy, including preparation of an Engagement Resource Kit for staff.	Progressing	Further work is yet to be undertaken in relation to the Community Engagement Strategy review. Engagement resources were expanded through the compilation of a marketing resource list, training workshops on marketing, social media and websites, and the continuing development of engagement through video and photographic opportunities.
	Implement and monitor Council's revised suite of Community Consultative Committees.	Completed	In October 2014 it was determined that, with specific exceptions, current Councillor membership on Community Consultative Committees be retained until September 2016. At its March 2015 meeting Council further resolved that existing community members on Mosman's Community Consultative Committees also be invited to retain membership on their respective committees until September 2016. The following Community Consultative Committees continued to meet during the year, providing advice and guidance to Council: Access and Mobility, Active Transport, Arts and Culture, Friendship Cities, and Visual Amenity - Signage and Advertising.
	Expand the capacity and rigor of local community engagement	Completed	<p>There have been ongoing efforts to improve the level of and approach to community engagement, from simple communication tools (including the website review and relaunch in September 2014) to strengthened engagement on major issues. By way of example, a wide suite of engagement tools was used to engage the local community on the proposed Special Rate Variation in October-November, including mail outs, reply-paid feedback cards, dedicated engagement website, social media, advertising, information stall and public meeting. Detailed engagement was also carried out in relation to Fit for the Future, the Parking Strategy, and Civic Centre site proposals.</p> <p>The online platform for consultations has been improved with the progressive rollout of EngagementHQ software and use of random survey techniques has assisted in comparing and verifying feedback received through other engagement channels. Use of social media was also expanded during the year to increase Council's reach when consulting or informing the community on major issues and activities.</p>

Strategy	Action	Status	Comment
Acknowledge and support community aspirations, initiatives and achievements	<ul style="list-style-type: none"> • Civic receptions • Citizen and Young Citizen of the Year • Australia Day, Mosman Day and Hunter Day celebrations • Citizenship Ceremonies 	Completed	<p>A reception celebrating the renaming of the Barry O'Keefe Library was held in June 2015.</p> <p>During the year six Citizenship ceremonies, including the major ceremony on Australia Day 2015, were conducted. At the 2015 Australia Day celebrations Ms Susan Wyatt was named as 2015 Citizen of the Year.</p>
	•School Citizenship Awards	Completed	The School Citizenship Awards 2014 were facilitated and successfully completed.

Governance and Risk

Strategy	Action	Status	Comment
Support the ongoing financial sustainability of Mosman Council by applying sound financial planning, principles and practices	<ul style="list-style-type: none"> • Rating structure review • Preparation and auditing of financial reports • Loan program management • Budget preparation, review and reporting • Review of 10 year Financial Plan 	Completed	<p>Council adopted its Long Term Financial Plan to support its application for a 13.0% Special Rate Variation. The LTFP was based on maintaining its Rating Structure incorporating a 50% Base Amount for Residential Rates plus an ad valorem together with a 40% Base Amount for the Business Rate plus an ad valorem. No loans were taken up in 2014-15. However, the LTFP has established a rolling \$400,000 annual loan program from 2015-16.</p> <p>The Independent Pricing and Regulatory Tribunal approved Council's Special Rate Variation setting the base for continued financial sustainability.</p> <p>The Annual Financial Statements for the year ended 30 June 2014 were adopted by Council at its meeting held on 7 October 2014.</p> <p>The budget for 2015-16 was adopted by Council at its meeting held on 2 June 2015.</p>
	Review of Investment Properties Business Plan	Not Due To Start	Not progressed. This project is subject to a determination of redevelopment proposals for Council's Spit Junction properties.
	Prepare a case for conversion of the Community Environmental Contract to an Infrastructure Levy	Completed	Following a successful application to IPART in February 2015, a Special Rate Variation was implemented to address Council's infrastructure renewal gap and longer term financial sustainability, replacing and building further on the previous Community Environmental Contract levy.
	Further improve integration of Council's Budget with the Community Strategic Plan - MOSPLAN	Completed	Council's Budgeting and Reporting system is fully aligned and integrated with the Community Strategic Plan - MOSPLAN.
	Undertake a fair valuation of infrastructure assets in accordance with Office of Local Government requirements	Completed	The revaluation of Roads and Open Space Assets was undertaken as part of the Annual Financial Statements preparation. The revaluation was subject to audit and the new values incorporated into the Financial Statements.
	Review online payment options for all Council revenue	Progressing	Council maintained all of its current online payment options. Further options are being explored but will require Council's software supplier to meet the compliance standards of the banking system before they can be implemented.
Anticipate and proactively manage risks relating to Council	•Regular asset/compliance/regulatory audits	Completed	Defects on footpaths, roads and maritime structures identified during these audits were attended to as appropriate.

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operations and the wider Mosman community	•Safeguarding security of Council IT systems and information	Completed	An information security external penetration test was completed in February 2015. All items have been actioned.
	<ul style="list-style-type: none"> • Insurance policy/portfolio review and renewal • Risk Management Policy, Procedures and Processes • Risk management training and promotion 	Completed	Council's insurance policies were renewed in favourable terms following a year of reduced claims. A complete review of Council's Enterprise risk Management Policy was undertaken during the period. It was subsequently reviewed by the Audit Committee and will be presented to Council in 2015-16. All staff attended a Work Health and Safety workshop.
	Review the Business Recovery Plan for Council facilities	Progressing	Review completed and the Business Continuity Plan has been developed which provides the framework for business continuity management and a guide for the 'whole of organisation' response to a significant business disruption or crisis event. Individual sub-plans are in the process of being developed to address the continuity procedures for the critical business functions within each business unit, following which training and testing of the plan will be carried out in the form of desk-top and walk through exercises.
	Progressively upgrade facilities and hardware to facilitate IT business recovery	Completed	A sub-plan to the Business Continuity Plan has been developed for the IT business unit and an annual testing schedule has been created to verify maximum allowable outages, as identified in the Business Continuity Plan. Uninterruptable Power Supply (UPS) hardware has been installed in the Civic Centre and Library in order to protect IT equipment at these sites.
	Implement an effective Enterprise Risk Management strategy	Completed	Significant work was undertaken during the year in reviewing the relevant policies and plans leading to the adoption in early 2015-16 of the Risk Management policy which has clearly defined responsibilities and outcomes.
	Review work health and safety procedures and training requirements	Progressing	The review of Work Health Safety procedures and training requirements has been a strong area of focus this year particularly across compliance with mandatory training such as Emergency Evacuation (Warden) Training, First Aid Training, and the training of Management in their legal obligations under WHS. The development of a Training Matrix for all Council positions is advanced, including the use of Authority for managing WHS Training.
Provide a working environment that attracts and retains quality staff and encourages	<ul style="list-style-type: none"> • Workforce Plan • Review and negotiation of Employment Agreements 	Progressing	The deployment of actions arising out of workforce plans and human resources strategy were a key achievement for the year. The creation and deployment of the new Organisation Structure identifying employee numbers and budgeted establishment to

Strategy	Action	Status	Comment
continuous improvement and service excellence	<ul style="list-style-type: none"> • Promotion and review of EEO Management Plan • Identification and provision of quality training and staff skill development • Annual Employee Performance and Development Plans • Biennial employee engagement survey • Regular Work Health and Safety (WHS) audits, inspections and reports • Work injury rehabilitation and return to work program • Workers Compensation • Staff immunisation and Employee Assistance programs • Staff well-being programs • Staff Induction Program 		<p>support delivery of Council services included the following:</p> <ul style="list-style-type: none"> • The restructure of Environment and Planning Department affected most teams across the department including the filling of new management roles for Compliance, Engineering, Environment and Open Space. • Key changes to Corporate Services focused on a newly centralised Customer Service team and appointment of the Manager Customer Service; as did the transition of Ranger Services to the new Compliance unit. • The centralisation of all communications and events staff to the new Community Development Services Communications team and the appointment of Manager Communications was a key area of focus. <p>The above restructured entities involved consultation and adoption of plans through Council's Consultative Committee and included the review and development of new position descriptions to support service delivery. Recruitment and selection has featured highly this year as we move to fill structures.</p> <p>The completion and deployment of actions arising out of the Equal Employment Opportunity Management Plan were a strong area of focus during the past year. During 2014-15 several Corporate Practices were developed and deployed to support the robust Equal Employment Opportunity within Mosman Council. These Corporate Practices include:</p> <ul style="list-style-type: none"> • Discrimination, Harassment, Bullying and Grievance Corporate Practice • Flexible Work Practice Standard Hours Corporate Practice • Performance Development Review Corporate Practice <p>These Corporate Practices promote a Council, free of bullying and harassment, appointments and access to training are based on merit, and assist employees with their personal responsibilities while maintaining service delivery requirements. The new Corporate Practices have been strongly communicated as part of a new and improved New Staff Orientation Program implemented in early 2015.</p> <p>The Employee Engagement Survey was rolled out during June 2015 with a high response rate of 78%. Findings presented to Executive and Senior Management confirmed Council as having performed at a high level against benchmarks with other Councils, and with a high level of confidence in its Executive and Senior Management.</p> <p>The development and deployment of the new online Performance Development Review module and accompanying Performance Development Review Corporate</p>

Strategy	Action	Status	Comment
			<p>Practice included organisation wide training for all employees. The identification and registering of core activities online for each employee is continuing to be managed as we move away from paper systems.</p> <p>Work Health and Safety was targeted across a number of areas including systems, and processes, review and audit, compliance training and management development during throughout the year. Evacuation, First Aid and Workplace Hazard Identification and Workplace Inspections monitoring and reporting were strong areas of improvement.</p> <p>Mosman Council currently enjoys the status of being the highest performing Council for Workers Compensation under StateCover. Workplace Injury management and return to work is robust and our success in this area has returned a refund on premiums for the past year and resulted in substantial discount in insurance premium for the year ahead.</p> <p>Council's Immunisation (annual flu vaccine) and Well-being Programs (fitness Incentive Scheme), Employee Assistance Program and access to Public Transport Assistance Travel Subsidy continue to be popular employee benefits and well utilised by many staff. The development of the Travel Assistance Corporate Practice this year has enhanced access to and management of the program.</p> <p>The redeveloped New Start Orientation Program running back to back with training in the Model Code of Conduct was implemented in March 2015. The new Orientation program focuses on workplace culture; employment legislative framework that govern the employment relationship; consultation mechanisms; compliance with Anti-Discrimination and Equal Employment Opportunity; Bullying, Harassment and Grievance Procedures; and understating Work Health Safety. These leadership development, business planning, mandatory work health safety and compliance were key areas of focus for training and development during the past year. Work related Conferences were also well represented by all Departments, followed by job related training.</p>
	Review and maintain Workforce Plan and HR Strategy	Progressing	<p>The realisation of the Workforce Plan and HR Strategy saw the completion of the organisation wide restructure to enhance and support the delivery of Council services and programs. This encompassed most teams within the Environment and Planning Department and the appointments of Manager(s) for Engineering, Compliance and Environment and Open Space; teams across the Corporate Services Department including the creation of a Customer Service team and appointment of the team's</p>

Strategy	Action	Status	Comment
			Manager Customer Service; and the centralisation of Communications under one banner in the Community Development team.
	Review EEO Management Plan	Progressing	EEO activities have been reported upon under Section 2 (Statutory and Other Information) of the Annual Report.
	Conduct employee engagement survey	Progressing	Mosman Council's Employee Engagement Survey was carried out during June 2015, by VOICE Project Pty Ltd. The results were presented to the Executive and Senior Management in the first week of September 2015, and confirm that Mosman Council's results sit above benchmarks with other Councils. This is an extremely pleasing result for Council with confidence in both the Executive and Senior Management leadership.
	Review and enhance work health safety procedures and systems	Progressing	<p>The review and enhancement of Council's Work Health Safety procedures and systems has been a strong area of focus for this year, including in house systems for employees, volunteers and contractors. This includes workplace inspection checklists and audits, monitoring and reporting findings and actioning. Inspection checklists have been updated, education around the referral and actioning of WHS matters has been streamlined. The management of first aid kits across all areas of Council and their compliance with Codes of Practice was also a key scope of works.</p> <p>These new systems have been incorporated into the revised New Start Orientation Program to support new employee compliance from the outset of their employment. The inclusion of WHS also forms part of tendering processes for Contractors with improvement Contract Management a strong area of focus and achievement this year.</p>
	Improve contract management capability across the organisation	Progressing	The Contract Management Manual and Guidelines and the Purchasing Management Corporate Practice were approved by the Policy, Corporate Practice and Procedures Panel at its meeting on 15 July 2015.
Contribute to a safer Mosman community through planning, partnerships, education, and emergency management	<ul style="list-style-type: none"> • Ongoing partnerships and collaboration with Harbourside Local Area Command (HBLAC), State Emergency Service, Fire Brigade and Ambulance services • Provision of Local Emergency Management Officer (LEMO) for Mosman-North Sydney and attendance at Local Emergency Management Committee meetings 	Progressing	During this reporting period meetings have been held with Council's Compliance team and the local Crime Prevention Officer to establish key priorities of the area. Council continued to liaise with the NSW Police Force regarding traffic services on parking enforcement and school zones and a mail out of 600 residents has been completed advising of the need to register their companion animal.

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	<ul style="list-style-type: none"> • New police officer 'Introductions to Mosman' – Harbourside Local Area Command • Companion Animals education, enforcement and registration 		
	<ul style="list-style-type: none"> • Development and implementation of community safety strategies and projects • Participation in Liquor Accord 	Completed	Council participates as an observer in Liquor Accord meetings when possible.
	<ul style="list-style-type: none"> • Review and enhancement of CCTV installations • 24 hour incident and make-safe callout system for Council's assets • Road safety promotion and education • Implementation of anti-graffiti strategies 	Completed	During the reporting period Council completed its annual audit of the existing CCTV surveillance. Routine maintenance was undertaken and cameras at low priority sites were removed to higher profile sites. All identified road safety promotion and education projects were completed.
	<ul style="list-style-type: none"> • Manly-Mosman District Bushfire Management Plan implementation 	Completed	Council actively participated on the Manly Mosman North Sydney District Bushfire Management Committee. This included attending bi-monthly meetings, preparation of hazard reduction treatments, preparation of works programs and the development and approval of the Bushfire Risk Management Plan 2015-20.
Sustainably manage local infrastructure through strategic asset planning and management	<ul style="list-style-type: none"> • Inspection and audit of all assets in accordance with Asset Management Plans (AMPs) • Repair and replacement of assets in accordance with AMPs and funding availability 	Completed	The work has been completed in accordance with relevant Asset Management Plans.
	Review Levels of Service for Asset Classes	Completed	As part of its successful submission to IPART for a rate rise, Council reviewed the condition and level of service of its assets. This was provided as part of the public consultation material for the application and was endorsed by Council.
	Implement new Asset Management System to enhance inspections and financial reporting	Completed	The Asset System has been installed and is operational. Future works include incorporating e-inspections and links to Council's Geographical System.
Support good governance,	<ul style="list-style-type: none"> • Participation in the Northern Councils 	Completed	Council was represented at the annual General Manager's Meeting of the Group at

Strategy	Action	Status	Comment
customer service and communication with contemporary policies, systems and processes	Internal Audit Group. (Hunters Hill, Lane Cove, Manly, Mosman, North Sydney and Willoughby) <ul style="list-style-type: none"> • Delivery of an internal audit function in accordance with Council's Internal Audit Charter and the Audit Committee Charter • Procurement and contract management systems and processes 		<p>which time the annual audit program was agreed for all councils.</p> <p>Significant work was undertaken during the year in reviewing the relevant policies and procedures leading to the adoption in early 2015-16 of the new Contract Management Manual and Guidelines and the Purchasing Management Corporate Practice which support Council's procurement and contract management systems and processes.</p>
	<ul style="list-style-type: none"> • Maintenance and review of network, hardware and software infrastructure • Review of IT policies and processes for improved business systems procedures 	Completed	<p>The following action items have been completed:</p> <ul style="list-style-type: none"> • Major upgrade of Council's Finance and Property system • Replacement of Council's printer fleet with Multi-Function Print Devices and secure print system • All desktops have been migrated to the Windows 7 operating system • Replaced aged datacentre Uninterruptable Power Supply (UPS) equipment • Developed IT Governance Framework to guide internal IT decision making
	<ul style="list-style-type: none"> • Review and update of policies and delegations • Statutory Annual Reports required under Local Government Act (including Management Plan and Code of Conduct), Government Information Public Access (GIPA) Act, and Public Interest Disclosures (PID) Act • Induction and ongoing training for staff regarding Council's confidentiality, access to information and privacy policies, and the GIPA Act • Systems and procedures to ensure effective records management including compliance with GIPA and PID Acts • Servicing and supporting Council meetings 	Completed	All actions undertaken as required.
	•Councillor training and advice	Completed	Advice and training is made available to Councillors as required.

Strategy	Action	Status	Comment
	Audit Council's records management system to ensure compliance with State Records Act, Privacy Act and GIPA	Progressing	All actions undertaken as planned. Ongoing random audits of information captured in Council's document management system conducted to confirm compliance with Privacy Act and GIPA Act. Non-compliant elements of records management systems are addressed as they are identified. Further progress in disposal program towards compliance with State Records Act. Further work required in regards to meeting full compliance.
	Review Council Policy in accordance with legislative requirements and other imperatives for good governance	Completed	All actions undertaken as planned.
	Review organisational performance and implement improvements as required in the areas of compliance, communications and customer service	Completed	The review of Communications was completed with the establishment of a new Communications Team and appointment of a Manager Communications in October 2014. The Compliance review was also completed with a new Manager Compliance commencing in January 2015. Work progressed on the recruitment of a Customer Service Manager and improved resources for the Customer Service team. The Customer Service foyer in the Civic Centre was also refurbished to provide a more welcoming and functional area for customers.
	Progressively implement improvements to Information Technology systems and capability in accordance with the IT Strategic Directions 2014-2017	Completed	<p>The following action items have been completed as part of the IT Strategic Direction Action Plan:</p> <ul style="list-style-type: none"> • Successful recruitment of the Network Administrator and Assets GIS Officer • External security audits • Major upgrade of Council's Finance and Property system • Replacement of Council's printer fleet with Multi-Function Print Devices and secure print system • All desktops have been migrated to the Windows 7 operating system • Replaced aged datacentre Uninterruptable Power Supply (UPS) equipment • Developed IT Governance Framework to guide internal IT decision making • Implemented Finance and Property E-Learning tutorials

2. REPORT ON KEY PERFORMANCE INDICATORS WITHIN MOSPLAN BY THEME

Key Performance Indicators (KPIs) provide insight into how Council, as an efficient and progressive local government organisation, is delivering against the four MOSPLAN themes. These Indicators are not subject to the same level of external influence as Community Sustainability Indicators for the Environment, Social and Economic themes, and therefore can be confidently viewed as true measures of Council performance.

Reporting on Key Performance Indicators by program per theme for the period 1 July 2014 to 30 June 2015 appears in this section. Data marked with an asterisk (*) is the mean score out of 10 from the Mosman Community Survey 2014.

Mosman Community Survey 2014

The survey was conducted in June 2014 utilising a sample of 402 residents of the Mosman Local Government Area by means of a computer based random selection process using the electronic White Pages. The sample was weighted by age to reflect the 2011 Australian Bureau of Statistics census data.

A rating scale of 0 to 10 was used in all rating questions, where 0 was the lowest importance or satisfaction and 10 the highest importance or satisfaction. The scale allowed for a mid-range position for those who had a divided or neutral opinion. The mean ratings for each of the criteria have been assigned a determined level of 'importance' or 'satisfaction' as follows.

<i>Rating</i>	<i>Explanation of level of importance/satisfaction/agreement</i>
2.49 or lower	Very low
2.50 – 3.49	Low
3.50 – 4.99	Moderately low
5.00 – 6.24	Moderate
6.25 – 6.99	Moderately high
7.00 – 7.99	High
8.00 – 8.99	Very high
9.00 +	Extreme

Report on Key Performance Indicators for the period 1 July 2014 to 30 June 2015

SOCIAL - Community Wellbeing

Program Coordination: Manager Community Services

Performance Measures	Actual 2014-15
Residents satisfied with:	
• Services and facilities for children and families	7.13*
• Services and facilities for older people	6.96*
• Overall range and quality of community facilities and activities	7.22*
• Services and facilities for people with a disability	6.42*
• Access to Council information and Council support	6.65*
• Services for young people	6.11*
• Services and facilities for people from culturally and linguistically diverse backgrounds	5.66*

Performance Measures	Actual 2014-15
No. of volunteers in Council services	243
Mosman Rider passenger numbers per annum	46,202
No. of Community Transport trips per annum	7,300
No. of children immunised per annum	376
No. of needs-based programs delivered by Youth Services per annum	27

SOCIAL - Library and Information

Program Coordination: Manager Library Services and Manager Library Resources

Performance Measures	Actual 2014-15
Residents satisfied with Library services	7.72*
% Library users satisfied with Library services and resources	94
No. of Library visits per capita per annum	7.9
No. of Loans per capita per annum	9.75
No. of website visits per annum	403,573
No. of website page views per annum	1,274,708

SOCIAL - Arts and Culture

Program Coordination: Manager Cultural Services

Performance Measures	Actual 2014-15
Residents satisfied with:	
• Mosman Art Gallery and Community Centre	6.83*
• Local festivals and events	6.46*
• Overall range of facilities and activities relevant to culture and the arts	6.55*
% users satisfied - Mosman Market	98
Total visitation per annum - Mosman Art Gallery	92,300
No. of exhibitions, educational activities and special events held per annum at the Mosman Art Gallery	150
No. of community events held per annum	12
No. of attendees at community events per annum	5,500
No. of Gallery Friends and Volunteers	375
No. of members of the Creative Circle philanthropy program	25

Performance Measures	Actual 2014-15
No. of events, projects and activities undertaken with Mosman's Friendship Communities per annum	3

ENVIRONMENT - Built Environment

Program Coordination: Manager Urban Planning and Manager Development Services

Performance Measures	Actual 2014-15
Residents satisfied with:	
• Managing development - land use planning	5.91*
• Protection of heritage values and buildings	6.94*
• Development approvals process	5.22*
• Providing and maintaining local roads	6.75*
• Providing and maintaining footpaths	6.53*
No. of metres of storm water pipes renewed per annum	147
% programmed seawall renewal works completed per annum	100
% programmed road renewal works completed per annum	100

ENVIRONMENT - Healthy Environment

Program Coordination: Manager Engineering

Performance Measures	Actual 2014-15
Residents satisfied with:	
• Waste and recycling collection services	7.70*
• Overall cleanliness, appearance and management of public spaces	7.79*
• Cleaning of streets	7.59*
• Management and protection of the environment	7.42*
• Enforcement of health and food regulations	7.48*
• Litter control and rubbish dumping	7.33*
• Condition of public toilets	6.39*

ENVIRONMENT - Community Spaces

Program Coordination: Manager Environment and Open Space

Performance Measures	Actual 2014-15
Residents satisfied with:	
• Provision and maintenance of parklands including bushland, harbour foreshores, local parks and bushland trails	7.77*
• Sport and recreational facilities	6.86*
• Overall cleanliness, appearance and management of public spaces	7.79*
% users satisfied - Sporting Fields	Not available
No. of users per annum - Marie Bashir Mosman Sports Centre (hours)	2,603
No. of users per annum - Mosman Swim Centre	146,036
Average no. of ovals bookings per week	88

ENVIRONMENT - Traffic and Transport

Program Coordination: Manager Engineering

Performance Measures	Actual 2014-15
Residents satisfied with:	
• Traffic Management	5.84*
• Enforcement of restrictions	5.79*
• Provision of carparking	6.02*
• Providing and maintaining bikepaths	5.27*
No. of (off-street) public carparking spaces	1,322
No. of traffic accidents reported on local roads per annum	77
No. kilometres of marked bike paths in Mosman (off road)	3.234

ECONOMIC - Local Economy

Program Coordination: Director Community Development

Performance Measures	Actual 2014-15
Residents satisfied with:	
• Council assisting economic development with the business community and visitors	5.92*
• Overall cleanliness, appearance and management of public spaces	7.79*

Performance Measures	Actual 2014-15
Cost per passenger trip - Mosman Rider (\$)	5.79

GOVERNANCE - Leadership and Engagement

Program Coordination: Director Community Development

Performance Measures	Actual 2014-15
Residents satisfied with:	
• Council engaging (consulting) with the community	6.04*
• Access to Council information and Council support	6.65*
• Council leadership on matters important to the community	5.87*
• Council advocacy on matters impacting on Mosman and neighbouring areas	6.34*
• Overall delivery of Council services	6.80*

GOVERNANCE - Governance and Risk

Program Coordination: Manager Governance

Performance Measures	Actual 2014-15
Residents satisfied with access to Council information and Council support	6.65*
Residents who feel safe in their local community	8.82*
% of customer service telephone enquiries resolved on first contact	Not available
% of formal complaints resolved within 10 days/(20 days [due to complexity])	84/100

SECTION TWO

Statutory and Other Information

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1. MAYORAL AND COUNCILLOR FEES AND EXPENSES

The following fees and expenses with regard to the Mayor and Councillors were paid during 2014-15:

Details	\$
Mayoral allowance	38,235
Councillors' fees	122,640
Catering and receptions	6,828
Delegates expenses	11,721
Travelling	5,224
Phone line rentals to Councillors' residences	830
Mobile phone for Mayor's use for Council business	191
Floral tribute	99
ALGWA membership	250
Mayoral Discretionary Fund (Cl.1.1 Expenses Policy) <ul style="list-style-type: none">• Floral tribute (\$80)• Mudanjiang delegation (\$997)• Nation Parks and Wildlife Service video (\$550)• Citizen of the Year Award (\$1,000)• Catering (\$412)• Circus Quirlus donation (\$300)• Pacific project (\$250)	3,589
TOTAL	189,607

Councillors are provided with meals when attending Council and Committee Meetings, workshops and other official functions and receptions, which are included in Catering/Receptions above. Councillor attendance at meetings and workshops is detailed on page 12.

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

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

Councillors are provided with tablet devices (five Councillors) and multi-function printers (three Councillors) on a loan basis during the year. Consumables for printers and facsimile machines on loan are provided upon request. A desk-top computer and printer are also available for Councillors' use in the Councillors' Lounge office at the Civic Centre.

The "Policy on Payment of Expenses and Provision of Facilities to Mayor and Councillors" is available on Council's website at www.mosman.nsw.gov.au.

2. SENIOR STAFF

In conformity with the provisions of the *Local Government Act 1993*, Council has determined the following to be senior staff:

- General Manager
- Director Community Development
- Director Corporate Services
- Director Environment and Planning

The total amount of money payable in respect of the employment of senior staff during 2014-15 amounted to **\$950,330**.

The following remuneration packages of senior staff include the total value of the salary component, the total amount payable by Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the employee may be a contributor, the total value of non-cash benefits elected under the package including professional development and total amount payable by Council by way of fringe benefits tax for any non-cash benefits.

Position	Salary (including salary sacrifice) (\$)	Superannuation (Council contribution) (\$)	Car allowance (\$)	Total (\$)
General Manager	238,803	35,516	7,556	281,875
Senior Staff ¹	590,529	62,814	15,112	668,455
Total	829,332	98,330	22,668	950,330

1 Director Community Development, Director Corporate Services and Director Environment and Planning employed 1 July 2014 to 30 June 2015.

3. OVERSEAS VISITS BY COUNCILLORS, COUNCIL STAFF OR OTHER PERSONS REPRESENTING COUNCIL

Person	Date	Destination	Funding (\$)
Ms Katrina Cashman (Assistant Art Gallery Director)	August/ September 2014	Museums and Galleries NSW fellowship at the National Museum of Modern and Contemporary Art in Seoul	Nil
Cr Peter Abelson (Mayor)	9-12 May 2015 13-16 May 2015	Mudanjiang, China - Friendship Agreement visit Otsu, Japan - Friendship Agreement visit	Nil
Mr John Cheeseman (Manager Cultural Services)	9-12 May 2015 13-16 May 2015	Mudanjiang, China - Friendship Agreement visit Otsu, Japan - Friendship Agreement visit	3,191
Ms Jing Li (Finance Officer)	9-12 May 2014	Mudanjiang, China - Friendship Agreement visit	Nil

The delegation to Mudanjiang, China included four members of the Mosman community with a further two members of the community joining the delegation to Otsu, Japan. All six community members paid for their own expenses in taking part in the delegations.

4. EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT

During 2014-15 several Corporate Practices were developed and deployed to support robust Equal Employment Opportunity within Mosman Council. These Corporate Practices include:

- Mosman Council Discrimination, Harassment, Bullying and Grievance Corporate Practice
- Flexible Work Practice Standard Hours Corporate Practice
- Performance Development Review Corporate Practice

These Corporate Practices promote a Council, free of bullying and harassment, appointments and access to training are based on merit, and assist employees with their personal responsibilities while maintaining service delivery requirements. The new Corporate Practices have been strongly communicated as part of a new and improved New Staff Orientation Program implemented in early 2015.

Other activities undertaken have seen the inclusion of the monitoring of access to Council offices for people with physical disabilities as part of the routine Work Health and Safety site inspections. Training requirements arising out of the Equal Employment Opportunity Management Plan have also been identified and planned for in the new financial year 2015-16.

5. CONDITION OF PUBLIC WORKS

Stormwater Drainage

In 2013, Council's Stormwater Asset Management Plan (SWAMP) was reviewed and adopted. This involved a revaluation of the stormwater network. The SWAMP provides an objective method of assessing one problem area against another and therefore provides Council with a priority list of works. The work included CCTV investigation of 15% of the stormwater pipeline network – over 9km. Priority maintenance and capital works for the next 12 years has been determined and an accelerated program has been devised with additional funding from the introduction of the Stormwater Levy being used.

Council continues to allocate funding for the maintenance and renewal of stormwater drainage assets though its existing budget. In 2014-15, Council completed some stormwater pipe relining works and drainage improvement works around Balmoral pavilion.

Stormwater Pollution Control and Creek Rehabilitation

In June 2000 Council adopted the Community Environmental Contract (CEC), which is a program of environmental works including retro-fitting of Stormwater Quality Improvement Devices (SQID) to the existing drainage network. The SQID filter stormwater from over 90% of the treatable area of Mosman.

This successful program has since come to an end with 38 SQIDs installed. Council continues to allocate funding for the maintenance of these SQID. During the year 2014-15 cleaning frequency for several SQIDs was increased and one SQID was modified to increase the performance.

Description	Estimate of funds required to bring works to satisfactory standards	Estimate of annual expenses of maintaining the works at that standard	Maintenance and capital works program for 2014-15
Stormwater Drainage Assets, including SQID	\$1,347,000	\$667,000	\$818,843

Road Assets

A comprehensive condition survey and valuation of all its road assets was conducted in 2010. Road assets include roads, kerb and gutter, footpaths, street furniture, traffic control devices such as roundabouts and refuges, lines and signs and retaining walls/rock faces.

With the completion of the audit, a comprehensive Road Asset Management Plan (RAMP) was developed in 2011. This document has provided Council with a 10 year capital works program and identified a list of priority maintenance works.

In 2012 Council, with the assistance of a resident Asset Management Reference Group, began examining the levels of service on road assets, unit rates and useful lives. This has resulted in greater consistency with other Councils and improved accuracy. New unit rates and useful lives are now reviewed annually and the matter is reported annually to the Audit Committee.

The RAMP was subsequently updated and adopted by Council in 2013 to reflect new figures.

The RAMP notes that significant funding is required to maintain these assets at a satisfactory level and that an injection of funding required to bring those assets with an unsatisfactory rating up to a satisfactory rating. In 2014-15 Council secured a rate levy increase with a further funding injection for road assets. This will ensure Council meets the funding demands of the road assets.

In 2014-15 Council undertook major road works with North Sydney Council on the renewal of Spofforth Street.

Description	Estimate of funds required to bring works to satisfactory standards	Estimate of annual expenses of maintaining the works at that standard	Maintenance and capital works program for 2014-15
Road Assets	\$3,029,000	\$2,697,000	\$2,391,907

Marine Structures

In 2011, a full condition audit and Asset Management Plan for all seawalls, jetties and wharfs was completed. Given the harsh marine environment, assets in this class are subject to ongoing maintenance and renewal.

Given the significant investment over the years in its marine structures through the CEC program and Infrastructure Levy, the condition of these assets is relatively good. However, given the short useful life of many of these assets, continued investment is required to ensure they are maintained in good condition.

In 2014-15 Council continued its focus on maintenance of Balmoral and Clifton Garden Baths and Jetties and significant investment continued with completion of the Balmoral Seawall works.

Description	Estimate of funds required to bring works to satisfactory standards	Estimate of annual expenses of maintaining the works at that standard	Maintenance and capital works program for 2014-15
Marine Assets	\$109,000	\$68,000	\$690,003

6. CONTRACTS

Details of contracts awarded during 2014-15 (other than employment contracts and contracts for less than \$150,000) follow. Prices are exclusive of GST.

Activity	Contractor	Date Awarded	Term of Contract	Tender Price
Traffic Calming Devices Mosman T-EP-14/13	Ozpave (Aust) Pty Ltd	3 June 2014	Eight weeks commencing June 2014	\$214,432.00 (lump sum)
Construction of Footpaths, Driveways and Associated work in Spit Road T-EP-14/15	TGB and Sons Pty Ltd	5 August 2014	10 weeks commencing 25 August 2014	\$179,495.00 (lump sum)
Parks and Sports Field Management T-EP-14/07	<u>Green Options</u> - Outfield, Turf Wicket, Parks Turf and Parks Garden Management - A Locations, Irrigation Management, Water Features Maintenance and Playground Maintenance/ Reporting <u>Landscape Solutions</u> - Parks Garden Management - B Locations	2 September 2014	2014 - 2019 1 + 2 + 2 years commencing 7 October 2014	\$580,658.00 (per annum)
Buildings Management - General Services T-EP-14/14	<u>Solo Services Group</u> - Civic Buildings Cleaning, Public Amenities Cleaning, Pavilion Building Cleaning and Indoor Plant Hire <u>Urban Maintenance Systems</u> - External Cleaning and Graffiti Management <u>Manly Warringah Pest Control</u> - Pest Control	2 September 2014	2014 - 2019 1 + 2 + 2 years commencing 1 October 2014	\$366,459.00 (per annum)
Awaba Street - Road Resurfacing and Gutter Restoration Works T-EP-14/18	<u>Ozpave Pty Ltd</u> - Road works <u>TGB and Sons Pty Ltd</u> - Civil works	11 November 2014 (Council resolved to negotiate) 14 November 2014 (Awarded)	Three months 14 November 2014 to 13 February 2015	\$203,311.00 (lump sum)
IT Multi-function Print Devices, Follow-Me Print System and Maintenance T-CS-14/02	Canon Australia Pty Ltd	11 November 2014	Four years commencing 28 February 2015	\$75,720.00 (per annum)
Kiora Avenue - Repair of Retaining Wall and Upper Section of Road T-EP- 14/25	Ozpave (Aust) Pty Ltd	11 November 2014	Three months December 2014 to February 2015	\$248,628.48 (lump sum)
Refurbishment of Mosman Library and Seniors Centre T-EP-14/22	Momentum Build Pty Ltd	2 December 2014 (Council resolved to negotiate) 23 December 2014 (Awarded)	Four months January to April 2015	\$289,039.69 (lump sum)

7. LEGAL COSTS AND EXPENSES

The costs for 2014-15 referred to in this statement are those direct third party payments in relation to legal proceedings. Costs associated with staff to progress these matters and attend court are not included as they are considered to be part of normal duties.

Total costs incurred for a particular matter may not be invoiced and paid within the same financial year, so this statement should be read in conjunction with previous and subsequent statements. Land and Environment Court matters also include any consultancy costs associated with the appeal.

Land and Environment Matters

Property	Development Application No.	Status	Consistency with Staff Recommendation	Cost
710 Military Road	-	Challenge to validity of complying development certificate	-	\$57,887.85
7 Arbutus Street	-	Existing use rights declaratory relief	-	\$33,676.12
2- 4 Lavoni Street	8.2014.245.1	Upheld with amended plans	Yes	\$19,459.74
173 Spit Road	8.2014.039.1	Upheld with amended plans	Yes	\$23,505.90
7 Simpson Street	8.2013.209.2	Upheld with amended plans	Yes	\$9,304.14
19 Thompson Street	8.2013.208.2	Upheld with amended plans	Yes	\$13,530.10
11 Prince Albert Street	8.2012.282.1	Dismissed	Yes	\$12,371.18
1 Musgrave Street	8.2014.113.1	Dismissed	Yes	\$75,038.15
12 Wolger Road	8.2013.133.1	Vacated	Yes	\$895.01
103A Raglan Street	8.2013.216.1	Dismissed	Yes	\$12,489.03
69 Parriwi Road	8.2006.021.4	Upheld	Yes	\$6,307.82
69 Parriwi Road	13.2015.018.1	Regulatory enforcement - ongoing	-	\$1,625.01
613 Military Road	8.2014.018.1	Upheld with amended plans	Yes	\$5,932.85
16 Rawson Street	8.2013.196.1	Upheld with amended plans	Yes	\$6,175.02
TOTAL				\$278,197.92

Local Court Matters

During 2014-15, 21 matters were referred for mention or defended hearings to the Local Court. They related to the following offences:

- Illegal Parking 43
- Development not carried out in accordance with approval 1

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

8. PLANNING AGREEMENTS

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

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

Council upon entering into one or more planning agreements must, while any such planning agreements remain in force, include in its annual report particulars of compliance with and the effect of the planning agreements during the year to which the report relates.

Bridgepoint Pedestrian Bridge, Military Road, Mosman

Council entered into a Voluntary Planning Agreement (VPA) with oOh! media Assets Pty Limited on 8 August 2012. The VPA relates to Council's approval of a S82A review of Development Application 8.2009.343.1 for a supersite sign, upgrade of the façade of Bridgepoint Pedestrian Bridge and Shopping Centre, Military Road, Mosman for a period of 15 years from the date of that consent. The VPA requires the developer to pay to Council an annual contribution for the erection and display of outdoor advertising signage on the eastern and western sides of the footbridge (Lot 2 DP 805982 Military Road).

The first annual contribution was payable the first business day after the first display of signage appeared on the footbridge. The first display of signage appeared on 17 June 2013 and the appropriate payment was made to Council by the developer. The annual contribution is reviewed annually and is payable on the anniversary of the payment date of 18 June.

The annual contribution for the period 18 June 2015 to 17 June 2016 was \$450,595.60. The contribution was paid by the developer to Council and allocated for infrastructure expenditure in the 2014-15 financial year. Infrastructure works funded by the contribution include:

- ongoing improvements to Military Road (such as crossings at Mandalong Road and Gouldsbury Street intersections)
- resurfacing and repairs at the Raglan Street car parks
- studies for Military Road and Surroundings Car Parking Strategy
- studies for Spit Junction redevelopment
- internal restriction (Infrastructure Replacement) for expenditure on infrastructure works scheduled for 2015-16

9. RATES AND CHARGES WRITTEN OFF DURING THE YEAR

The *Local Government Act 1993* provides for concessions in relation to the payment of rates, charges and interest. Section 575 of the Act provides for reductions in rates and charges for eligible pensioners. The amount of rates and charges reduced must be written off by Council. Clause 132 of the *Local Government (General) Regulation 2005* requires details of written off rates and charges to be included in annual report.

During 2014-15 Council wrote off pensioner rates and charges of \$125,705 and \$49,017 respectively.

10. PRIVATE WORKS

There were no works carried out on private land during 2014-15.

11. DONATIONS AND SUBSIDIES

No monies were paid during 2014-15 in respect of donations and subsidies under section 356 of the *Local Government Act 1993*.

12. EXTERNAL BODIES EXERCISING FUNCTIONS DELEGATED BY COUNCIL

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

13. COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Kimbriki Recycling and Waste Disposal Centre at Kimbriki Road, Terrey Hills

Kimbriki Environmental Enterprises Pty Limited (ACN 136 789 261) was created effective 1 July 2009 to operate the Kimbriki Recycling and Waste Disposal Centre.

Manly, Mosman, Pittwater and Warringah Councils are shareholders in the Company with Warringah as the majority shareholder with 51% of the shares, Pittwater 34.45%, Manly 10.71% and Mosman 3.84%.

14. PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES WHICH THE COUNCIL WAS A PARTY

Shorelink co-operative library network

Mosman Council is a member of the Shorelink Co-operative Library Network together with the Councils of Lane Cove, Manly, North Sydney and Willoughby. Shorelink provides the computerisation of all library and community information services.

SHOROC regional organisation of Councils

Mosman, Manly, Pittwater and Warringah Councils have established SHOROC - Regional Organisation of Councils. Matters in which the group gets involved include:

- Transport and Traffic issues
- Joint tenders and resource sharing
- Graffiti
- Safe Communities
- Procurement initiatives
- Police and Justice
- Waste Management
- Health Services
- Finance and Competition Policy
- Regional Plans

During the reporting period, Council participated in the following joint tenders called by SHOROC:

- Provision of cash collection services to Pittwater, Manly, Mosman and Willoughby Councils
- Provision of Stormwater Inspections, Cleaning and Maintenance Services to Manly, Mosman, Pittwater, Hunters Hill and Ku-ring-gai Councils
- Minor Capital Works Panel on behalf of Manly, Mosman, Pittwater and Hornsby Councils
- Receive, Process and/or Dispose of Municipal Solid Waste from the SHOROC Councils

Sydney Coastal Councils Group

Sydney Coastal Councils Group (SCCG) is a voluntary Regional Organisation of Councils. Member Councils include Botany Bay, Hornsby, Leichhardt, Manly, Mosman, North Sydney, Pittwater, Randwick, Rockdale, Sutherland, Sydney, Warringah, Waverley, Willoughby and Woollahra. The SCCG was established to promote cooperation between member Councils, advocate on behalf of member Councils, and build capacity for coordinated action on issues relating to the sustainable management of the urban coastal environment.

Mosman Council is an active member and is represented on the Full Group, the Technical Committee and various Advisory and Working Groups.

15. COMPANION ANIMALS ACT AND REGULATION

Statement on activities relating to enforcing and ensuring compliance with the *Companion Animals Act 1998* and *Companion Animals Regulation 2008* during 2014-15.

Council's Rangers have recently joined Council's Compliance Team which has a large focus on delivering excellent customer service and professional advice.

Rangers have an active role which involves promoting the responsibilities of owning a companion animal and the responsibilities the pet owner has towards other members of the community.

Under the provisions of the *Companion Animals Act 1998*, Council's rangers have the authority to manage issues relating to companion animals. This can include investigating dog attacks and nuisance animals, patrols in public areas to ensure owners compliance with laws such as leashing and picking up after their dogs and monitoring declarations of menacing or dangerous dogs.

Mosman Council places emphasis on the prompt and efficient handling of animal complaints or requests for assistance. When an animal such as a dog is not under effective control in a public place and no owner is present, rangers are quick to attend and they may secure and impound the dog to avoid any safety concerns for our community.

There are high rates of dog ownership in the Mosman Local Government Area and our Officers want to make sure everyone is following the rules to ensure the safety of both residents and dogs.

Pound data statistics are collected monthly and lodged annually with the Office of Local Government. The following are the statistics for 2014-15:

	Total taken to Pound 2014-15	Surrendered to Pound by other parties	Taken to Cremorne Vet by Council	Returned to their home by Council
Dogs	0	0	27	7
Cats	0	0	0	0

Education

As part of the recent move into the Compliance Team, Council has initiated a campaign to remind

residents of the importance of maintaining current and accurate micro chipping records and to encourage owners to register those companion animals that are yet to be registered. As part of the reminder to register companion animals, fact sheets on how to care for your animal also accompany reminder letters.

A procedure that details the process for the investigation of barking dog complaints has been revised so the rangers can focus strongly on customer liaison to assist both the owner of the dog and the person affected by the barking noise. Actions are based on the ideal to achieve the most desirable outcome for the community.

Impounding Facilities

Council has a contract with Cremorne Vets to shelter, return to owner and re-homing of companion animals. Educational brochures are available to people contemplating adopting a pet and how to care for the animal once they have taken their new dog or cat home.

Enforcement

For the financial year 2014-15 a total of five dog attacks were reported to the Office of Local Government. Council is required to report dog attacks to the Office of Local Government within 72 hours after any relevant information is received by the Council.

Note: The above information is complaint volume only and complaints may be unsubstantiated.

NUISANCE ORDERS ISSUED	
Habitually at large in a public place	0
Endangers Health of a person/Animal	0
Dog Noise	0
Defecating	0
Total	0
DECLARATIONS OF DANGEROUS DOG	
Attacks on Persons	5
Attacks on Animals	1
Used for the purposes of hunting	0
Total	6
DECLARATIONS OF MENACING DOG	
Attacked an animal - no serious injury or death	0
Displayed unreasonable aggression towards a person or animal	1
Total	1

Council provides off-leash dog areas including:

- Rawson Park
- Lawry Plunkett Reserve (top of Plunkett Rd)
- Reid Park subject to restricted times
- Spit Reserve subject to restricted times
- Clifton Gardens Reserve, Sirius Park, Rosherville Reserve, Sirius Cove Beach, and Spit East/West Beach (subject to restricted and seasonal times)

No Penalty Infringement Notices were issued for breaches of the *Companion Animals Act 1998*.

Funding

Funding for Council's Companion Animal Management is absorbed within the general Compliance budget.

16. SWIMMING POOLS ACT 1992

In 2013 the New South Wales Government made changes to the *Swimming Pools Act 1992* (the Act). The amendments were designed to enhance the Act, and to actively contribute to a reduction of drowning or near drowning immersions in New South Wales private backyard swimming pools, including spa pools.

The amendments to the Act included:

- A new online state-wide register of swimming pools
- Mandatory registration of swimming pools by owners
- A certification system of compliance for all NSW swimming pools with the ability of authorised Council officers and private Accredited Certifiers to undertake inspections
- Mandatory inspection of pools associated with multi-occupancy dwellings and tourist accommodation
- Mandatory compliance certification to be obtained for properties with swimming pools before they can be sold or leased (extended to April 2016)
- Requirement for councils to develop a locally appropriate and affordable inspection program in consultation with their communities
- Requirement for councils to report annually on the number of swimming pool inspections undertaken and the level of compliance with the requirements

Swimming Pool Inspection Program

On 3 December 2013 Council adopted the Swimming Pool inspection Program. The program requires Council staff to inspect properties with swimming pools and spas under the following circumstances:

- Inspection as a result of a complaint
- Inspection at the request of a pool owner
- Inspection at the request of a pool owner – sale or lease
- Inspection of a tourist, visitor, multi occupancy development
- Inspection of Development Applications which have not been finalised
- Referral of complaints from Council's internal staff

There is a statutory obligation under the Act upon Council to inspect swimming pools in its area, in accordance with the adopted swimming pools inspection program.

All inspections carried out on behalf of Council will be undertaken by authorised officers under the Act. It is the responsibility of all swimming pool owners to register their swimming pool on the Swimming pool register operated by the NSW Office of Local Government.

The Swimming Pool Inspection Program is relevant to all swimming pools regulated under the Act. A reference to a swimming pool also includes a spa pool. The inspection program is designed to provide measures to identify non-compliant swimming pools, ensure upgrade works are carried out, and in the process raise swimming pool safety awareness.

The record of inspections for the financial year 2014-15 is as follows:

Inspections completed	76
Number of pools registered on the NSW Register (not including Private Certifiers)	36
Number of compliance certificate applications	84

It should be noted swimming pool barriers are very rarely compliant on first inspection. A number of inspections are normally required to ensure that the swimming pool barrier is compliant with the Act and Regulations.

Education

The implementation of the swimming pools inspection program has been underpinned by various educational opportunities including the dissemination of information through Council's website, mail outs to residents and agents along with media releases.

In line with the Royal Life Saving Society 'Be Pool Safe' campaign, Council has developed a range of resources and public awareness materials to assist in raising awareness amongst backyard swimming pool owners and the broader community. Council's webpage has been updated to provide current information on the changes to the swimming pool laws and direct links to relevant websites, including the State Government Swimming Pool Register (www.swimmingpoolregister.nsw.gov.au), facts sheets and swimming pool checklists. Information has also been forwarded to the community through the Mosman Daily and local media outlets.

Letters have been sent to all agents involved in the sale/leasing of properties within Mosman local government area informing them of the recent changes to the Act.

Resourcing

Through a review of approval records and aerial photographs, a database has been developed by Council, which currently contains over 3,000 properties with swimming pools.

Given the raised focus of swimming pool safety, a dedicated Swimming Pool Safety Officer has been engaged within the Compliance Team to facilitate the swimming pool inspection program. In addition, a number of other officers within the Compliance Team are actively engaged in swimming pool safety amongst their broader roles and responsibilities.

The implementation of the swimming pools inspection program is believed to have had a significant effect on, not only raising the level of awareness of swimming pool safety issues within the community, but also to provide a practical continuing improvement in the level of safety for young children with an increased number of compliant swimming pools in Mosman area.

17. CODE OF CONDUCT

Council is required to report annually on Code of Conduct complaints for the reporting period 1 September to 31 August.

Council received no Code of Conduct complaints about Councillors during the reporting period 1 September 2014 to 31 August 2015.

The following statistics for the reporting period have been provided to the Office of Local Government:

Number of Complaints and Associated Costs		
1a	The total number of code of conduct complaints made about councillors under the code of conduct	0
1b	The number of code of conduct complaints referred to a conduct reviewer	0
1c	The number of code of conduct complaints investigated by a conduct reviewer	0
1d	The number of code of conduct complaints investigated by a conduct review committee	0
1e	The total cost of dealing with code of conduct complaints made about councillors including staff costs	\$8,917*
Preliminary Assessment Statistics		
2a	The number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage	0

Final Investigation Statistics		
3a	The number of code of conduct complaints investigated by a conduct reviewer or conduct review committee	0
Complaints Reviewed by the Division		
G	The number of matters reviewed by the Office of Local Government	0

* Accounts from conduct reviewers relating to two 2013-2014 complaints finalised in the 2014-15 reporting period.

The two Code of Conduct complaints made about Councillors in 2013-14 not finalised at 2013-14 reporting date were subsequently finalised during 2014-15. Of these, one complaint was dismissed and the outcome of the other complaint found that a breach occurred however, no censure was imposed nor was the finding made public.

18. GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

Section 125 of the *Government Information (Public Access) Act 2009* requires Council to prepare an annual report on Council's obligations under the Act.

The following report was submitted to both the Minister for Local Government and Information Commissioner.

Table A: Number of applications by type of applicant and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	1	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	1	0	0	0	0	0	0
Members of the public (other)	0	3	0	0	0	1	0	0
Total	0	4	1	0	0	1	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome								
	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	3	1	0	0	1	0	0
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0
Total	0	4	1	0	0	1	0	0

*A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications	
Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	1
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	1
Invalid applications that subsequently became valid applications	0
Total	1

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act	
	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Total	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

**Table E: Other public interest considerations against disclosure:
matters listed in table to section 14 of the Act**

	Number of occasions when application not successful
Responsible and effective government	4
Law enforcement and security	0
Individual rights, judicial processes and natural justice	3
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Total	8

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	6
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	6

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	2	2
Review by Information Commissioner*	1	0	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	1	2	3

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	2
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0
Total	2

Table I: Applications transferred to other agencies

	Number of applications transferred
Agency-Initiated Transfers	0
Applicant-Initiated Transfers	0
Total	0

In addition to the above, a total of 447 informal applications to access Council information were processed and completed during the reporting period.

19. PUBLIC INTEREST DISCLOSURES ACT 1994

Section 6CA of the *Public Interest Disclosures Act 1994* requires Council to provide the NSW Ombudsman with information about Council's obligations in relation to public interest disclosures every six months. The following information was forwarded to the Ombudsman during 2014-15:

Details	2014-15
Number of public officials who made public interest disclosures	1
Number of public interest disclosures received	1
Of public interest disclosures received, how many were primarily about:	
• Corrupt conduct	1
• Maladministration	0
• Serious and substantial waste	0
• Government information contravention	0
• Local government pecuniary interest contravention	0
Number of public interest disclosures (received since 1 January 2012) that have been finalised in this reporting period	0
Have you established an internal reporting policy?	Yes
Has the General Manager taken action to meet staff awareness obligations?	Yes
The following actions were taken during 2014-15:	
<ul style="list-style-type: none">• Staff are aware of the contents of the policy and the protections under the Act for a person who makes a public interest disclosure• Staff undertaking that they have read and understood Mosman Council's internal reporting policy• Training has been provided for staff in public disclosures• Email message to all staff• Links available on internet and intranet sites• Messages in staff newsletters• Messages on staff noticeboards• Posters provided• Training provided to new staff during induction• Policies are discussed at staff meetings• In June 2014 Council adopted a revised Public Interest Disclosures Policy to align with the Ombudsman's model policy and guidelines including recent amendments to the <i>Public Interest Disclosures Act 1994</i>. Staff have been educated in relation to the new policy.• PID and ethics awareness questions included in Employee Engagement Survey conducted over June and July 2015	

20. PRIVACY MANAGEMENT PLAN

Council has adopted a Privacy Management Plan to accord with section 33 of the *Privacy and Personal Information Protection Act 1998* and the Privacy Code of Practice for Local Government. The Plan shows how Council incorporates the provisions of the Act into its everyday activities.

The Privacy Management Plan was last revised and adopted by Council in April 2013 to reflect the Model Privacy Management Plan for Local Government issued by the Office of Local Government and

amended to provide best practice provisions from Council's existing adopted Plan not provided for in the Model Plan.

No privacy complaints were received by Council during 2014-15.

Council participated in Privacy Awareness Week 2015 in partnership with the Information and Privacy Commission NSW by promoting 'Privacy Matters @ Any Age' - this year's Privacy Awareness Week theme about protecting your personal information online, no matter your age.

Council contributed to the NSW Information and Privacy Commission 2015 survey for privacy practitioners in the NSW public sector for the Privacy Commissioner's annual Section 61B report on the operation of the *Privacy and Personal Information Protection Act 1998*.

The Information and Privacy Commission's newly developed e-learning portal is being made available to Council staff to educate and promote privacy and access to information legislation and issues.

21. FORMAL COMPLAINTS

During 2014-15 a total of eight complaints were received, investigated and responded to as formal complaints under Council's Complaints Handling Policy. Of these, six complaints were responded to within the 10 day response period required by the policy and two were responded to outside the 10 day response period in view of the complex nature of the complaints.

22. FRAUD AND CORRUPTION PREVENTION ACTIVITIES

Mosman Council is committed to good governance and ethical behaviour as a key ingredient of responsible, transparent, effective and accountable local government. Fraud and corruption control are key components of good governance. Council is committed to protecting its revenue, expenditure and property from any attempt (either by the public, contractors, or its own employees) to gain by deceit, financial or other benefits.

Council has adopted a Prevention of Fraud and Corrupt Conduct Policy which is designed to protect public funds and assets, the integrity, security and reputation of the Council and its employees, and maintain a high level of services to the community. The purpose of this policy is to demonstrate that Council does not tolerate dishonest or fraudulent behaviour and is committed to deterring and preventing such behaviour, in line with the community expectation that Council employees acknowledge and fulfil their responsibility to protect public money and property.

This policy is supported by a Prevention of Fraud and Corrupt Conduct Plan and reporting of breaches is supported by Council's Code of Conduct and Public Interest Disclosures Policy. The Mayor, General Manager, all Directors, Manager Human Resources and Manager Governance can receive public interest disclosure.

Council has also implemented an Audit Committee which includes three external representatives one of whom must be the Chair. Further, Council has introduced a follow up check on the organisation's compliance with the Policy by using the Fraud Control Health Check provided by the Audit Office.

Council encourages members of the public to report possible fraud or corruption direct to the General Manager, Mayor or Public Interest Disclosure Officers or directly to the Independent Commission Against Corruption.

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SECTION THREE

**Financial Reports for the Year ended
30 June 2015
including Auditor's Report**

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Mosman Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2015

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

Mosman
COUNCIL

Mosman Council

General Purpose Financial Statements

for the financial year ended 30 June 2015

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Overview

(i) These financial statements are General Purpose Financial Statements and cover the consolidated operations for Mosman Council.

(ii) Mosman Council is a body politic of NSW, Australia - being constituted as a Local Government area by proclamation and is duly empowered by the Local Government Act (LGA) 1993 of NSW.

Council's Statutory Charter is detailed in Paragraph 8 of the LGA and includes giving Council;

- the ability to provide goods, services & facilities, and to carry out activities appropriate to the current & future needs of the local community and of the wider public,
- the responsibility for administering regulatory requirements under the LGA and
- a role in the management, improvement and development of the resources in the area.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

(iii) All figures presented in these financial statements are presented in Australian Currency.

(iv) These financial statements were authorised for issue by the Council on 22 September 2015. Council has the power to amend and reissue these financial statements.

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across NSW are required to present a set of audited financial statements to their Council and Community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2015.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting & reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by Senior staff as "presenting fairly" the Council's financial results for the year, and are required to be adopted by Council - ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate 5 "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses.

This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair values of Council's Infrastructure, Property, Plant and Equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its Assets, Liabilities and "Net Wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "Net Wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent.

This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the financial statements provide greater detail and additional information on the 5 primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by external accountants (that generally specialize in Local Government).

In NSW, the Auditor provides 2 audit reports:

1. An opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. Their observations on the conduct of the Audit including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements ?

The financial statements are publicly available documents and must be presented at a Council meeting between 7 days and 5 weeks after the date of the Audit Report.

Submissions from the public can be made to Council up to 7 days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Mosman Council

General Purpose Financial Statements for the financial year ended 30 June 2015

Statement by Councillors and Management

made pursuant to Section 413(2)(c) of the Local Government Act 1993 (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:


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


To the best of our knowledge and belief, these Financial Statements:

- present fairly the Council's operating result and financial position for the year, and
- accords with Council's accounting and other records.

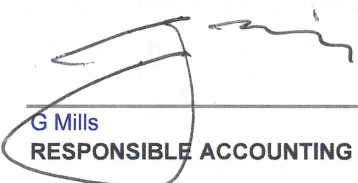
We are not aware of any matter that would render the Reports false or misleading in any way.

Signed in accordance with a resolution of Council made on 08 September 2015.


P Abelson
MAYOR


R Bendall
COUNCILLOR


V Lee
GENERAL MANAGER


G Mills
RESPONSIBLE ACCOUNTING OFFICER

Mosman Council

Income Statement

for the financial year ended 30 June 2015

Budget ¹ 2015 \$ '000		Notes	Actual 2015	Actual 2014
Income from Continuing Operations				
Revenue:				
23,651	Rates & Annual Charges	3a	23,680	22,611
9,699	User Charges & Fees	3b	10,023	9,790
426	Interest & Investment Revenue	3c	503	438
3,875	Other Revenues	3d	6,115	6,524
2,431	Grants & Contributions provided for Operating Purposes	3e,f	2,545	1,996 ²
1,738	Grants & Contributions provided for Capital Purposes	3e,f	2,264	2,922
Other Income:				
-	Net Share of interests in Joint Ventures & Associates using the equity method	19	150	31
41,820	Total Income from Continuing Operations		45,280	44,312
Expenses from Continuing Operations				
16,664	Employee Benefits & On-Costs	4a	15,925	14,966
555	Borrowing Costs	4b	612	677
11,928	Materials & Contracts	4c	11,911	11,686
5,280	Depreciation & Amortisation	4d	5,166	5,557
-	Impairment	4d	-	-
6,130	Other Expenses	4e	6,430	6,066
-	Net Losses from the Disposal of Assets	5	20	20
40,557	Total Expenses from Continuing Operations		40,064	38,972
1,263	Operating Result from Continuing Operations		5,216	5,340
Discontinued Operations				
-	Net Profit/(Loss) from Discontinued Operations	24	-	-
1,263	Net Operating Result for the Year		5,216	5,340
1,263	Net Operating Result attributable to Council		5,216	5,340
-	Net Operating Result attributable to Non-controlling Interests		-	-
(475)	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		2,952	2,418

¹ Original Budget as approved by Council - refer Note 16

² Financial Assistance Grants for 13/14 were lower reflecting one off timing difference due to a change in how the grant was paid in prior years - refer Note 3 (e)

Mosman Council

Statement of Comprehensive Income

for the financial year ended 30 June 2015

\$ '000	Notes	Actual 2015	Actual 2014
Net Operating Result for the year (as per Income statement)		5,216	5,340
Other Comprehensive Income:			
Amounts which will not be reclassified subsequently to the Operating Result			
Gain (loss) on revaluation of I,PP&E	20b (ii)	749	-
Total Items which will not be reclassified subsequently to the Operating Result		749	-
Amounts which will be reclassified subsequently to the Operating Result when specific conditions are met			
Other movements: Adjustment of 'Plant' and 'Other' assets that had also been measured in Infrastructure valuations.	20b (ii)	-	(431)
Total Items which will be reclassified subsequently to the Operating Result when specific conditions are met		-	(431)
Total Other Comprehensive Income for the year		749	(431)
Total Comprehensive Income for the Year		5,965	4,909
Total Comprehensive Income attributable to Council		5,965	4,909
Total Comprehensive Income attributable to Non-controlling Interests		-	-

Mosman Council

Statement of Financial Position
as at 30 June 2015

\$ '000	Notes	Actual 2015	Actual 2014
ASSETS			
Current Assets			
Cash & Cash Equivalents	6a	13,160	10,150
Investments	6b	-	-
Receivables	7	3,415	4,051
Inventories	8	163	164
Other	8	60	186
Non-current assets classified as "held for sale"	22	-	-
Total Current Assets		16,798	14,551
Non-Current Assets			
Investments	6b	-	-
Receivables	7	82	29
Inventories	8	-	-
Infrastructure, Property, Plant & Equipment	9	463,810	463,132
Investments accounted for using the equity method	19	792	674
Investment Property	14	48,950	46,821
Intangible Assets	25	298	314
Total Non-Current Assets		513,932	510,970
TOTAL ASSETS		530,730	525,521
LIABILITIES			
Current Liabilities			
Payables	10	9,500	8,511
Borrowings	10	1,913	1,880
Provisions	10	3,895	3,745
Total Current Liabilities		15,308	14,136
Non-Current Liabilities			
Payables	10	-	-
Borrowings	10	7,166	9,086
Provisions	10	286	294
Total Non-Current Liabilities		7,452	9,380
TOTAL LIABILITIES		22,760	23,516
Net Assets		507,970	502,005
EQUITY			
Retained Earnings	20	296,019	290,803
Revaluation Reserves	20	211,951	211,202
Council Equity Interest		507,970	502,005
Non-controlling Equity Interests		-	-
Total Equity		507,970	502,005

Mosman Council

Statement of Changes in Equity
for the financial year ended 30 June 2015

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Non-controlling Interest	Total Equity
2015						
Opening Balance (as per Last Year's Audited Accounts)		290,803	211,202	502,005	-	502,005
a. Correction of Prior Period Errors	20 (c)	-	-	-	-	-
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
Revised Opening Balance (as at 1/7/14)		290,803	211,202	502,005	-	502,005
c. Net Operating Result for the Year		5,216	-	5,216	-	5,216
d. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)	-	749	749	-	749
Other Comprehensive Income		-	749	749	-	749
Total Comprehensive Income (c&d)		5,216	749	5,965	-	5,965
e. Distributions to/(Contributions from) Non-controlling Interests		-	-	-	-	-
f. Transfers between Equity		-	-	-	-	-
Equity - Balance at end of the reporting period		296,019	211,951	507,970	-	507,970

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Non-controlling Interest	Total Equity
2014						
Opening Balance (as per Last Year's Audited Accounts)		285,463	211,633	497,096	-	497,096
a. Correction of Prior Period Errors	20 (c)	-	-	-	-	-
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
Revised Opening Balance (as at 1/7/13)		285,463	211,633	497,096	-	497,096
c. Net Operating Result for the Year		5,340	-	5,340	-	5,340
d. Other Comprehensive Income						
- Other Reserves Movements	20b (ii)	-	(431)	(431)	-	(431)
Other Comprehensive Income		-	(431)	(431)	-	(431)
Total Comprehensive Income (c&d)		5,340	(431)	4,909	-	4,909
e. Distributions to/(Contributions from) Non-controlling Interests		-	-	-	-	-
f. Transfers between Equity		-	-	-	-	-
Equity - Balance at end of the reporting period		290,803	211,202	502,005	-	502,005

Mosman Council

Statement of Cash Flows

for the financial year ended 30 June 2015

Budget 2015 \$ '000		Notes	Actual 2015	Actual 2014
Cash Flows from Operating Activities				
Receipts:				
23,632	Rates & Annual Charges		23,512	22,735
9,674	User Charges & Fees		9,835	9,953
424	Investment & Interest Revenue Received		515	416
4,214	Grants & Contributions		5,193	4,031
-	Bonds, Deposits & Retention amounts received		1,809	1,923
3,832	Other		4,421	3,879
Payments:				
(16,073)	Employee Benefits & On-Costs		(15,266)	(15,144)
(11,884)	Materials & Contracts		(12,092)	(12,240)
(565)	Borrowing Costs		(621)	(663)
-	Bonds, Deposits & Retention amounts refunded		(1,077)	(1,303)
(6,130)	Other		(6,304)	(6,100)
7,124	Net Cash provided (or used in) Operating Activities	11b	9,925	7,487
Cash Flows from Investing Activities				
Receipts:				
-	Sale of Investment Securities		19,350	11,050
-	Sale of Infrastructure, Property, Plant & Equipment		-	31
-	Distributions Received from Joint Ventures & Associates		32	35
Payments:				
-	Purchase of Investment Securities		(19,350)	(11,050)
(5,397)	Purchase of Infrastructure, Property, Plant & Equipment		(5,060)	(7,037)
(5,397)	Net Cash provided (or used in) Investing Activities		(5,028)	(6,971)
Cash Flows from Financing Activities				
Receipts:				
-	Proceeds from Borrowings & Advances		-	2,000
Payments:				
(2,004)	Repayment of Borrowings & Advances		(1,887)	(1,860)
-	Other (Repayment of Deferred Creditors)		-	(130)
(2,004)	Net Cash Flow provided (used in) Financing Activities		(1,887)	10
(277)	Net Increase/(Decrease) in Cash & Cash Equivalents		3,010	526
10,150	plus: Cash & Cash Equivalents - beginning of year	11a	10,150	9,624
9,873	Cash & Cash Equivalents - end of the year	11a	13,160	10,150
Additional Information:				
	plus: Investments on hand - end of year	6b	-	-
	Total Cash, Cash Equivalents & Investments		13,160	10,150

Please refer to Note 11 for additional cash flow information.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

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n/a - not applicable

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below in order to assist in its general understanding.

Under Australian Accounting Standards (AASBs), accounting policies are defined as those specific principles, bases, conventions, rules and practices applied by a reporting entity (in this case Council) in preparing and presenting its financial statements.

(a) Basis of preparation

(i) Background

These financial statements are general purpose financial statements which have been prepared in accordance with;

- Australian Accounting Standards and Australian Accounting Interpretations issued by the Australian Accounting Standards Board,
- the *Local Government Act (1993)* and *Regulation*, and
- the Local Government Code of Accounting Practice and Financial Reporting.

For the purpose of preparing these financial statements, Council has been deemed to be a not-for-profit entity.

(ii) Compliance with International Financial Reporting Standards (IFRSs)

Because AASBs are sector neutral, some standards either:

- (a) have local Australian content and prescription that is specific to the Not-For-Profit sector (including Local Government) which are not in compliance with IFRS's, or
- (b) specifically exclude application by Not for Profit entities.

Accordingly in preparing these financial statements and accompanying notes, Council has been unable to comply fully with International Accounting Standards, but has complied fully with Australian Accounting Standards.

Under the *Local Government Act (LGA)*, *Local Government (General) Regulations* and Local Government Code of Accounting Practice and Financial Reporting, it should be noted that Councils in NSW only have a requirement to comply with AASBs.

(iii) New and amended standards adopted by Council

There were no accounting standards that became mandatory this year which materially impacted on Council's financial statements

(iv) Early adoption of Accounting Standards

Council has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 1 July 2014.

Refer further to paragraph (y) relating to a summary of the effects of Standards with future operative dates.

(v) Basis of Accounting

These financial statements have been prepared under the **historical cost convention** except for:

- (i) certain financial assets and liabilities at fair value through profit or loss and available-for-sale financial assets which are all valued at fair value,
- (ii) the write down of any Asset on the basis of Impairment (if warranted) and
- (iii) certain classes of non current assets (eg. Infrastructure, Property, Plant and Equipment and Investment Property) that are accounted for at fair valuation.

The accrual basis of accounting has also been applied in their preparation.

(vi) Changes in Accounting Policies

Council's accounting policies have been consistently applied to all the years presented, unless otherwise stated.

There have also been no changes in accounting policies when compared with previous financial statements unless otherwise stated.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

(vii) Critical Accounting Estimates

The preparation of financial statements requires the use of certain critical accounting estimates (in conformity with AASBs).

Accordingly this requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are set out below:

- (i) Estimated fair values of investment properties
- (ii) Estimated fair values of infrastructure, property, plant and equipment.

Critical judgements in applying Council's accounting policies

- (i) Impairment of Receivables - Council has made a significant judgement about the impairment of a number of its receivables in Note 7.
- (ii) Projected Section 94 Commitments - Council has used significant judgement in determining future Section 94 income and expenditure in Note 17.

(b) Revenue recognition

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to it and specific criteria have been met for each of the Council's activities as described below.

Council bases any estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is measured at the fair value of the consideration received or receivable.

Revenue is measured on major income categories as follows:

Rates, Annual Charges, Grants and Contributions

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

A provision for the impairment on rates receivables has not been established as unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and is valued at their fair value at the date of transfer.

Revenue from Contributions is recognised when the Council either obtains control of the contribution or the right to receive it, **(i)** it is probable that the economic benefits comprising the contribution will flow to the Council and **(ii)** the amount of the contribution can be measured reliably.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 3(g).

Note 3(g) also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

The Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of S94 of the *Environmental Planning and Assessment Act 1979*.

Whilst Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon their physical receipt by Council, due to the possibility that individual Development Consents may not be acted upon by the applicant and accordingly would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required but the Council may apply contributions according to the priorities established in work schedules.

A detailed Note relating to developer contributions can be found at Note 17.

User Charges, Fees and Other Income

User charges, fees and other income (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

A provision for the impairment of these receivables is recognised when collection in full is no longer probable.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided as at balance date.

Sale of Infrastructure, Property, Plant and Equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Interest and Rents

Rental income is accounted for on a straight-line basis over the lease term.

Interest Income from Cash and Investments is accounted for using the effective interest rate at the date that interest is earned.

Dividend Income

Revenue is recognised when the Council's right to receive the payment is established, which is generally when shareholders approve the dividend.

Other Income

Other income is recorded when the payment is due, the value of the payment is notified or the payment is received, whichever occurs first.

(c) Principles of Consolidation

These financial statements incorporate (i) the assets and liabilities of Council and any entities (or operations) that it **controls** (as at 30 June 2015) and (ii) all the related operating results (for the financial year ended the 30th June 2015).

In the process of reporting on Council's activities as a single unit, all inter-entity year end balances and reporting period transactions have been eliminated in full between Council and its controlled entities.

(i) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the *Local Government Act 1993*, all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund and other entities through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this report.

The following entities have been included as part of the Consolidated Fund:

- General Purpose Operations

(ii) The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the Council in trust which must be applied only for the purposes of or in accordance with the trusts relating to those monies.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

Trust monies and property subject to Council's control have been included in these statements.

Trust monies and property held by Council but not subject to the control of Council, have been excluded from these statements.

A separate statement of monies held in the Trust Fund is available for inspection at the Council office by any person free of charge.

(iii) Joint Arrangements

Joint Operations (controlled assets and operations)

The Council does not have any joint operations.

Joint Ventures

Any interests in Joint Ventures are accounted for using the equity method and are carried at cost.

Under the equity method, Council's share of the operation's profits/(losses) are recognised in the income statement, and its share of movements in retained earnings and reserves are recognised in the balance sheet.

Detailed information relating to Council's interest in Joint Ventures can be found at Note 19 (b).

(iv) Associates

Where Council has the power to participate in the financial and operating decisions of another entity, (ie. where Council is deemed to have "significant influence" over another entities operations but neither controls nor jointly controls the entity), then Council accounts for such interests using the equity method of accounting – in a similar fashion to Joint Ventures.

Such entities are usually termed Associates.

Any interests in Associates are accounted for using the equity method and are carried at cost.

Detailed information relating to Council's interest in Associates can be found at Note 19 (b).

(v) County Councils

Council is not a member of any County Councils.

(vi) Unconsolidated Structured Entities

Council has no interest in any Unconsolidated Structured Entities.

(d) Leases

All Leases entered into by Council are reviewed and classified on inception date as either a Finance Lease or an Operating Lease.

Finance Leases

Leases of property, plant and equipment where the Council has substantially all the risks and rewards of ownership are classified as finance leases.

Finance leases are capitalised at the lease's inception at the lower of the fair value of the leased property and the present value of the minimum lease payments.

The corresponding rental obligations, net of finance charges, are included in borrowings.

Each lease payment is allocated between the liability outstanding and the recognition of a finance charge.

The interest element of the finance charge is costed to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Property, plant and equipment acquired under finance leases is depreciated over the shorter of each leased asset's useful life and the lease term.

Operating Leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases.

Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

Lease income from operating leases is recognised in income on a straight-line basis over the lease term.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

(e) Cash and Cash Equivalents

For Statement of Cash Flows (and Statement of Financial Position) presentation purposes, cash and cash equivalents includes;

- cash **on hand**,
- deposits held **at call** with financial institutions,
- other short-term, highly liquid investments **with original maturities of three months or less** that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and
- bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities on the balance sheet but are incorporated into Cash and Cash Equivalents for presentation of the Cash Flow Statement.

(f) Investments and Other Financial Assets

Council (in accordance with AASB 139) classifies each of its investments into one of the following categories for measurement purposes:

- **financial assets at fair value through profit or loss**,
- **loans and receivables**,
- **held-to-maturity investments**, and
- **available-for-sale financial assets**.

Each classification depends on the purpose/intention for which the investment was acquired and at the time it was acquired.

Management determines each Investment classification at the time of initial recognition and re-evaluates this designation at each reporting date.

(i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets that are “held for trading”.

A financial asset is classified in the “held for trading” category if it is acquired principally for the purpose of selling in the short term.

Derivatives are classified as held for trading unless they are designated as hedges.

Assets in this category are primarily classified as current assets as they are primarily held for trading and/or are expected to be realised within 12 months of the balance sheet date.

(ii) Loans and receivables

Loans and receivables are non derivative financial assets with fixed or determinable payments that are not quoted in an active market.

They arise when the Council provides money, goods or services directly to a debtor with no intention (or in some cases ability) of selling the resulting receivable.

They are included in current assets, except for those with maturities greater than 12 months after the balance sheet date which are classified as non-current assets.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council’s management has the positive intention and ability to hold to maturity.

In contrast to the “Loans and Receivables” classification, these investments are generally quoted in an active market.

Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, which are classified as current assets.

(iv) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories.

Investments must be designated as available-for-sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

Accordingly, this classification principally comprises marketable equity securities, but can include all types of financial assets that could otherwise be classified in one of the other investment categories.

They are generally included in non-current assets unless management intends to dispose of the investment within 12 months of the balance sheet date or the term to maturity from the reporting date is less than 12 months.

Financial Assets – Reclassification

Council may choose to reclassify a non-derivative trading financial asset out of the held-for-trading category if the financial asset is no longer held for the purpose of selling it in the near term.

Financial assets other than loans and receivables are permitted to be reclassified out of the held-for-trading category only in rare circumstances arising from a single event that is unusual and highly unlikely to recur in the near term.

Council may also choose to reclassify financial assets that would meet the definition of loans and receivables out of the held-for-trading or available-for-sale categories if it has the intention and ability to hold these financial assets for the foreseeable future or until maturity at the date of reclassification.

Reclassifications are made at fair value as of the reclassification date. Fair value becomes the new cost or amortised cost as applicable, and no reversals of fair value gains or losses recorded before reclassification date are subsequently made.

Effective interest rates for financial assets reclassified to loans and receivables and held-to-maturity categories are determined at the reclassification date. Further increases in estimates of cash flows adjust effective interest rates prospectively.

General Accounting and Measurement of Financial Instruments:

(i) Initial Recognition

Investments are initially recognised (and measured) at fair value, plus in the case of investments not at "fair value through profit or loss", directly attributable transactions costs

Purchases and sales of investments are recognised on trade-date - the date on which the Council commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

(ii) Subsequent Measurement

Available-for-sale financial assets and **financial assets at fair value through profit and loss** are subsequently carried at fair value.

Loans and receivables and **held-to-maturity** investments are carried at amortised cost using the effective interest method.

Realised and unrealised gains and losses arising from changes in the fair value of the financial assets classified as "**fair value through profit or loss**" category are included in the income statement in the period in which they arise.

Unrealised gains and losses arising from changes in the fair value of non monetary securities classified as "**available-for-sale**" are recognised in equity in the available-for-sale investments revaluation reserve.

When securities classified as "**available-for-sale**" are sold or impaired, the accumulated fair value adjustments are included in the income statement as gains and losses from investment securities.

Impairment

Council assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired.

A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

If any such evidence exists for available-for-sale financial assets, the cumulative loss - measured as the difference between the acquisition cost and the

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

current fair value, less any impairment loss on that financial asset previously recognised in profit and loss - is removed from equity and recognised in the income statement.

Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement.

(iii) Types of Investments

Council has an approved Investment Policy in order to undertake its investment of money in accordance with (and to comply with) Section 625 of the *Local Government Act* and S212 of the *Local Government (General) Regulation 2005*.

Investments are placed and managed in accordance with the Policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order.

Council maintains its investment Policy in compliance with the Act and ensures that it or its representatives exercise care, diligence and skill that a prudent person would exercise in investing Council funds.

Council amended its policy following revisions to the Ministerial Local Government Investment Order arising from the Cole Inquiry recommendations.

(g) Fair value estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques.

Council uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date.

Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held.

If the market for a financial asset is not active (and for unlisted securities), the Council establishes fair value by using valuation techniques.

These include reference to the fair values of recent arm's length transactions, involving the same instruments or other instruments that are substantially the same, discounted cash flow analysis, and option pricing models refined to reflect the issuer's specific circumstances.

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values.

The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Council for similar financial instruments.

(h) Receivables

Receivables are initially recognised at fair value and subsequently measured at amortised cost, less any provision for impairment.

Receivables (excluding Rates and Annual Charges) are generally due for settlement no more than 30 days from the date of recognition.

The collectibility of receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off in accordance with Council's policy.

A provision for impairment (ie. an allowance account) relating to receivables is established when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of each receivable.

The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate.

Impairment losses are recognised in the Income Statement within other expenses.

When a receivable for which an impairment allowance had been recognised becomes

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

uncollectible in a subsequent period, it is written off against the allowance account.

Subsequent recoveries of amounts previously written off are credited against other expenses in the income statement.

(i) Inventories

Raw Materials and Stores, Work in Progress and Finished Goods

Raw materials and stores, work in progress and finished goods in respect of business undertakings are all stated at the lower of cost and net realisable value.

Cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity.

Costs are assigned to individual items of inventory on the basis of weighted average costs.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Inventories held in respect of non-business undertakings have been valued at cost subject to adjustment for loss of service potential.

(j) Infrastructure, Property, Plant and Equipment (I,PP&E)

Acquisition of assets

Council's non current assets are continually revalued (over a 5 year period) in accordance with the fair valuation policy as mandated by the Office of Local Government.

At balance date, the following classes of I,PP&E were stated at their Fair Value;

- **Investment Properties** – refer Note 1(o)
- **Operational Land** (External Valuation)
- **Buildings – Specialised/Non Specialised** (External Valuation)

- **Plant and Equipment**
(as approximated by depreciated historical cost)
- **Roads Assets incl. roads, bridges and footpaths**
(Internal Valuation)
- **Drainage Assets** (External Valuation)
- **Community Land** (External Valuation and where appropriate internal)
- **Land Improvements**
(Internal Valuation)
- **Other Structures**
(External Valuations)
- **Other Assets**
(as approximated by depreciated historical cost)

Initial Recognition

On initial recognition, an assets cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition.

Where settlement of any part of an asset's cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of recognition (ie. date of exchange) of the asset to arrive at fair value.

The discount rate used is the Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Where infrastructure, property, plant and equipment assets are acquired for no cost or for an amount other than cost, the assets are recognised in the financial statements at their fair value at acquisition date - being the amount that the asset could have been exchanged between knowledgeable willing parties in an arm's length transaction.

Subsequent costs

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Asset Revaluations (including Indexation)

In accounting for Asset Revaluations relating to Infrastructure, Property, Plant and Equipment:

- Increases in the combined carrying amounts of asset classes arising on revaluation are credited to the asset revaluation reserve.
- To the extent that a net asset class increase reverses a decrease previously recognised via the profit or loss, then increase is first recognised in profit or loss.
- Net decreases that reverse previous increases of the same asset class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the asset, with all other decreases charged to the Income statement.

Water and sewerage network assets are indexed annually between full revaluations in accordance with the latest indices provided in the NSW Office of Water - Rates Reference Manual.

For all other assets, Council assesses at each reporting date whether there is any indication that a revalued asset's carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date.

If any such indication exists, Council determines the asset's fair value and revalues the asset to that amount.

Full revaluations are undertaken for all assets on a 5 year cycle.

Capitalisation Thresholds

Items of infrastructure, property, plant and equipment are not capitalised unless their cost of acquisition exceeds the following;

Land

- council land	100% Capitalised
- open space	100% Capitalised
- land under roads (purchases after 30/6/08)	100% Capitalised

Plant and Equipment

Office Furniture	> \$1,000
Office Equipment	> \$1,000
Other Plant and Equipment	> \$1,000

Buildings and Land Improvements

Park Furniture and Equipment	> \$5,000
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Building

- construction/extensions	100% Capitalised
- renovations	> \$5,000

Other Structures

> \$5,000

Stormwater Assets

Drains and Culverts	> \$5,000
Other	> \$5,000

Transport Assets

Road construction and reconstruction	> \$5,000
Reseal/Re-sheet and major repairs	> \$5,000

Other Infrastructure Assets

Swimming Pools	> \$10,000
Other Open Space/Recreational Assets	> \$10,000

Other Infrastructure

> \$10,000

Depreciation

Depreciation on Council's infrastructure, property, plant and equipment assets is calculated using the straight line method in order to allocate an assets cost (net of residual values) over its estimated useful life.

Land is not depreciated.

Estimated useful lives for Council's I,PP&E include:

Plant and Equipment

- Office Equipment	5 to 10 years
- Office furniture	5 to 10 years
- Computer Equipment	4 years
- Other plant and equipment	5 to 10 years

Other Equipment

- Playground equipment	5 to 15 years
- Benches, seats etc	10 to 20 years

Buildings

- Buildings	50 to 100 years
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Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

Stormwater Drainage

- Drainage Infrastructure	125 years
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Transportation Assets

- Sealed Roads : Surface	50 years
- Sealed Roads : Structure	100 years
- Unsealed roads	100 years
- Road Pavements	100 years
- Kerb, Gutter and Paths	95 to 100 years

Other Infrastructure Assets

- Other Open Space/ Recreational Assets	10 to 40 years
- Retaining Walls	150 years

All asset residual values and useful lives are reviewed and adjusted (if appropriate), at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount – refer Note 1(s) on Asset Impairment.

Disposal and De-recognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in Council's Income Statement in the year the asset is derecognised.

(k) Land

Land (other than Land under Roads) is in accordance with Part 2 of Chapter 6 of the *Local Government Act (1993)* classified as either Operational or Community.

This classification of Land is disclosed in Note 9(a).

(l) Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment.

(m) Intangible Assets

Council's interest in Kimbriki Waste Services Access rights is recognised as an Intangible Asset and will be amortised over the life of the Asset.

(n) Crown Reserves

Crown Reserves under Council's care and control are recognised as assets of the Council.

While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown Reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating the reserves are recognised within Council's Income Statement.

Representations are currently being sought across State and Local Government to develop a consistent accounting treatment for Crown Reserves across both tiers of government.

(o) Investment property

Investment property comprises land and/or buildings that are principally held for long-term rental yields, capital gains or both that is not occupied by Council.

Investment property is carried at fair value, representing an open-market value determined annually by external valuers.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

Annual changes in the fair value of Investment Properties are recorded in the Income Statement as part of "Other Income".

Full revaluations are carried out every year.

(p) Impairment of assets

All Council's I,PP&E is subject to an annual assessment of impairment.

Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Where an asset is not held principally for cash generating purposes (for example Infrastructure Assets) and would be replaced if the Council was deprived of it then depreciated replacement cost is used as value in use, otherwise value in use is estimated by using a discounted cash flow model.

Non-financial assets (other than goodwill) that suffered a prior period impairment are reviewed for possible reversal of the impairment at each reporting date.

Goodwill and other Intangible Assets that have an indefinite useful life and are not subject to amortisation are tested annually for impairment.

(q) Payables

These amounts represent liabilities and include goods and services provided to the Council prior to the end of financial year which are unpaid.

The amounts for goods and services are unsecured and are usually paid within 30 days of recognition.

(r) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred.

Borrowings are subsequently measured at amortised cost.

Amortisation results in any difference between the proceeds (net of transaction costs) and the redemption amount being recognised in the Income Statement over the period of the borrowings using the effective interest method.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

(s) Borrowing costs

Borrowing costs are expensed.

(t) Provisions

Provisions for legal claims, service warranties and other like liabilities are recognised when:

- Council has a present legal or constructive obligation as a result of past events;
- it is more likely than not that an outflow of resources will be required to settle the obligation; and
- the amount has been reliably estimated.

Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date.

The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability.

The increase in the provision due to the passage of time is recognised as interest expense.

(u) Employee benefits

(i) Short Term Obligations

Short term employee benefit obligations include liabilities for wages and salaries (including non-monetary benefits), annual leave and vesting sick leave expected to be wholly settled within the 12 months after the reporting period.

Leave liabilities are recognised in the provision for employee benefits in respect of employees' services up to the reporting date with other short term employee benefit obligations disclosed under payables.

These provisions are measured at the amounts expected to be paid when the liabilities are settled.

All other short-term employee benefit obligations are presented as payables.

Liabilities for non vesting sick leave are recognised at the time when the leave is taken and measured at the rates paid or payable, and accordingly no Liability has been recognised in these reports.

Wages and salaries, annual leave and vesting sick leave are all classified as Current Liabilities.

(ii) Other Long Term Obligations

The liability for all long service and annual leave in respect of services provided by employees up to the reporting date (which is not expected to be wholly settled within the 12 months after the reporting

period) are recognised in the provision for employee benefits.

These liabilities are measured at the present value of the expected future payments to be made using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

Expected future payments are then discounted using market yields at the reporting date based on national government bonds with terms to maturity and currency that match as closely as possible the estimated future cash outflows.

Due to the nature of when and how Long Service Leave can be taken, all Long Service Leave for employees with 4 or more years of service has been classified as Current, as it has been deemed that Council does not have the unconditional right to defer settlement beyond 12 months – even though it is not anticipated that all employees with more than 4 years service (as at reporting date) will apply for and take their leave entitlements in the next 12 months.

(iii) Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death.

Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Defined Benefit Plans

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the balance sheet, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost.

The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels,

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

experience of employee departures and periods of service.

However, when this information is not reliably available, Council can account for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans – i.e. as an expense when they become payable.

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named the “Local Government Superannuation Scheme – Pool B”

This Scheme has been deemed to be a “multi employer fund” for the purposes of AASB 119.

Sufficient information is not available to account for the Scheme as a defined benefit plan (in accordance with AASB 119) because the assets to the scheme are pooled together for all Councils.

The last valuation of the Scheme was performed by Richard Boyfield (AFS Licence #411770) and covers the period ended 30 June 2015.

However the position is monitored annually and the Actuary has estimated that as at 30 June 2015 the prior period deficit still exists.

Effective from 1 July 2009, employers are required to contribute additional contributions to assist in extinguishing this deficit.

The amount of employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense and disclosed as part of Superannuation Expenses at Note 4(a) for the year ending 30 June 2015 was \$ 317,872.

The amount of additional contributions included in the total employer contribution advised above is \$ 126,244.

The share of this deficit that can be broadly attributed to Council is estimated to be in the order of \$ 140,172 as at 30 June 2015.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils.

For this reason, no liability for the deficiency has been recognised in these financial statements.

Council has, however, disclosed a contingent liability in Note 18 to reflect the possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

Defined Contribution Plans

Contributions to Defined Contribution Plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(iv) Employee Benefit On-Costs

Council has recognised at year end the aggregate on-cost liabilities arising from employee benefits, and in particular those on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include Superannuation and Workers Compensation expenses which will be payable upon the future payment of certain Leave Liabilities accrued as at 30/06/15.

(v) Self insurance

Council does not self insure.

(w) Allocation between current and non-current assets and liabilities

In the determination of whether an asset or liability is classified as current or non-current, consideration is given to the time when each asset or liability is expected to be settled.

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle.

Exceptions

In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months (such as vested long service leave), the

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

liability is classified as current even if not expected to be settled within the next 12 months.

In the case of inventories that are “held for trading”, these are also classified as current even if not expected to be realised in the next 12 months.

(x) Taxes

The Council is exempt from both Commonwealth Income Tax and Capital Gains Tax.

Council does however have to comply with both Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

Goods and Services Tax (GST)

Income, expenses and assets are all recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO).

In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the revenue / expense.

Receivables and payables within the Balance Sheet are stated inclusive of any applicable GST.

The net amount of GST recoverable from or payable to the ATO is included as a current asset or current liability in the Balance Sheet.

Operating cash flows within the Cash Flow Statement are on a gross basis, ie. they are inclusive of GST where applicable.

Investing and Financing cash flows are treated on a net basis (where recoverable from the ATO), ie. they are exclusive of GST. Instead, the GST component of investing and financing activity cash flows which are recoverable from or payable to the ATO are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from (or payable to) the ATO.

(y) New accounting standards and interpretations

Certain new (or amended) accounting standards and interpretations have been published that are not mandatory for reporting periods ending 30 June 2015.

Council has not adopted any of these standards early.

Council's assessment of the impact of these new standards and interpretations is set out below.

Apart from the AASB disclosures below, there are no other standards that are “not yet effective” which are expected to have a material impact on Council in the current or future reporting periods and on foreseeable future transactions.

Applicable to Local Government:

AASB 9 - Financial Instruments (and associated amending standards)

AASB 9 replaces AASB 139 Financial Instruments: Recognition and Measurement and has an effective date for reporting periods beginning on or after 1 January 2018 (and must be applied retrospectively).

The overriding impact of AASB 9 is to change the requirements for the classification, measurement and disclosures associated with financial assets.

Under the new requirements the four current categories of financial assets stipulated in AASB 139 will be replaced with two measurement categories:

- fair value and
- amortised cost (where financial assets will only be able to be measured at amortised cost where very specific conditions are met).

AASB 15 - Revenue from contracts with customers and associated amending standards

AASB 15 will introduce a five step process for revenue recognition with the core principle of the new Standard being that entities recognise revenue so as to depict the transfer of goods or services to customers in amounts that reflect the consideration

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 1. Summary of Significant Accounting Policies

(that is, payment) to which the entity expects to be entitled in exchange for those goods or services.

The changes in revenue recognition requirements in AASB 15 may cause changes to accounting policies relating to the timing and amount of revenue recorded in the financial statements as well as additional disclosures.

The full impact of AASB 15 has not yet been ascertained or quantified.

AASB 15 will replace AASB 118 which covers contracts for goods and services and AASB 111 which covers construction contracts.

The effective date of this standard is for annual reporting periods beginning on or after 1 January 2017.

AASB 124 - Related Party Disclosures

From 1 July 2016, AASB 124 Related Party Disclosures will apply to Council.

This means that Council will be required to disclose information about related parties and Council transactions with those related parties.

Related parties will more than likely include the Mayor, Councillors and certain Council staff. In addition, the close family members of those people and any organisations that they control or are associated with will be classified as related parties (and fall under the related party reporting requirements).

AASB 2014 - 10 Sale or contribution of Assets between an Investor and its Associate or Joint Venture

The amendments address an acknowledged inconsistency between the requirements in AASB 10 and those in AASB 128 (2011), in dealing with the sale or contribution of assets between an investor and its associate or joint venture.

The main consequence of the amendments is that a full gain or loss is recognised when a transaction involves a business (whether it is housed in a subsidiary or not).

A partial gain or loss is recognised when a transaction involves assets that do not constitute a

business, even if these assets are housed in a subsidiary.

The effective date of this standard is for annual reporting periods beginning on or after 1 January 2016.

This standard will only impact Council where there has been a sale or contribution of assets between the entity and the associate/joint venture.

Not applicable to Local Government per se;

None

(z) Rounding of amounts

Unless otherwise indicated, amounts in the financial statements have been rounded off to the nearest thousand dollars.

(aa) Comparative Figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(ab) Disclaimer

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

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 2(a). Council Functions / Activities - Financial Information

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 2(b).												
	Income from Continuing Operations			Expenses from Continuing Operations			Operating Result from Continuing Operations			Grants included in Income from Continuing Operations		Total Assets held (Current & Non-current)	
	Original Budget	Actual	Actual	Original Budget	Actual	Actual	Original Budget	Actual	Actual	Actual	Actual	Actual	Actual
	2015	2015	2014	2015	2015	2014	2015	2015	2014	2015	2014	2015	2014
Governance*	-	-	-	1,670	1,597	1,547	(1,670)	(1,597)	(1,547)	-	-	-	2
Community Wellbeing	1,676	1,790	1,704	2,873	2,857	2,590	(1,197)	(1,067)	(886)	868	813	4,275	4,273
Library and Information	174	182	180	2,135	2,120	2,002	(1,961)	(1,938)	(1,822)	96	81	7,377	7,359
Arts and Culture ²	479	645	538	1,231	1,244	1,253	(752)	(599)	(715)	75	80	4,441	4,407
Built Environment	2,091	2,073	3,197	6,831	6,877	5,770	(4,740)	(4,804)	(2,573)	512	1,124	181,711	180,912
Community Spaces ³	5,455	7,981	8,041	6,878	7,475	5,039	(1,423)	506	3,002	53	-	252,525	250,653
Healthy Environment	6,351	6,344	5,831	5,227	5,153	6,890	1,124	1,191	(1,059)	112	60	690	658
Transport and Traffic	5,560	5,863	5,887	1,632	1,565	1,246	3,928	4,298	4,641	60	-	58,940	58,978
Leadership and Engagement	68	69	76	2,789	2,585	2,035	(2,721)	(2,516)	(1,959)	-	-	20	25
Corporate and Risk	1,555	1,591	1,133	9,291	8,591	10,600	(7,736)	(7,000)	(9,467)	180	90	19,959	17,580
Total Functions & Activities	23,409	26,538	26,587	40,557	40,064	38,972	(17,148)	(13,526)	(12,385)	1,956	2,248	529,938	524,847
Share of gains/(losses) in Associates & Joint Ventures (using the Equity Method)	-	150	31	-	-	-	-	150	31	-	-	792	674
General Purpose Income ¹	18,411	18,592	17,694	-	-	-	18,411	18,592	17,694	914	499	-	-
Operating Result from Continuing Operations	41,820	45,280	44,312	40,557	40,064	38,972	1,263	5,216	5,340	2,870	2,747	530,730	525,521

1. Includes: Rates & Annual Charges (incl. Ex-Gratia), Untied General Purpose Grants and Unrestricted Interest and Investment Income.

Explanations of variances greater than 10%

2. Actual income includes art donations of \$185k.

3. Actual Income Includes Investment Property revaluation increment of \$2,129k

* The activities "Governance" and "Corporate and Risk" are aggregated in Council's Strategic Plan (MOSPLAN) as "Governance and Risk".

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 2(b). Council Functions / Activities - Component Descriptions

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

GOVERNANCE

Costs relating to the Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of council and policy making committees, area representation and public disclosure and compliance.

COMMUNITY WELLBEING

Community Connection and Volunteering, Children/Family, Youth, Older People, People with a disability, Healthy Lifestyle and Fitness, Aboriginal Culture, Heritage and Reconciliation and Culturally and Linguistically Diverse People.

LIBRARY AND INFORMATION

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

ARTS AND CULTURE

Cultural Development, Gallery, Community Arts and Crafts, Civic Events, Friendship Agreements.

BUILT ENVIRONMENT

Development Assessment and Regulation. Zoning Framework, Planning Policy Development, Heritage Housing Strategy. Roads. Stormwater Drainage.

COMMUNITY SPACES

Parks, Gardens, Playgrounds and Civic Spaces, Recreational Facilities, Beaches, Sea Pools and Foreshores. Council Owned Buildings and Facilities.

HEALTHY ENVIRONMENT

Atmospheric Environment, Biodiversity, Trees, Land and Coastal Management, Noise, Environmental/Sustainability Education, Environmental Health, Waste Management and Cleaning and Environmental Services.

TRANSPORT AND TRAFFIC

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

LOCAL AND REGIONAL ECONOMY

Business & Employment, Marketing Mosman, Regional Economic Development.

LEADERSHIP AND ENGAGEMENT

Council Secretariat and Civic Involvement, Governance and Communication.

CORPORATE AND RISK

Finance and Corporate Assets, Information and Communication Systems, Insurance and Risk Management, Human Resources, Strategic Asset and Property Management.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 3. Income from Continuing Operations

\$ '000	Notes	Actual 2015	Actual 2014
(a) Rates & Annual Charges			
Ordinary Rates			
Residential		15,666	15,229
Business		1,600	1,589
Total Ordinary Rates		17,266	16,818
Special Rates			
Nil			
Annual Charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)			
Domestic Waste Management Services		6,150	5,534
Stormwater Management Services		236	237
Section 611 Charges		28	22
Total Annual Charges		6,414	5,793
TOTAL RATES & ANNUAL CHARGES		23,680	22,611

Council has used 2014 year valuations provided by the NSW Valuer General in calculating its rates.

(b) User Charges & Fees

Specific User Charges (per s.502 - Specific "actual use" charges)			
Domestic Waste Management Services		81	70
Total User Charges		81	70
Other User Charges & Fees			
(i) Fees & Charges - Statutory & Regulatory Functions (per s.608)			
Planning & Building Regulation		798	756
Regulatory Fees		62	91
Section 149 Certificates (EPA Act)		168	160
Section 603 Certificates		111	103
Total Fees & Charges - Statutory/Regulatory		1,139	1,110

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 3. Income from Continuing Operations (continued)

\$ '000	Notes	Actual 2015	Actual 2014
(b) User Charges & Fees (continued)			
(ii) Fees & Charges - Other (incl. General User Charges (per s.608))			
Advertising-Bridgepoint Bridge		439	439
Art Prize Fees		39	34
Children's Leisure and Learning		9	8
Community Restaurant		32	29
Cultural Centre		113	110
Dinghy Storage Racks		32	30
Filming Permits		9	9
Footpath Occupation		220	206
Hoarding Fees		208	124
Kidzone - Vacation		85	80
Lease Rentals (Property) ¹		1,249	996
Leaseback Fees - Council Vehicles		8	8
Market Days (Stall Holders)		88	107
Meals on Wheels		82	85
Merchant Fee Recovery		71	-
Mini Skips		51	34
Mosman Occasional Child Care		239	277
Occasional Child Care		6	6
Out of School Care		379	337
Oval Rents		287	254
Parking Fees - On Street		2,221	2,134
Parking Fees - Foreshore		1,277	1,250
Parking Fees - Foreshore (Stickers)		261	229
Parking Fees - Resident Parking Scheme Permits		48	44
Photocopying - Civic Centre		2	2
Photocopying - Library		7	9
Reserve Rents		72	76
Restoration Charges ²		292	992
Section 153 Land Leases		35	57
Stand Plant Permits		189	108
Trading Rights - Foreshore		-	10
Vacation Care		21	21
Vehicular Crossing		91	31
Vehicular Crossing - Inspection Fees		9	11
Work Zone Fees		342	180
Other		290	283
Total Fees & Charges - Other		8,803	8,610
TOTAL USER CHARGES & FEES		10,023	9,790

¹. Change in Leases is due to timing of invoices issued in FY2014 and not reflective of actual rent increases.

². Road Restoration activity in FY2014 was increased by the NBN rollout.

Mosman Council

Notes to the Financial Statements
for the financial year ended 30 June 2015

Note 3. Income from Continuing Operations (continued)

\$ '000	Notes	Actual 2015	Actual 2014
(c) Interest & Investment Revenue (incl. losses)			
Interest & Dividends			
- Interest on Overdue Rates & Annual Charges (incl. Special Purpose Rates)		48	45
- Interest earned on Investments (interest & coupon payment income)		455	393
<u>TOTAL INTEREST & INVESTMENT REVENUE</u>		<u>503</u>	<u>438</u>
Interest Revenue is attributable to:			
Unrestricted Investments/Financial Assets:			
Overdue Rates & Annual Charges (General Fund)		48	45
General Council Cash & Investments		364	332
Restricted Investments/Funds - External:			
Development Contributions			
- Section 94		91	61
<u>Total Interest & Investment Revenue Recognised</u>		<u>503</u>	<u>438</u>
(d) Other Revenues			
Fair Value Adjustments - Investment Properties	14	2,129	2,286
Rental Income - Investment Properties	14	1,800	1,771
Fines		1,998	2,283
Commissions & Agency Fees		14	21
Other		174	163
<u>TOTAL OTHER REVENUE</u>		<u>6,115</u>	<u>6,524</u>

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 3. Income from Continuing Operations (continued)

\$ '000	2015 Operating	2014 Operating	2015 Capital	2014 Capital
(e) Grants				
General Purpose (Untied)				
Financial Assistance - General Component	616	316	-	-
Financial Assistance - Local Roads Component	232	118	-	-
Pensioners' Rates Subsidies - General Component	66	65	-	-
Total General Purpose	914	499	-	-

¹ The Financial Assistance Grant for the comparative 13/14 year reflects a one off timing difference (reduction). This grant ceased being paid in advance in the 13/14 year by up to 50% as had occurred in previous years.

Specific Purpose

Pensioners' Rates Subsidies:

- Domestic Waste Management	30	29	-	-
Aged Care	520	497	-	-
Child Care	348	316	-	-
Environmental Protection	64	31	-	-
Excess Weight Subsidy	12	10	-	-
Housing and Community Amenities	112	130	-	-
Library - per capita	55	55	-	-
Library - special projects	34	26	-	-
LIRS Subsidy	125	90	-	-
Recreation & Culture	75	80	-	37
Traffic Route Subsidy	97	75	-	-
Transport (Roads to Recovery)	-	-	110	-
Transport (Other Roads & Bridges Funding)	-	-	374	872
Total Specific Purpose	1,472	1,339	484	909
Total Grants	2,386	1,838	484	909

Grant Revenue is attributable to:

- Commonwealth Funding	1,469	978	110	-
- State Funding	917	860	374	909
	2,386	1,838	484	909

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 3. Income from Continuing Operations (continued)

\$ '000	2015 Operating	2014 Operating	2015 Capital	2014 Capital
(f) Contributions				
Developer Contributions:				
(s93 & s94 - EP&A Act, s64 of the LGA):				
S 94 - Contributions towards amenities/services	-	-	-	560
S 94A - Fixed Development Consent Levies	-	-	1,589	1,118
Total Developer Contributions 17	-	-	1,589	1,678
Other Contributions:				
Art Collection Donations	-	-	185	-
Recreation & Culture	-	-	6	204
Roads & Bridges	-	-	-	131
RMS Contributions (Regional Roads, Block Grant)	159	158	-	-
Total Other Contributions	159	158	191	335
Total Contributions	159	158	1,780	2,013
TOTAL GRANTS & CONTRIBUTIONS	2,545	1,996	2,264	2,922

\$ '000	Actual 2015	Actual 2014
(g) Restrictions relating to Grants and Contributions		
Certain grants & contributions are obtained by Council on condition that they be spent in a specified manner:		
Unexpended at the Close of the Previous Reporting Period	3,080	1,490
add: Grants & contributions recognised in the current period but not yet spent:	1,871	1,964
less: Grants & contributions recognised in a previous reporting period now spent:	(1,125)	(374)
Net Increase (Decrease) in Restricted Assets during the Period	746	1,590
Unexpended and held as Restricted Assets	3,826	3,080
Comprising:		
- Specific Purpose Unexpended Grants	309	774
- Developer Contributions	3,517	2,306
	3,826	3,080

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 4. Expenses from Continuing Operations

\$ '000	Notes	Actual 2015	Actual 2014
(a) Employee Benefits & On-Costs			
Salaries and Wages		11,982	11,142
Travelling		292	250
Employee Leave Entitlements (ELE)		1,767	1,539
Superannuation - Defined Contribution Plans		1,070	967
Superannuation - Defined Benefit Plans		331	320
Workers' Compensation Insurance		363	549
Fringe Benefit Tax (FBT)		32	73
Training Costs (other than Salaries & Wages)		77	115
Other		11	11
<u>TOTAL EMPLOYEE COSTS EXPENSED</u>		<u>15,925</u>	<u>14,966</u>
Number of "Equivalent Full Time" Employees at year end		174	168
Number of "Equivalent Full Time" Employees at year end (incl. vacancies)		182	182
(b) Borrowing Costs			
(i) Interest Bearing Liability Costs			
Interest on Loans		612	677
Total Interest Bearing Liability Costs Expensed		<u>612</u>	<u>677</u>
(ii) Other Borrowing Costs			
Nil			
<u>TOTAL BORROWING COSTS EXPENSED</u>		<u>612</u>	<u>677</u>

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Actual 2015	Actual 2014
(c) Materials & Contracts			
Raw Materials & Consumables		170	182
Contractor & Consultancy Costs			
- Aged Services		118	160
- Bushcare		355	472
- Cleansing		444	2,255
- Conduct Complaints		23	-
- Consultancies		-	89
- Development Assessment and Urban Planning		194	207
- Fit for the Future Consultant		20	-
- Infrastructure		1,785	661
- Internal Audit		91	57
- IT Temp Staff		18	-
- Parks, Gardens and Civic Spaces		1,241	681
- Plant Running		101	130
- Recreational Facilities		607	569
- Structures		1,241	679
- Temp Building Surveyor		91	-
- Tree Pruning/Removal		-	239
- Waste Management		3,103	2,851
- Other Contractor and Consultancy Costs		1,288	1,326
Auditors Remuneration ⁽¹⁾		36	37
Infringement Notice Contract Costs (SEINS)		263	323
Legal Expenses:			
- Legal Expenses: Planning & Development		325	453
- Legal Expenses: Other		131	92
Operating Leases:			
- Operating Lease Rentals: Minimum Lease Payment ⁽²⁾		109	92
Printing		157	131
Total Materials & Contracts		11,911	11,686
less: Capitalised Costs		-	-
TOTAL MATERIALS & CONTRACTS		11,911	11,686

Contractor cost have been reclassified in FY2015 to reflect the link with Asset Management classes.

1. Auditor Remuneration

During the year, the following fees were incurred for services provided by the Council's Auditor (& the Auditors of other Consolidated Entities):

Audit and Other Assurance Services

Audit & review of financial statements: Council's Auditor	36	37
Remuneration for audit and other assurance services	36	37
Total Auditor Remuneration	36	37

2. Operating Lease Payments are attributable to:

Computers	109	92
	109	92

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Impairment Costs		Depreciation/Amortisation	
		Actual 2015	Actual 2014	Actual 2015	Actual 2014
(d) Depreciation, Amortisation & Impairment					
Plant and Equipment		-	-	180	176
Office Equipment		-	-	130	150
Furniture & Fittings		-	-	25	22
Land Improvements (depreciable)		-	-	13	13
Buildings - Non Specialised		-	-	483	478
Buildings - Specialised		-	-	281	280
Other Structures		-	-	6	8
Infrastructure:					
- Roads		-	-	2,336	2,444
- Footpaths		-	-	178	245
- Stormwater Drainage		-	-	379	374
- Other Open Space/Recreational Assets		-	-	896	1,107
Other Assets					
- Library Books		-	-	239	240
- Other		-	-	4	4
Intangible Assets	25	-	-	16	16
TOTAL DEPRECIATION & IMPAIRMENT COSTS EXPENSED		-	-	5,166	5,557

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Actual 2015	Actual 2014
(e) Other Expenses			
Advertising		200	156
Bad & Doubtful Debts		49	3
Bad & Doubtful Debts Parking Fines		195	-
Bank Charges		141	65
Catering		76	81
Computer Software Charges		877	1,007
Contributions/Levies to Other Levels of Government			
- Department of Planning Levy		196	192
- Local Government NSW		25	24
- NSW Fire Brigade Levy		959	984
Councillor Expenses - Mayoral Fee		38	37
Councillor Expenses - Councillors' Fees		123	119
Councillors' Expenses (incl. Mayor) - Other (excluding fees above)		38	31
Donations, Contributions & Assistance to other organisations (Section 356)		269	340
Electricity & Heating		429	522
Equipment Maintenance		16	7
Insurance		781	773
Leases - Photocopiers		90	50
Leases - Property		50	48
Postage		71	75
Street Lighting		431	400
Subscriptions & Publications		53	65
Telephone & Communications		144	81
Waste Disposal and Recycling Centre		808	673
Water		169	197
Other		202	136
<u>TOTAL OTHER EXPENSES</u>		<u>6,430</u>	<u>6,066</u>

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 5. Gains or Losses from the Disposal of Assets

\$ '000	Notes	Actual 2015	Actual 2014
Plant & Equipment			
Proceeds from Disposal - Plant & Equipment		-	31
less: Carrying Amount of P&E Assets Sold / Written Off		-	(51)
Net Gain/(Loss) on Disposal		-	(20)
Infrastructure			
Proceeds from Disposal - Infrastructure		-	-
less: Carrying Amount of Infrastructure Assets Sold / Written Off		(20)	-
Net Gain/(Loss) on Disposal		(20)	-
Financial Assets*			
Proceeds from Disposal / Redemptions / Maturities - Financial Assets		19,350	11,050
less: Carrying Amount of Financial Assets Sold / Redeemed / Matured		(19,350)	(11,050)
Net Gain/(Loss) on Disposal		-	-
<u>NET GAIN/(LOSS) ON DISPOSAL OF ASSETS</u>		<u>(20)</u>	<u>(20)</u>

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 6a. - Cash Assets and Note 6b. - Investments

		2015	2015	2014	2014
\$ '000	Notes	Actual Current	Actual Non Current	Actual Current	Actual Non Current
Cash & Cash Equivalents (Note 6a)					
Cash on Hand and at Bank		70	-	400	-
Cash-Equivalent Assets ¹					
- Deposits at Call		1,090	-	750	-
- Short Term Deposits		12,000	-	9,000	-
Total Cash & Cash Equivalents		13,160	-	10,150	-
Investments (Note 6b)					
Nil					
TOTAL CASH ASSETS, CASH EQUIVALENTS & INVESTMENTS		13,160	-	10,150	-

¹ Those Investments where time to maturity (from date of purchase) is < 3 mths.

**Cash, Cash Equivalents & Investments were
classified at year end in accordance with
AASB 139 as follows:**

Cash & Cash Equivalents					
a. "At Fair Value through the Profit & Loss"		13,160	-	10,150	-

Investments

Nil

Note 6(b-i)

Reconciliation of Investments classified as "Held to Maturity"

Additions	19,350	-	11,050	-
Disposals (sales & redemptions)	(19,350)	-	(11,050)	-
Balance at End of Year	-	-	-	-

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 6c. Restricted Cash, Cash Equivalents & Investments - Details

	2015 Actual Current	2015 Actual Non Current	2014 Actual Current	2014 Actual Non Current
\$ '000				
Total Cash, Cash Equivalents and Investments	13,160	-	10,150	-
attributable to:				
External Restrictions (refer below)	5,262	-	4,475	-
Internal Restrictions (refer below)	5,287	-	4,362	-
Unrestricted	2,611	-	1,313	-
	13,160	-	10,150	-

2015 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
-----------------	--------------------	------------------------------	--------------------------------	--------------------

Details of Restrictions

External Restrictions - Included in Liabilities

Nil

External Restrictions - Other

Developer Contributions - General	(A)	2,306	1,690	(479)	3,517
Specific Purpose Unexpended Grants	(B)	774	181	(646)	309
Domestic Waste Management	(C)	1,395	41	-	1,436
External Restrictions - Other		4,475	1,912	(1,125)	5,262
Total External Restrictions		4,475	1,912	(1,125)	5,262

Internal Restrictions

Plant & Vehicle Replacement	120	20	-	140
Infrastructure Replacement	300	853	(300)	853
Employees Leave Entitlement	800	40	-	840
Deposits, Retentions & Bonds	2,000	-	-	2,000
IT Reserve	24	157	(24)	157
Library RFID Project Reserve	16	-	(16)	-
Swim Centre	291	125	-	416
Youth Services IT Project Reserve	13	-	-	13
VPA Reserve	798	439	(387)	850
Youth Film Festival Unspent Contributions	-	18	-	18
Total Internal Restrictions	4,362	1,652	(727)	5,287
TOTAL RESTRICTIONS	8,837	3,564	(1,852)	10,549

- A** Development contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans (refer Note 17).
- B** Grants which are not yet expended for the purposes for which the grants were obtained. (refer Note 1)
- C** Water, Sewerage, Domestic Waste Management (DWM) & other Special Rates/Levies/Charges are externally restricted assets and must be applied for the purposes for which they were raised.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 7. Receivables

\$ '000	Notes	2015		2014	
		Current	Non Current	Current	Non Current
Purpose					
Rates & Annual Charges		431	82	316	29
Interest & Extra Charges		17	-	14	-
User Charges & Fees		1,318	-	1,006	-
Accrued Revenues					
- Interest on Investments		27	-	42	-
- Other Income Accruals		1,013	-	1,347	-
Government Grants & Subsidies		467	-	1,036	-
Net GST Receivable		446	-	352	-
Total		3,719	82	4,113	29
less: Provision for Impairment					
User Charges & Fees		(109)	-	(62)	-
Other Debtors		(195)	-	-	-
Total Provision for Impairment - Receivables		(304)	-	(62)	-
<u>TOTAL NET RECEIVABLES</u>		<u>3,415</u>	<u>82</u>	<u>4,051</u>	<u>29</u>
Externally Restricted Receivables					
Domestic Waste Management		124	-	103	-
Total External Restrictions		124	-	103	-
Internally Restricted Receivables					
Nil					
Unrestricted Receivables		3,291	82	3,948	29
TOTAL NET RECEIVABLES		3,415	82	4,051	29

Notes on Debtors above:

- (i) Rates & Annual Charges Outstanding are secured against the property.
- (ii) Doubtful Rates Debtors are provided for where the value of the property is less than the debt outstanding.
An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- (iii) Interest was charged on overdue rates & charges at 8.50% (2014 9.00%).
Generally all other receivables are non interest bearing.
- (iv) Please refer to Note 15 for issues concerning Credit Risk and Fair Value disclosures.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 8. Inventories & Other Assets

\$ '000	Notes	2015		2014	
		Current	Non Current	Current	Non Current
Inventories					
Stores & Materials		78	-	99	-
Trading Stock		85	-	65	-
Total Inventories		163	-	164	-
Other Assets					
Prepayments		60	-	186	-
Total Other Assets		60	-	186	-
<u>TOTAL INVENTORIES / OTHER ASSETS</u>		<u>223</u>	<u>-</u>	<u>350</u>	<u>-</u>

Externally Restricted Assets

There are no restrictions applicable to the above assets.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 9a. Infrastructure, Property, Plant & Equipment

\$ '000	as at 30/6/2014					Asset Movements during the Reporting Period						as at 30/6/2015				
	At Cost	At Fair Value	Accumulated		Carrying Value	Asset Additions	WDV of Asset Disposals	Depreciation Expense	WIP Transfers	Revaluation Decrements to Equity (ARR)	Revaluation Increments to Equity (ARR)	At Cost	At Fair Value	Accumulated		Carrying Value
			Dep'n	Impairment										Dep'n	Impairment	
Capital Work in Progress	444	-	-	-	444	138	-	-	(265)	-	-	317	-	-	-	317
Plant & Equipment	-	1,730	1,063	-	667	105	-	(180)	186	-	-	-	2,018	1,240	-	778
Office Equipment	-	898	545	-	353	77	-	(130)	-	-	-	-	975	675	-	300
Furniture & Fittings	-	318	223	-	95	47	-	(25)	-	-	-	-	332	215	-	117
Art Collection	-	4,401	-	-	4,401	220	-	-	-	-	-	-	4,621	-	-	4,621
Land:																
- Operational Land	-	112,190	-	-	112,190	-	-	-	-	-	-	-	112,190	-	-	112,190
- Community Land	-	102,688	-	-	102,688	-	-	-	-	-	-	-	102,688	-	-	102,688
Land Improvements - depreciable	-	818	143	-	675	15	-	(13)	-	-	-	-	831	154	-	677
Buildings - Non Specialised	-	43,851	16,665	-	27,186	859	(20)	(483)	79	-	-	-	44,739	17,118	-	27,621
Buildings - Specialised	-	21,728	6,648	-	15,080	70	-	(281)	-	-	-	-	21,799	6,930	-	14,869
Other Structures	-	605	223	-	382	-	-	(6)	-	-	-	-	605	229	-	376
Infrastructure:																
- Roads	-	214,104	102,001	-	112,103	2,289	-	(2,336)	-	-	4,267	-	207,877	91,554	-	116,323
- Footpaths	-	20,733	6,136	-	14,597	303	-	(178)	-	(3,518)	-	-	15,657	4,453	-	11,204
- Stormwater Drainage	-	64,468	14,336	-	50,132	360	-	(379)	-	-	-	-	64,827	14,714	-	50,113
- Other Open Space/Recreational Assets	-	37,626	16,398	-	21,228	404	-	(896)	-	-	-	-	37,996	17,260	-	20,736
Other Assets:																
- Heritage Collections	-	24	11	-	13	-	-	-	-	-	-	-	23	10	-	13
- Library Books	-	1,944	1,101	-	843	212	-	(239)	-	-	-	-	2,155	1,339	-	816
- Other	-	60	5	-	55	-	-	(4)	-	-	-	-	60	9	-	51
TOTAL INFRASTRUCTURE, PROPERTY, PLANT & EQUIP.	444	628,186	165,498	-	463,132	5,099	(20)	(5,150)	-	(3,518)	4,267	317	619,393	155,900	-	463,810

Additions to Buildings & Infrastructure Assets are made up of Asset Renewals (\$4,223k) and New Assets (\$62k). An addition \$79k was transferred from WIP to Buildings Non-Specialised and should be considered a renewal. Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

Refer to Note 27 - Fair Value Measurement for information regarding the fair value of other Infrastructure, Property, Plant & Equipment.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 9b. Externally Restricted Infrastructure, Property, Plant & Equipment

Council has no Externally Restricted Infrastructure, Property, Plant & Equipment.

Note 9c. Infrastructure, Property, Plant & Equipment - Current Year Impairments

Council has recognised no impairment losses during the reporting period nor reversed any prior period losses.

Note 10a. Payables, Borrowings & Provisions

\$ '000	Notes	2015		2014	
		Current	Non Current	Current	Non Current
Payables					
Goods & Services - operating expenditure		1,070	-	1,252	-
Goods & Services - capital expenditure		1,635	-	1,781	-
Payments Received In Advance		166	-	89	-
Accrued Expenses:					
- Borrowings		47	-	56	-
- Salaries & Wages		517	-	-	-
- Other Expenditure Accruals		20	-	20	-
Security Bonds, Deposits & Retentions		6,045	-	5,313	-
Total Payables		9,500	-	8,511	-
Borrowings					
Loans - Secured ¹		1,913	7,166	1,880	9,086
Total Borrowings		1,913	7,166	1,880	9,086
Provisions					
Employee Benefits;					
Annual Leave		1,560	-	1,558	-
Long Service Leave		2,335	286	2,187	294
Total Provisions		3,895	286	3,745	294
Total Payables, Borrowings & Provisions		15,308	7,452	14,136	9,380
(i) Liabilities relating to Restricted Assets					
		2015		2014	
		Current	Non Current	Current	Non Current
Externally Restricted Assets					
Domestic Waste Management		124	-	183	-
Current Borrowings Funded by S94		235	-	-	-
Liabilities relating to externally restricted assets		359	-	183	-
Total Liabilities relating to restricted assets		359	-	183	-
Total Liabilities relating to Unrestricted Assets		14,949	7,452	13,953	9,380
TOTAL PAYABLES, BORROWINGS & PROVISIONS		15,308	7,452	14,136	9,380

¹ Loans are secured over the General Rating Income of Council

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 10a. Payables, Borrowings & Provisions (continued)

	Actual 2015	Actual 2014
\$ '000		
(ii) Current Liabilities not anticipated to be settled within the next 12 months		
The following Liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions - Employees Benefits	2,254	2,143
Payables - Security Bonds, Deposits & Retentions	5,350	4,700
	7,604	6,843

Note 10b. Description of and movements in Provisions

Class of Provision	2014	2015				
	Opening Balance as at 1/7/14	Additional Provisions	Decrease due to Payments	Remeasurement effects due to Discounting	Unused amounts reversed	Closing Balance as at 30/6/15
Annual Leave	1,558	1,104	(1,102)	-	-	1,560
Long Service Leave	2,481	372	(232)	-	-	2,621
TOTAL	4,039	1,476	(1,334)	-	-	4,181

- a. Employees Leave Entitlements & On-Costs represents those benefits accrued and payable and an estimate of those that will become payable in the future as a result of past service.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 11. Statement of Cash Flows - Additional Information

\$ '000	Notes	Actual 2015	Actual 2014
(a) Reconciliation of Cash Assets			
Total Cash & Cash Equivalent Assets	6a	13,160	10,150
Less Bank Overdraft	10	-	-
BALANCE as per the STATEMENT of CASH FLOWS		13,160	10,150
(b) Reconciliation of Net Operating Result to Cash provided from Operating Activities			
Net Operating Result from Income Statement		5,216	5,340
Adjust for non cash items:			
Depreciation & Amortisation		5,166	5,557
Net Losses/(Gains) on Disposal of Assets		20	20
Non Cash Capital Grants and Contributions		(185)	(93)
Losses/(Gains) recognised on Fair Value Re-measurements through the P&L:			
- Investment Properties		(2,129)	(2,286)
Share of Net (Profits) or Losses of Associates/Joint Ventures		(150)	(31)
+/- Movement in Operating Assets and Liabilities & Other Cash Items:			
Decrease/(Increase) in Receivables		341	(871)
Increase/(Decrease) in Provision for Doubtful Debts		242	(71)
Decrease/(Increase) in Inventories		1	(21)
Decrease/(Increase) in Other Assets		126	(54)
Increase/(Decrease) in Payables		(182)	(533)
Increase/(Decrease) in accrued Interest Payable		(9)	14
Increase/(Decrease) in other accrued Expenses Payable		517	20
Increase/(Decrease) in Other Liabilities		809	674
Increase/(Decrease) in Employee Leave Entitlements		142	(178)
NET CASH PROVIDED FROM/(USED IN)		9,925	7,487
OPERATING ACTIVITIES from the STATEMENT of CASH FLOWS		9,925	7,487

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 11. Statement of Cash Flows - Additional Information (continued)

\$ '000	Notes	Actual 2015	Actual 2014
(c) Non-Cash Investing & Financing Activities			
Other Dedications Artworks		185	93
Total Non-Cash Investing & Financing Activities		185	93
(d) Financing Arrangements			
(i) Unrestricted access was available at balance date to the following lines of credit:			
Bank Overdraft Facilities ⁽¹⁾		90	90
Credit Cards / Purchase Cards		55	55
Total Financing Arrangements		145	145

1. The Bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.
Interest rates on overdrafts are Interest Rates on Loans & Other Payables are disclosed in Note 15.

(ii) Secured Loan Liabilities

Loans are secured by a mortgage over future years Rate Revenue only.

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 12. Commitments for Expenditure

\$ '000	Notes	Actual 2015	Actual 2014
(a) Capital Commitments (exclusive of GST)			
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:			
Property, Plant & Equipment			
Infrastructure		116	750
Total Commitments		116	750
These expenditures are payable as follows:			
Within the next year		116	750
Total Payable		116	750
Sources for Funding of Capital Commitments:			
Externally Restricted Reserves		-	450
Internally Restricted Reserves		116	300
Total Sources of Funding		116	750

Details of Capital Commitments

Gouldsbury Street Pedestrian Crossing approx. \$50,000

Civic Centre Foyer approx. \$50,000

Other minor capital works approx. \$16,000

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 12. Commitments for Expenditure (continued)

\$ '000	Notes	Actual 2015	Actual 2014
(b) Finance Lease Commitments			
Nil			
(c) Operating Lease Commitments (Non Cancellable)			
a. Commitments under Non Cancellable Operating Leases at the Reporting date, but not recognised as Liabilities are payable:			
Within the next year		190	154
Later than one year and not later than 5 years		350	169
Later than 5 years		-	-
Total Non Cancellable Operating Lease Commitments		540	323

b. Non Cancellable Operating Leases include the following assets:

Office Equipment with an average lease term of 3 years.

Contingent Rentals may be payable depending on the condition of items or usage during the lease term.

Conditions relating to Operating Leases:

- All Operating Lease Agreements are secured only against the Leased Asset.
- No Lease Agreements impose any financial restrictions on Council regarding future debt etc.

(d) Investment Property Commitments

Nil

(e) Investment in Joint Operations - Commitments

For Capital Commitments and Other Commitments relating to Investments in Joint Operations, refer to Note 19 (c)

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 13a(i). Statement of Performance Measurement - Indicators (Consolidated)

\$ '000	Amounts 2015	Indicator 2015	Prior Periods 20142013	
Local Government Industry Indicators - Consolidated				
1. Operating Performance Ratio				
Total continuing operating revenue ⁽¹⁾				
(excl. Capital Grants & Contributions) - Operating Expenses	693	1.70%	0.31%	-3.83%
Total continuing operating revenue ⁽¹⁾	40,737			
(excl. Capital Grants & Contributions)				
2. Own Source Operating Revenue Ratio				
Total continuing operating revenue ⁽¹⁾				
(excl. ALL Grants & Contributions)	38,192	88.82%	88.29%	86.78%
Total continuing operating revenue ⁽¹⁾	43,001			
3. Unrestricted Current Ratio				
Current Assets less all External Restrictions ⁽²⁾	11,412	1.55x	1.40	1.36
Current Liabilities less Specific Purpose Liabilities ^(3, 4)	7,345			
4. Debt Service Cover Ratio				
Operating Result ⁽¹⁾ before capital excluding interest and depreciation / impairment / amortisation	6,471	2.59x	2.38	2.31
Principal Repayments (from the Statement of Cash Flows) + Borrowing Costs (from the Income Statement)	2,499			
5. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage				
Rates, Annual and Extra Charges Outstanding	530	2.20%	1.55%	2.21%
Rates, Annual and Extra Charges Collectible	24,087			
6. Cash Expense Cover Ratio				
Current Year's Cash and Cash Equivalents + All Term Deposits	13,160	4.24 mths	3.25	3.35
Payments from cash flow of operating and financing activities	3,104			

Notes

⁽¹⁾ Excludes fair value adjustments and reversal of revaluation decrements, net gain/(loss) on sale of assets and the net share of interests in joint ventures & associates.

⁽²⁾ Refer Notes 6-8 inclusive.

Also excludes any real estate & land for resale not expected to be sold in the next 12 months

⁽³⁾ Refer to Note 10(a).

⁽⁴⁾ Refer to Note 10(a)(ii) - excludes all payables & provisions not expected to be paid in the next 12 months (incl. ELE).

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 13a(ii). Local Government Industry Indicators - Graphs (Consolidated)

<p>1. Operating Performance Ratio</p> <p>Benchmark: — Minimum $\geq 0.00\%$ Source for Benchmark: Code of Accounting Practice and Financial Reporting #23</p>	<p>Purpose of Operating Performance Ratio</p> <p>This ratio measures Council's achievement of containing operating expenditure within operating revenue.</p>	<p>Commentary on 2014/15 Result</p> <p>2014/15 Ratio 1.70%</p> <p>Savings were made in Employee Costs, largely due to difficulties filling vacancies in the current Local Government environment. \$400k of operating contractors are subject to revote for expenditure in FY2016. User fees are up \$300k to budget largely due to increased activity in development. This ratio therefore benefits from one-off factors.</p>
<p>2. Own Source Operating Revenue Ratio</p> <p>Benchmark: — Minimum $\geq 60.00\%$ Source for Benchmark: Code of Accounting Practice and Financial Reporting #23</p>	<p>Purpose of Own Source Operating Revenue Ratio</p> <p>This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.</p>	<p>Commentary on 2014/15 Result</p> <p>2014/15 Ratio 88.82%</p> <p>A moderate improvement is noted in Council's own source income ratio. The ratio comfortably exceeds the Office of Local Government's (OLG) benchmark.</p>
<p>3. Unrestricted Current Ratio</p> <p>Benchmark: — Minimum ≥ 1.50 Source for Benchmark: Code of Accounting Practice and Financial Reporting #23</p>	<p>Purpose of Unrestricted Current Ratio</p> <p>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</p>	<p>Commentary on 2014/15 Result</p> <p>2014/15 Ratio 1.55x</p> <p>While Council meets the benchmark as at 30 June 2015, it should be noted significant funds have been earmarked for expenditure in FY2016. This ratio should be read in conjunction with the internal restrictions detailed in Note 6c</p>

Mosman Council

Notes to the Financial Statements
for the financial year ended 30 June 2015

Note 13a(ii). Local Government Industry Indicators - Graphs (Consolidated)

<div><div>4. Debt Service Cover Ratio</div><div><table><tr><th>Year</th><th>Ratio (x)</th></tr><tr><td>2012</td><td>2.11</td></tr><tr><td>2013</td><td>2.31</td></tr><tr><td>2014</td><td>2.38</td></tr><tr><td>2015</td><td>2.59</td></tr></table></div><div><div>Benchmark: <div></div> Minimum ≥ 2.00</div><div>Source for Benchmark: Code of Accounting Practice and Financial Reporting #23</div></div></div> <div><div>Purpose of Debt Service Cover Ratio</div><div>This ratio measures the availability of operating cash to service debt including interest, principal and lease payments</div></div> <div><div>Commentary on 2014/15 Result</div><div><div>2014/15 Ratio2.59x</div><div>Council continued to pay off existing loans and took out no new loans in the reporting period. It should be noted that the Operating Result numerator is affected by the same one-off factors as the Operating Performance Ratio.</div></div></div> <div><div><div></div>Ratio is within Benchmark</div><div><div></div>Ratio is outside Benchmark</div></div>	Year	Ratio (x)	2012	2.11	2013	2.31	2014	2.38	2015	2.59
Year	Ratio (x)									
2012	2.11									
2013	2.31									
2014	2.38									
2015	2.59									
<div><div>5. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage</div><div><table><tr><th>Year</th><th>Ratio %</th></tr><tr><td>2012</td><td>1.80%</td></tr><tr><td>2013</td><td>2.21%</td></tr><tr><td>2014</td><td>1.55%</td></tr><tr><td>2015</td><td>2.20%</td></tr></table></div><div><div>Benchmark: <div></div> Maximum $< 5.00\%$</div><div>Source for Benchmark: Code of Accounting Practice and Financial Reporting #23</div></div></div> <div><div>Purpose of Rates & Annual Charges Outstanding Ratio</div><div>To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.</div></div> <div><div>Commentary on 2014/15 Result</div><div><div>2014/15 Ratio2.20%</div><div>Council continues to maintain a ratio well within the OLG benchmark and is amongst the lowest in NSW</div></div></div> <div><div><div></div>Ratio is within Benchmark</div><div><div></div>Ratio is outside Benchmark</div></div>	Year	Ratio %	2012	1.80%	2013	2.21%	2014	1.55%	2015	2.20%
Year	Ratio %									
2012	1.80%									
2013	2.21%									
2014	1.55%									
2015	2.20%									
<div><div>6. Cash Expense Cover Ratio</div><div><table><tr><th>Year</th><th>Ratio (mths)</th></tr><tr><td>2012</td><td>2.30</td></tr><tr><td>2013</td><td>3.35</td></tr><tr><td>2014</td><td>3.25</td></tr><tr><td>2015</td><td>4.24</td></tr></table></div><div><div>Benchmark: <div></div> Minimum ≥ 3.00</div><div>Source for Benchmark: Code of Accounting Practice and Financial Reporting #23</div></div></div> <div><div>Purpose of Cash Expense Cover Ratio</div><div>This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.</div></div> <div><div>Commentary on 2014/15 Result</div><div><div>2014/15 Ratio4.24 mths</div><div>The substantial improvement in this ratio is due to the factors noted in the Operating Performance Ratio and therefore similarly benefits from one-off events. It should be noted that significant revote funds have been earmarked for expenditure in FY2016</div></div></div> <div><div><div></div>Ratio is within Benchmark</div><div><div></div>Ratio is outside Benchmark</div></div>	Year	Ratio (mths)	2012	2.30	2013	3.35	2014	3.25	2015	4.24
Year	Ratio (mths)									
2012	2.30									
2013	3.35									
2014	3.25									
2015	4.24									

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 14. Investment Properties

\$ '000	Notes	Actual 2015	Actual 2014
(a) Investment Properties at Fair value			
<u>Investment Properties on Hand</u>		<u>48,950</u>	<u>46,821</u>
Reconciliation of Annual Movement:			
Opening Balance		46,821	44,535
- Net Gain/(Loss) from Fair Value Adjustments		2,129	2,286
CLOSING BALANCE - INVESTMENT PROPERTIES		48,950	46,821

(b) Valuation Basis

The basis of valuation of Investment Properties is Fair Value, being the amounts for which the properties could be exchanged between willing parties in arms length transaction, based on current prices in an active market for similar properties in the same location and condition and subject to similar leases.

The 2015 revaluations were based on Independent Assessments made by:
Scott Fullarton Valuations Pty Ltd Registered Valuer No. 2144

(c) Contractual Obligations at Reporting Date

Refer to Note 12 for disclosures relating to any Capital and Service obligations that have been contracted.

(d) Leasing Arrangements

Details of leased Investment Properties are as follows;

Future Minimum Lease Payments receivable under non-cancellable
Investment Property Operating Leases not recognised in the
Financial Statements are receivable as follows:

Within 1 year	1,744	1,793
Later than 1 year but less than 5 years	3,449	4,790
Later than 5 years	550	1,496
Total Minimum Lease Payments Receivable	5,743	8,079

Council links leases to market reviews and the Sydney All Groups CPI. Leases of retail premises have historically been granted on a three plus three year basis while the restaurant premises are a longer term of between 10 and 21 years, although there are exceptions due to extenuating circumstances.

The short term leases provide for rent reviews by CPI annually and to market in the first year of the term of the lease or term pursuant to exercise of an option (that is every three years). The longer term leases for the restaurants provide for market and CPI reviews every year on an alternate basis.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 14. Investment Properties (continued)

\$ '000	Notes	Actual 2015	Actual 2014
(e) Investment Property Income & Expenditure - summary			
Rental Income from Investment Properties:			
- Minimum Lease Payments		1,800	1,771
Direct Operating Expenses on Investment Properties:			
- that generated rental income		(47)	(46)
Net Revenue Contribution from Investment Properties		1,753	1,725
plus:			
Fair Value Movement for year		2,129	2,286
Total Income attributable to Investment Properties		3,882	4,011

Refer to Note 27- Fair Value Measurement for information regarding the fair value of investment properties held.

Note 15. Financial Risk Management

Risk Management

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's Finance Section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's Financial Assets & Financial Liabilities recognised in the financial statements is presented below.

	Carrying Value		Fair Value	
	2015	2014	2015	2014
Financial Assets				
Cash and Cash Equivalents	13,160	10,150	13,160	10,150
Receivables	3,497	4,080	3,497	4,079
Total Financial Assets	16,657	14,230	16,657	14,229
Financial Liabilities				
Payables	9,334	8,422	9,334	8,420
Loans / Advances	9,079	10,966	9,079	10,966
Total Financial Liabilities	18,413	19,388	18,413	19,386

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 15. Financial Risk Management (continued)

\$ '000

Fair Value (for the table on the previous page) is determined as follows:

- **Cash & Cash Equivalents, Receivables, Payables** - are estimated to be the carrying value which approximates mkt value.
- **Borrowings & Held to Maturity Investments** - are based upon estimated future cash flows discounted by the current market interest rates applicable to assets & liabilities with similar risk profiles, unless quoted market prices are available.
- Financial Assets classified (i) **"at fair value through profit & loss"** or (ii) **Available for Sale** - are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Refer to Note 27 - Fair Value Measurement for information regarding the fair value of financial assets & liabilities

(a) Cash & Cash Equivalents, Financial assets 'at fair value through the profit & Loss' "Available-for-sale" financial assets & "Held-to-maturity" Investments

Council's objective is to maximise its return on cash & investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's Finance area manages the Cash and Investments portfolio with the assistance of independent advisors.

Council has an Investment Policy which complies with the Local Government Act & Minister's Investment Order. This Policy is regularly reviewed by Council and it's staff and an Investment Report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance.

The risks associated with the investments held are:

- **Price Risk** - the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest Rate Risk** - the risk that movements in interest rates could affect returns and income.
- **Credit Risk** - the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council - be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

The following represents a summary of the sensitivity of Council's Income Statement and Accumulated Surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable.

It is assumed that the change in interest rates would have been constant throughout the reporting period.

	Increase of Values/Rates		Decrease of Values/Rates	
	Profit	Equity	Profit	Equity
2015				
Possible impact of a 1% movement in Interest Rates	132	132	(100)	(100)
2014				
Possible impact of a 1% movement in Interest Rates	102	102	(102)	(102)

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 15. Financial Risk Management (continued)

\$ '000

(b) Receivables

Council's major receivables comprise (i) Rates & Annual charges and (ii) User Charges & Fees.

The major risk associated with these receivables is credit risk - the risk that debts due and payable to Council may not be repaid in full.

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures. It also encourages ratepayers to pay their rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts - that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates & annual charges at higher than market rates which further encourages the payment of debt.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

A profile of Council's receivables credit risk at balance date follows:

	2015 Rates & Annual Charges	2015 Other Receivables	2014 Rates & Annual Charges	2014 Other Receivables
(i) Ageing of Receivables - %				
Current (not yet overdue)	100%	100%	92%	89%
Overdue	0%	0%	8%	11%
	100%	100%	100%	100%

(ii) Ageing of Receivables - value

Rates & Annual Charges	Other Receivables	2015 Rates & Annual Charges	2015 Other Receivables	2014 Rates & Annual Charges	2014 Other Receivables
Current	Current	-	1,745	-	3,475
< 1 year overdue	0 - 30 days overdue	513	788	345	-
2 - 5 years overdue	60 - 90 days overdue	-	313	-	-
> 5 years overdue	> 90 days overdue	-	442	-	322
		513	3,288	345	3,797

(iii) Movement in Provision for Impairment of Receivables

	2015	2014
Balance at the beginning of the year	62	133
+ new provisions recognised during the year	251	3
- amounts already provided for & written off this year	(8)	(74)
- amounts provided for but recovered during the year	(1)	-
Balance at the end of the year	304	62

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 15. Financial Risk Management (continued)

\$ '000

(c) Payables & Borrowings

Payables & Borrowings are both subject to liquidity risk - the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended & overdraft facilities utilised as required.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's Payables & Borrowings are set out in the maturity table below:

\$ '000	Subject to no maturity	payable in:						Total Cash Outflows	Actual Carrying Values
		≤ 1 Year	1-2 Yrs	2-3 Yrs	3-4 Yrs	4-5 Yrs	> 5 Yrs		
2015									
Trade/Other Payables	6,045	3,289	-	-	-	-	-	9,334	9,334
Loans & Advances	-	1,913	1,713	1,190	1,109	1,109	2,045	9,079	9,079
Total Financial Liabilities	6,045	5,202	1,713	1,190	1,109	1,109	2,045	18,413	18,413
2014									
Trade/Other Payables	5,313	3,107	-	-	-	-	-	8,420	8,422
Loans & Advances	-	1,880	1,913	1,713	1,190	1,109	3,162	10,966	10,966
Total Financial Liabilities	5,313	4,987	1,913	1,713	1,190	1,109	3,162	19,386	19,388

Borrowings are also subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs & debt servicing requirements. Council manages this risk through the diversification of borrowing types, maturities & interest rate structures.

The following interest rates were applicable to Council's Borrowings at balance date:

	2015		2014	
	Carrying Value	Average Interest Rate	Carrying Value	Average Interest Rate
Trade/Other Payables	9,334	0.0%	8,422	0.0%
Loans & Advances - Fixed Interest Rate	9,079	6.3%	10,966	6.6%
	18,413		19,388	

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 16. Material Budget Variations

\$ '000

Council's Original Financial Budget for 14/15 was adopted by the Council on 03 June 2014.

While the Income Statement included in this General Purpose Financial Report must disclose the Original Budget adopted by Council, the Local Government Act requires Council to review its Financial Budget on a Quarterly Basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This Note sets out the details of MATERIAL VARIATIONS between Council's Original Budget and its Actual results for the year as per the Income Statement - even though such variations may have been adjusted for during each Quarterly Budget Review.

Note that for Variations* of Budget to Actual :

Material Variations represent those variances that amount to **10%** or more of the original budgeted figure.

F = Favourable Budget Variation, **U** = Unfavourable Budget Variation

\$ '000	2015 Budget	2015 Actual	2015 ----- Variance* -----	
REVENUES				
Rates & Annual Charges	23,651	23,680	29	0% F
User Charges & Fees	9,699	10,023	324	3% F
Interest & Investment Revenue	426	503	77	18% F
Council held a higher than expected cash balance for most of the year. This was largely due to the timing of capital works. Interest income therefore exceeded expectations even though interest rates declined as expected.				
Other Revenues	3,875	6,115	2,240	58% F
Council realised a fair value gain on Investment Properties of \$2.1 million (see Note 14).				
Operating Grants & Contributions	2,431	2,545	114	5% F
Capital Grants & Contributions	1,738	2,264	526	30% F
Section 94 receipts exceeded budget by \$600,000.				
Joint Ventures & Associates - Net Profits	-	150	150	0% F

Mosman Council

Notes to the Financial Statements
for the financial year ended 30 June 2015

Note 16. Material Budget Variations (continued)

\$ '000	2015 Budget	2015 Actual	2015 ----- Variance* -----	
EXPENSES				
Employee Benefits & On-Costs	16,664	15,925	739	4% F
Borrowing Costs	555	612	(57)	(10%) U
Council has two loans subject in to the LIRS interest subsidy. A net borrowing cost has been budgeted for these loans. In these accounts the subsidy has been treated as income.				
Materials & Contracts	11,928	11,911	17	0% F
Depreciation & Amortisation	5,280	5,166	114	2% F
Other Expenses	6,130	6,430	(300)	(5%) U
Net Losses from Disposal of Assets	-	20	(20)	0% U

\$ '000	2015 Budget	2015 Actual	2015 ----- Variance* -----	
---------	----------------	----------------	-------------------------------	--

Budget Variations relating to Council's Cash Flow Statement include:

Cash Flows from Operating Activities	7,124	9,925	2,801	39.3% F
Inflows from Grants and Contributions exceeded budget by \$979k, mainly due to S94 receipts noted above.				
Payments for employee related expense were down \$807k due to staff vacancies and a \$140k saving on Workers Compensation Insurance premiums.				
Net inflow for Bonds and Deposits was \$732k				

Cash Flows from Investing Activities	(5,397)	(5,028)	369	(6.8%) F
Cash Flows from Financing Activities	(2,004)	(1,887)	117	(5.8%) F

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 17. Statement of Developer Contributions

\$ '000

Council recovers contributions, raises levies & enters into planning agreements on development works that are subject to a development consent issued by Council. All contributions must be spent/utilised for the specific purpose they were levied and any interest applicable to unspent funds must be attributed to remaining funds.

The following tables detail the receipt, interest and use of the above contributions & levies and the value of all remaining funds which are "restricted" in their future use.

SUMMARY OF CONTRIBUTIONS & LEVIES

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Open Space	78	-	-	-	(10)	-	68	-	(68)	-	-
S94 Contributions - under a Plan	78	-	-	-	(10)	-	68	-	(68)	-	-
S94A Levies - under a Plan	2,228	1,599	-	91	(469)	-	3,449				-
Total S94 Revenue Under Plans	2,306	1,599	-	91	(479)	-	3,517				-
Total Contributions	2,306	1,599	-	91	(479)	-	3,517	-	(68)	-	-

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 17. Statement of Developer Contributions (continued)

\$ '000

S94 CONTRIBUTIONS - UNDER A PLAN

CONTRIBUTION PLAN

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Open Space	78	-	-	-	(10)	-	68	-	(68)	-	-
Total	78	-	-	-	(10)	-	68	-	(68)	-	-

S94A LEVIES - UNDER A PLAN

CONTRIBUTION PLAN - OPEN SPACE & CAR PARKING

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Open Space	2,228	1,599	-	91	(469)	-	3,449	11,695	(7,552)		-
Total	2,228	1,599	-	91	(469)	-	3,449				-

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 18. Contingencies & Other Assets/Liabilities Not Recognised

\$ '000

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge & disclosure is considered relevant to the users of Council's Financial Report.

LIABILITIES NOT RECOGNISED:

1. Guarantees

(i) Defined Benefit Superannuation Contribution Plans

Council participates in an employer sponsored Defined Benefit Superannuation Scheme, and makes contributions as determined by the Superannuation Scheme's Trustees.

Member Councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due.

The Schemes most recent full actuarial review indicated that the Net Assets of the Scheme were not sufficient to meet the accrued benefits of the Schemes Defined Benefit member category with member Councils required to make significantly higher contributions in future years.

The Local Government Superannuation Scheme however is unable to provide Council with an accurate estimate of its share of the net deficit and accordingly Council has not recorded any net liability from it's Defined Benefit Scheme obligations in accordance with AASB 119.

Future contributions made to the defined benefit scheme to rectify the net deficit position will be recognised as an expense when they become payable - similar to the accounting for Defined Contributions Plans.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to Local Government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the Net Assets or Liabilities reflects Councils contributions to the pool and the result of insurance claims within each of the Fund Years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW Local Government Industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the Company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of Net Assets in accordance with its Licence Requirements.

(iv) Other Guarantees

Council has provided no other Guarantees other than those listed above.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 18. Contingencies & Other Assets/Liabilities Not Recognised (continued)

\$ '000

LIABILITIES NOT RECOGNISED (continued):

2. Other Liabilities

(i) Third Party Claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its Insurance Coverage and does not expect any material liabilities to eventuate.

(ii) S94 Plans

Council levies Section 94/94A Contributions upon various development across the Council area through the required Contributions Plans.

As part of these Plans, Council has received funds for which it will be required to expend the monies in accordance with those Plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's General Funds.

These future expenses do not yet qualify as liabilities as of the Reporting Date, but represent Councils intention to spend funds in the manner and timing set out in those Plans.

ASSETS NOT RECOGNISED:

(i) Land Under Roads

As permitted under AASB 1051, Council has elected not to bring to account Land Under Roads that it owned or controlled up to & including 30/6/08.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 19. Interests in Other Entities

\$ '000

Council's objectives can and in some cases are best met through the use of separate entities and operations.

These operations and entities range from 100% ownership and control through to lower levels of ownership and control via co-operative arrangements with other Councils, Bodies and other Outside Organisations.

The accounting and reporting for these various entities, operations and arrangements varies in accordance with accounting standards, depending on the level of Councils (i) interest and (ii) control and the type (form) of entity/operation, as follows;

Controlled Entities (Subsidiaries)

Note 19(a)

Operational arrangements where Council's control (but not necessarily interest) exceeds 50%.

Joint Ventures & Associates

Note 19(b)

Joint Ventures are operational arrangements where the parties that have joint control have rights to the net assets of the arrangement.

Associates are separate entities where Council has significant influence over the operations (but neither controls nor jointly controls them).

Joint Operations

Note 19(c)

Operational arrangements where the parties that have joint control have rights to specific assets and obligations for specific liabilities relating to the arrangement rather than a right to the net assets of the arrangement.

Unconsolidated Structured Entities

Note 19(d)

Unconsolidated Structured Entities represent "special vehicles" that Council has an interest in but which are not controlled by Council and therefore not consolidated as a Subsidiary, Joint Arrangement or Associate. Attributes of Structured Entities include restricted activities, a narrow and well-defined objective and insufficient equity to finance its activities without financial support.

Subsidiaries, Joint Arrangements and Associates not recognised

Note 19(e)

Accounting Recognition:

(i) Subsidiaries disclosed under Note 19(a) and Joint Operations disclosed at Note 19(c) are accounted for on a "line by line" consolidation basis within the Income Statement and Statement of Financial Position.

(ii) Joint Ventures and Associates as per Notes 19(b)(i) & (ii) are accounted for using the Equity Accounting Method and are disclosed as a 1 line entry in both the Income Statement and Statement of Financial Position.

	Council's Share of Net Income		Council's Share of Net Assets	
	Actual 2015	Actual 2014	Actual 2015	Actual 2014
Joint Ventures	(3)	(3)	39	43
Associates	153	34	753	631
Total	150	31	792	674

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 19. Interests in Other Entities (continued)

\$ '000

(a) Controlled Entities (Subsidiaries) - being entities & operations controlled by Council

Council has no interest in any Controlled Entities (Subsidiaries).

(b) Joint Ventures and Associates

Council has incorporated the following Joint Ventures and Associates into its consolidated Financial Statements.

(a) Net Carrying Amounts - Council's Share

Name of Entity	Nature of Relationship	Measurement Method	2015	2014
Kimbriki Environmental Enterprises P/L	Associate	Equity	753	631
Shorelink Library Network	Joint Venture	Equity	39	43
Total Carrying Amounts - Material Joint Ventures and Associates			792	674

(b) Details

Name of Entity	Principal Activity	Place of Business
Kimbriki Environmental Enterprises P/L	Waste Management and Disposal	Terry Hills, NSW
Shorelink Library Network	Sharing of Library Infrastructure	North Sydney, NSW

(c) Relevant Interests & Fair Values

Name of Entity	Interest in Outputs		Interest in Ownership		Proportion of Voting Power	
	2015	2014	2015	2014	2015	2014
Kimbriki Environmental Enterprises P/L	4%	4%	4%	4%	25%	25%
Shorelink Library Network	13%	13%	17%	17%	20%	20%

(d) Summarised Financial Information for Joint Ventures & Associates

	Kimbriki Environmental Enterprises P/L		Shorelink Library Network	
Statement of Financial Position	2015	2014	2015	2014
Current Assets				
Cash and Cash Equivalents	4,403	4,080	296	299
Other Current Assets	17,730	13,849	-	-
Total Current Assets	22,133	17,929	296	299
Non-Current Assets	7,265	6,187	15	26
Current Liabilities				
Other Current Liabilities	5,307	4,277	82	74
Total Current Liabilities	5,307	4,277	82	74
Non-Current Liabilities	4,480	3,407	-	-
Net Assets	19,611	16,432	229	251

Mosman Council

Notes to the Financial Statements
for the financial year ended 30 June 2015

Note 19. Interests in Other Entities (continued)

\$ '000

(b) Joint Ventures and Associates (continued)

(d) Summarised Financial Information for Joint Ventures & Associates (continued)

	Kimbriki Environmental Enterprises P/L		Shorelink Library Network	
	2015	2014	2015	2014
Reconciliation of the Carrying Amount				
Opening Net Assets (1 July)	16,432	15,345	251	266
Profit/(Loss) for the period	3,983	2,009	(22)	(15)
Dividends Paid	(804)	(922)	-	-
Closing Net Assets	19,611	16,432	229	251
Council's share of Net Assets (%)	4.0%	4.0%	17.0%	17.0%
Council's share of Net Assets (\$)	784	657	39	43
Statement of Comprehensive Income				
Income	31,584	27,320	608	567
Interest Income	406	508	-	-
Depreciation & Amortisation	(458)	(429)	(17)	(23)
Other Expenses	(27,549)	(25,390)	(613)	(567)
Profit/(Loss) from Continuing Operations	3,983	2,009	(22)	(23)
Profit/(Loss) for Period	3,983	2,009	(22)	(23)
Total Comprehensive Income	3,983	2,009	(22)	(23)
Council's share of Income (%)	4.0%	4.0%	13.0%	13.0%
Council's share of Profit/(Loss) (\$)	159	80	(3)	(3)
Council's share of Comprehensive Income (\$)	159	80	(3)	(3)
Dividends received by Council	31	26	-	-

(e) The nature and extent of significant restrictions relating to Joint Ventures and Associates

Council has no day to day access to cash or investments of either entity. Council, as a shareholder, participates in cash dividends as declared by Kimbriki's Board. All interactions with Kimbriki P/L are regulated by the Kimbriki Shareholder Agreement

Shorelink is a committee formed under Section 355 of the *Local Government Act NSW 1993*. Interactions are governed by a deed of agreement. Shorelink does not generate positive cash flows and relies on annual cash contributions from member Councils

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 19. Interests in Other Entities (continued)

\$ '000

(c) Joint Operations

Council has no interest in any Joint Operations.

(d) Unconsolidated Structured Entities

Council has no Unconsolidated Structured Entities.

(e) Subsidiaries, Joint Arrangements & Associates not recognised

All Subsidiaries, Joint Arrangements and Associates have been recognised in this Financial Report.

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 20. Equity - Retained Earnings and Revaluation Reserves

\$ '000	Notes	Actual 2015	Actual 2014
(a) Retained Earnings			
Movements in Retained Earnings were as follows:			
Balance at beginning of Year (from previous years audited accounts)		290,803	285,463
a. Net Operating Result for the Year		5,216	5,340
Balance at End of the Reporting Period		296,019	290,803

(b) Reserves

(i) Reserves are represented by:

- Infrastructure, Property, Plant & Equipment Revaluation Reserve	211,951	211,202
Total	211,951	211,202

(ii) Reconciliation of movements in Reserves:

Infrastructure, Property, Plant & Equipment Revaluation Reserve

- Opening Balance	211,202	211,633
- Revaluations for the year	749	-
- Other movements: Adjustments re Note 9(a)	-	(431)
- Balance at End of Year	211,951	211,202

TOTAL VALUE OF RESERVES

211,951	211,202
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(iii) Nature & Purpose of Reserves

Infrastructure, Property, Plant & Equipment Revaluation Reserve

- The Infrastructure, Property, Plant & Equipment Revaluation Reserve is used to record increments/decrements of Non Current Asset values due to their revaluation.

(c) Correction of Error/s relating to a Previous Reporting Period

Council made no correction of errors during the current reporting period.

(d) Voluntary Changes in Accounting Policies

Council made no voluntary changes in any accounting policies during the year.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 21. Financial Result & Financial Position by Fund

\$ '000

Council utilises only a General Fund for its operations.

Note 22. "Held for Sale" Non Current Assets & Disposal Groups

Council did not classify any Non Current Assets or Disposal Groups as "Held for Sale".

Note 23. Events occurring after the Reporting Date

Events that occur between the end of the reporting period (ending 30 June 2015) and the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the applicable "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 22/09/15.

Events that occur after the Reporting Period represent one of two types:

(i) Events that provide evidence of conditions that existed at the Reporting Period

These financial statements (and the figures therein) incorporate all "adjusting events" that provided evidence of conditions that existed at 30 June 2015.

(ii) Events that provide evidence of conditions that arose after the Reporting Period

These financial statements (& figures therein) do not incorporate any "non-adjusting events" that have occurred after 30 June 2015 and which are only indicative of conditions that arose after 30 June 2015.

Council is unaware of any material or significant "non-adjusting events" that should be disclosed.

Note 24. Discontinued Operations

Council has not classified any of its Operations as "Discontinued".

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 25. Intangible Assets

	Actual 2015	Actual 2014
\$ '000		
Intangible Assets represent identifiable non-monetary asset without physical substance.		
Intangible Assets are as follows;		
Opening Values:		
Gross Book Value (1/7)	392	392
Accumulated Amortisation (1/7)	(78)	(63)
Accumulated Impairment (1/7)	-	-
Net Book Value - Opening Balance	314	329
Movements for the year		
- Amortisation charges	(16)	(16)
Closing Values:		
Gross Book Value (30/6)	392	392
Accumulated Amortisation (30/6)	(94)	(78)
Accumulated Impairment (30/6)	-	-
<u>TOTAL INTANGIBLE ASSETS - NET BOOK VALUE ¹</u>	<u>298</u>	<u>314</u>

¹. The Net Book Value of Intangible Assets represent:

- Rights to participate in Kimbriki Environmental Enterprises Pty Ltd.	298	314
	298	314

Note 26. Reinstatement, Rehabilitation & Restoration Liabilities

Council has no outstanding obligations to make, restore, rehabilitate or reinstate any of its assets/operations.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 27. Fair Value Measurement

\$ '000

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, Property, Plant and Equipment

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(1) The following table presents all assets and liabilities that have been measured & recognised at fair values:

Fair Value Measurement Hierarchy					
Level 1	Level 2	Level 3			
Quoted prices in active mkts	Significant observable inputs	Significant unobservable inputs			
			Total		
2015					
Recurring Fair Value Measurements			Date of latest Valuation		
Investment Properties					
Retail, Commercial Office and Residential	30/06/15	-	-	48,950	48,950
Total Investment Properties		-	-	48,950	48,950
Infrastructure, Property, Plant & Equipment					
Plant and Equipment	30/06/15	-	-	778	778
Office Equipment	30/06/15	-	-	300	300
Furniture and Fittings	30/06/15	-	-	117	117
Art Collection	25/10/12	-	-	4,621	4,621
Operational Land	30/06/13	-	-	112,190	112,190
Community Land	1/07/11	-	-	102,688	102,688
Land Improvements - Depreciable	30/06/14	-	-	677	677
Buildings Non-Specialised	30/06/13	-	-	27,621	27,621
Buildings Specialised	30/06/13	-	-	14,869	14,869
Other Structures	30/06/11	-	-	376	376
Roads	30/06/15	-	-	116,323	116,323
Footpaths	30/06/15	-	-	11,204	11,204
Stormwater Drainage	30/06/13	-	-	50,113	50,113
Other Open Space/Recreational Assets	30/06/11	-	-	20,736	20,736
Heritage Collections	30/06/14	-	-	13	13
Library Books	30/06/14	-	-	816	816
Other Assets	30/06/14	-	-	51	51
Total Infrastructure, Property, Plant & Equipment		-	-	463,493	463,493

Mosman Council

Notes to the Financial Statements
for the financial year ended 30 June 2015

Note 27. Fair Value Measurement (continued)

\$ '000

(1) Assets and liabilities that have been measured & recognised at fair values: (continued)

2014		Fair Value Measurement Hierarchy			Total
		Level 1	Level 2	Level 3	
	Date	Quoted	Significant	Significant	
	of latest	prices in	observable	unobservable	
	Valuation	active mkts	inputs	inputs	
Recurring Fair Value Measurements					
Investment Properties					
Retail, Commercial Office and Residential	30/06/14	-	-	46,821	46,821
Total Investment Properties		-	-	46,821	46,821
Infrastructure, Property, Plant & Equipment					
Plant and Equipment	30/06/14	-	-	667	667
Office Equipment	30/06/14	-	-	353	353
Furniture and Fittings	30/06/14	-	-	95	95
Art Collection	25/10/12	-	-	4,401	4,401
Operational Land	30/06/13	-	-	112,190	112,190
Community Land	1/07/11	-	-	102,688	102,688
Land Improvements - Depreciable	30/06/14	-	-	675	675
Buildings Non-Specialised	30/06/13	-	-	27,186	27,186
Buildings Specialised	30/06/13	-	-	15,080	15,080
Other Structures	30/06/11	-	-	382	382
Roads	30/06/10	-	-	112,103	112,103
Footpaths	30/06/10	-	-	14,597	14,597
Stormwater Drainage	30/06/13	-	-	50,132	50,132
Other Open Space/Recreational Assets	30/06/11	-	-	21,228	21,228
Heritage Collections	30/06/14	-	-	13	13
Library Books	30/06/14	-	-	843	843
Other Assets	30/06/14	-	-	55	55
Total Infrastructure, Property, Plant & Equipment		-	-	462,688	462,688

(2) Transfers between Level 1 & Level 2 Fair Value Hierarchies

During the year, there were no transfers between Level 1 and Level 2 Fair Value hierarchies for recurring fair value measurements.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 27. Fair Value Measurement

(3) Valuation techniques used to derive Level 2 and Level 3 Fair Values

Where Council is unable to derive Fair Valuations using quoted market prices of identical assets (i.e. Level 1 inputs), Council instead utilises a spread of both observable inputs (Level 2 inputs) and unobservable inputs (Level 3 inputs).

For all infrastructure assets Council uses a straight line pattern of consumption and brownfield approach.

The Fair Valuation techniques Council has employed while utilising Level 2 and Level 3 inputs are as follows:

Investment Properties

Council obtains independent valuations of its investment property on an annual basis and at the end of each reporting period to ensure the financial statements reflect the most up-to-date valuation. The best evidence of fair value is the current price in an active market for similar assets. The key observable inputs to the valuation are:

- Current rental incomes,
- Rent reviews,
- Capitalisation rates,
- Price per square meter,
- Direct comparison to sales evidence,
- Zoning,
- Location,
- Land area and configuration, and
- Planning controls.

The assessment of the independent valuer is that the potential impact on value, due to unobservable market inputs, is considered to be 5%.

The fair value of the investment property is determined by an independent, qualified valuer on an annual basis who has experience in the location of the property. The Council reviews the valuation report and discusses significant movements with the valuer. As at 30 June 2014 the valuation of the investment property was performed by Scott Fullarton Valuations Pty Ltd, Director Scott Fullarton, FAPI, Certified Practising Valuer, Registered Valuer No. 2144.

There has been no change in the valuation process during the reporting period.

Infrastructure, Property, Plant & Equipment

Plant and Equipment, Office Equipment and Furniture and Fittings.

Plant and Equipment, Office Equipment and Furniture and Fittings are valued at cost but are disclosed at fair value in the notes. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. Examples of assets within these classes are as follows:

- Plant and Equipment: Motor vehicles, depot tools and machinery, parking meters and domestic waste service bins.
- Office Equipment: Computer Hardware.
- Furniture and Fittings: Chairs, desks and display systems.

The key unobservable input to the valuation is the remaining useful life. Council reviews the value of these assets against quoted prices for the gross current replacement cost of similar assets and by taking account of

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 27. Fair Value Measurement

the pattern of consumption and estimated remaining useful life. There has been no change to the valuation process during the reporting period.

Art Collection

This class comprises Council's collection of art works. The collection was valued in October 2012 by Stella Downer Fine Art. Stella Downer is a member of the Australian Commercial Galleries association and is approved by the Department of Prime Minister and Cabinet's Cultural Gifts Program to value art works.

While it is possible to observe the broad market for works (such as auction house results or retrospective exhibitions) the valuations depend significantly on unobservable inputs such as the aesthetic value and quality of the individual works and its significance in the individual artist's oeuvre.

Operational Land

This asset class comprises all of Council's land classified as Operational Land under the NSW Local Government Act 1993. The key unobservable input to the valuation is the price per square metre. The last valuation was undertaken at 30 June 2013 and was performed by Scott Fullarton Valuations Pty Ltd, Director Scott Fullarton, FAPI, Certified Practicing Valuer, Registered Valuer No. 2144.

Generally, fair value is the most advantageous price reasonably obtainable by the seller and the most advantageous price reasonably obtained by the buyer. This is not necessarily the market selling price of the asset, rather, it is regarded as the maximum value that Council would rationally pay to acquire the asset if it did not hold it, taking into account quoted market price in an active and liquid market, the current market price of the same or similar asset, the cost of replacing the asset, if management intend to replace the asset, the remaining useful life and condition of the asset; and cash flows from the future use and disposal.

There has been no change to the valuation process during the reporting period.

Community Land

Valuations of all Council's Community Land and Council managed land are based on either the land value provided by the Valuer-General or an average unit rate based on the land value for similar properties where the Valuer-General did not provide a land value having regard to the highest and best use for this land. As these rates were not considered to be observable market evidence they have been classified as Level 3.

There has been no change to the valuation process during the reporting period.

Land Improvements – Depreciable

This asset class largely comprises trees, plantings and landscaping not captured in the Open Space and Recreational Assets class. These assets may be located on parks, reserves and also within road reserves.

These assets are valued at cost but are disclosed at fair value in the notes. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. Council reviews the value of these assets against quoted prices for the gross current replacement cost of similar assets and by taking account of estimated remaining useful life.

There has been no change to the valuation process during the reporting period.

Buildings: Non-Specialised and Specialised

Buildings were valued by Scott Fullarton Valuations Pty Ltd in June 2013 using the cost approach. The approach estimated the replacement cost for each building by componentising the buildings into significant

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 27. Fair Value Measurement

parts with different useful lives and taking into account a range of factors. While all buildings were physically inspected and the unit rates based on square metres could be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption) required extensive professional judgement and impacted significantly on the final determination of fair value.

Inputs include:

- Gross replacement cost,
- A breakdown of building component costs (such as structure, equipment, fittings and finishes),
- Useful lives, and
- Conditions

As such these assets were classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

Typical useful lives and unit rates (includes overheads):

Buildings Asset Component	Average Useful Life (Years)	Average Unit Rate
Amenities/Public Toilets – Structure	78	\$110,323/each
Council Offices – Structure	95	\$5,490,030/each
Amenities/Public Toilets – Roof	50	\$40,509/each
Childcare Centres – Roof	47	\$97,600/each
Multistorey Carparks – Services	20	\$1,032,200/each
Community and Cultural Centres – Fixtures and Fittings	20	\$249,709/each

Other Structures

Other structures include such miscellaneous minor structures as: The Cenotaph, Anderson Memorial, The Scotland-Australia Cairn, Fountains and the Reservoir Park Rotunda.

Gross replacement costs were valued by Complete Urban Pty Ltd as at 30 June 2011. The condition and useful lives of the assets were assessed and calculated by Complete Urban and suitably qualified Council staff based on site observations, officer knowledge and history of local issues.

Unit rates were estimated based on Complete Urban's industry experience.

Fair values have been generated every subsequent financial year based on the cost approach and the gross replacement cost calculated by Complete Urban.

The useful life of the Cenotaph was increased during the reporting period to reflect the current asset performance. There has been no other change to the valuation process.

Public Roads, Footpaths and Carparks

Includes: Road pavements and formations, steps, footpaths, pram ramps and vehicle crossings, retaining walls and kerb and gutter, physical traffic devices, lines and signs and street furniture and road related carparks.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 27. Fair Value Measurement

Gross replacement cost for Mosman road assets were valued by Complete Urban Pty Ltd as at 30 June 2010. The condition and useful lives of the assets were assessed and calculated by Complete Urban based on site observations.

An initial generic infrastructure deterioration profile was developed from limited available asset data and relevant asset management/industry information and was used to assess the rate of deterioration, remaining useful life and renewal intervention of Mosman road assets. The profile was based on the assumption that infrastructure assets generally deteriorate slightly more rapidly in its initial years after construction, with deterioration becoming reasonably constant over its mid-life, and finally deteriorating reasonably rapidly in the latter period of its life. Unit rate costs for various brownfield construction works to provide asset components were estimated based Council's Civil Works contract current at that time.

Fair values have been generated every subsequent financial year based on the cost approach, 'straight line' pattern of consumption and the gross replacement cost calculated by Complete Urban, with the exception of the following changes in the valuation process:

Assets identified by Complete Urban as requiring priority renewal were inspected by Council staff in 2012 and 2013 to verify accuracy of remaining life estimates. Useful lives were reevaluated based on site observations and professional engineering judgment.

Unit rates were refined in 2012 using Council's updated Civil Works contract so as to reflect market rates current at the time,

For the reporting period of 2011/12, a 1% per annum depreciation was applied across all road assets. This was endorsed by the Asset Management Reference Group and Council Audit Committee.

In this reporting period, condition inspections were carried out on the following road asset types to verify asset remaining useful life:

- Road Pavements
- Footpaths and Steps
- Kerb and Gutter
- Retaining Walls
- Street Furniture
- Physical Traffic Devices
- Lines and Signs

Further the unit rates where applicable for roads assets were also updated to reflect the new 2015 'SHOROC – Minor Capital Works' Contract.

This process was peer reviewed and endorsed by AMCL Pty Ltd and resulted in some of the useful life values being updated to reflect current asset performance.

Typical useful lives and unit rates (includes overheads):

Public Road and Footpath Asset Component	Useful Life (Years)	Unit Rate
Concrete Road Pavement (Reinforced 200mm thick)	120	\$181.00/m ²
Asphalt Road Pavement	50	\$82.00/m ²
Sandstone Kerb & Gutter	100	\$295/m
Concrete Roundabout	40	\$360/m ²
Gabion Retaining Wall	150	630/m ²

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 27. Fair Value Measurement

Double Barrier Line	5	\$0.72/m
'Warning' Traffic Sign	25	\$141.75/ each
Concrete Footpath (75 mm thick)	95	\$73.90/m ²
Asphalt Footpath (25 mm thick)	40	\$36.58/m ²

Carpark Asset Component	Useful Life (Years)	Unit Rate
Lane and parking space line marking	5	\$1.03/m
Pay and Display	20	\$8,600.00/each
Kerb Wheelstops	15	\$160.00/m

Stormwater Drainage

Includes: Converters, headwalls, endwalls, pits and access-holes (collectively categorised as 'nodes'), pipes, culverts, drains, Stormwater Quality Improvement Devices (SQIDs) and rainwater re-use tanks.

Gross replacement cost for stormwater drainage assets were valued by Cardno (NSW/ACT) Pty Ltd as at 30 June 2013. The condition and useful lives of the assets were assessed and calculated by Cardno based on site observations, including CCTV surveys, and Cardno's experience in valuation projects for various Australian water utilities.

It has been assumed that relining would be the principle method of renewing pipes, rather than replacing the whole section as no collapsed or significantly deformed pipes were found during CCTV inspections. This new method of pipe renewal allows for the replacement costs of the pipes to be 'optimised' downwards

SQID unit rates were developed based on first principles estimating and takes into account excavation, site establishment as well as the supply and installation costs. It also includes an additional 20% to the base unit rate to allow for 'normal' construction and installation overheads.

Drains are also valued directly from first principles estimating. There is no single unit rate applied as each drain contains different dimensions. Fair value has been generated this financial year based on the cost approach and the gross replacement cost calculated by Cardno.

In this reporting period, stormwater pipes were updated to reflect the requirements of AASB in regards to residual values.

Stormwater Drainage Asset Component	Useful Life (Years)	Unit Rate
Stormwater Quality Improvement Devices (Model Type: Rocla Cleansall 1200)	100	\$208,641.03/each
Concrete Pipe (375mm diameter, 0-1m length) based on trenching method	125	\$439.92/m
Concrete Pipe (375mm diameter) based on relining method	125	\$336/m
Converter (600mm length)	100	\$734/each
Kerb Inlet Pit (450mmx450mm, 1 m depth)	100	\$1,546/each
Rainwater Re-use Tank	80	Average \$624,739.00/each

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 27. Fair Value Measurement

Other Open Space/Recreational Assets

Includes:

- Jetties and seawalls (collectively categorised as 'marine assets'),
- Parks, bushlands, reserves, playgrounds, unmade roads and sporting fields (collectively categorised as 'parks and open space assets')

Gross replacement cost for marine assets were valued by Opus International Consultants (NSW) Pty Ltd as at 30 June 2011, in accordance with accepted Australian Accounting Practices. The condition and useful lives of the assets were assessed and calculated by Opus personnel based on site observations, including diving inspections.

Unit rates for marine assets were estimated using Rawlinson's Estimation Handbook Edition 28 (2010). These rates were then compared with the contract rates provided by Council and market rate benchmarks. Where contract rates were not available, market rates were established from market reference published rates and industry knowledge. An overhead factor was applied to all replacement cost unit rates that were estimated to allow for supervision, design and site establishment fee components of replacing service provision.

Gross replacement cost for Mosman parks and open space assets were valued by Complete Urban Pty Ltd as at 30 June 2011. The condition and useful lives of the assets were assessed and calculated by Complete Urban and suitably qualified Council staff based on site observations, officer knowledge and history of local issues. Unit rates for parks and open space assets were estimated based on Complete Urban's industry experience.

Fair values for Open Space/Recreational assets have been generated every subsequent financial year based on the cost approach and the gross replacement cost calculated by Opus and Complete Urban.

In this reporting period, biodiversity, gardens, lawns, outfields, turf wickets and dinghy racks were updated to reflect the requirements of AASB in regards to residual values. Useful lives were also updated to be consistent with the same asset as is detailed in the roads asset management plan.

Typical useful lives and unit rates (includes overheads):

Open Space/Recreational and Other Structures Asset Component	Useful Life (Years)	Unit Rate
Timber Deck	40	\$200/m ²
Concrete Deck	60	\$500/m ²
Concrete/Sandstone Seawall	50	Varies \$1,000 - \$2,500/m
Steel Turning Board	18	\$50,000/each
Irrigation	30	\$7.50/m ²
Softfall	5	\$45/m ²
Cenotaph	200	\$80,000/each
Dinghy Racks	20	\$15,000/each

Heritage Collections and Library Books

Library Books are valued at cost but are disclosed at fair value in the notes. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. Council reviews the value of these assets against quoted prices for the gross current replacement cost of similar assets and by taking account of the pattern of consumption and estimated remaining useful life.

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 27. Fair Value Measurement

There has been no change to the valuation process during the reporting period.

Other Assets

Other assets are banner poles erected on Military Road and side streets. They are valued at cost but are disclosed at fair value in the notes. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items.

The key unobservable inputs to the valuation is the remaining useful life. Council reviews the value of these assets against quoted prices for the gross current replacement cost of similar assets and by taking account of the pattern of consumption and estimated remaining useful life. There has been no change to the valuation process during the reporting period.

Mosman Council

Notes to the Financial Statements
for the financial year ended 30 June 2015

Note 27. Fair Value Measurement (continued)

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3)

a. The following tables present the changes in Level 3 Fair Value Asset Classes.

	Plant and Equipment	Office Equipment	Furniture and Fittings	Art Collection	Total
Opening Balance - 1/7/13	857	427	145	4,266	5,695
Purchases (GBV)	165	76	8	135	384
Disposals (WDV)	(51)	-	-	-	(51)
Depreciation & Impairment	(177)	(150)	(22)	-	(349)
Adjustments as per Note 9	(127)	-	(36)	-	(163)
Closing Balance - 30/6/14	667	353	95	4,401	5,516
Purchases (GBV)	105	77	47	220	449
Depreciation & Impairment	(180)	(130)	(25)	-	(335)
Other movement (transfers from WIP)	186	-	-	-	186
Closing Balance - 30/6/15	778	300	117	4,621	5,816

	Operational Land	Community Land	Land Improve- -ments Depreciable	Buildings Non- Specialised	Total
Opening Balance - 1/7/13	112,190	102,688	667	27,592	243,137
Purchases (GBV)	-	-	23	73	96
Depreciation & Impairment	-	-	(15)	(479)	(494)
Closing Balance - 30/6/14	112,190	102,688	675	27,186	242,739
Purchases (GBV)	-	-	15	859	874
Disposals (WDV)	-	-	-	(20)	(20)
Depreciation & Impairment	-	-	(13)	(483)	(496)
Other movement (transfers from WIP)	-	-	-	79	79
Closing Balance - 30/6/15	112,190	102,688	677	27,621	243,176

Mosman Council

Notes to the Financial Statements
for the financial year ended 30 June 2015

Note 27. Fair Value Measurement (continued)

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

a. The following tables present the changes in Level 3 Fair Value Asset Classes. (continued)

	Buildings Specialised	Other Structures	Roads	Footpaths	Total
Opening Balance - 1/7/13	15,323	389	110,019	14,686	140,417
Purchases (GBV)	36	-	4,526	155	4,717
Depreciation & Impairment	(279)	(7)	(2,442)	(244)	(2,972)
Closing Balance - 30/6/14	15,080	382	112,103	14,597	142,162
Purchases (GBV)	70	-	2,289	303	2,662
Depreciation & Impairment	(281)	(6)	(2,336)	(178)	(2,801)
FV Gains - Other Comprehensive Income	-	-	4,267	(3,518)	749
Closing Balance - 30/6/15	14,869	376	116,323	11,204	142,772

	Stormwater Drainage	Other Open Space Recreational	Heritage Collections	Library Books	Total
Opening Balance - 1/7/13	49,918	20,930	13	825	71,686
Purchases (GBV)	588	1,405	-	260	2,253
Depreciation & Impairment	(374)	(1,107)	-	(242)	(1,723)
Closing Balance - 30/6/14	50,132	21,228	13	843	72,216
Purchases (GBV)	360	404	-	212	976
Depreciation & Impairment	(379)	(896)	-	(239)	(1,514)
Closing Balance - 30/6/15	50,113	20,736	13	816	71,678

	Other Assets	Total
Opening Balance - 1/7/13	327	327
Depreciation & Impairment	(4)	(4)
Adjustments as per Note 9	(268)	(268)
Closing Balance - 30/6/14	55	55
Depreciation & Impairment	(4)	(4)
Closing Balance - 30/6/15	51	51

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 27. Fair Value Measurement

b. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various Level 3 Asset Class fair values.

I, PP&E

Class	Fair Value (30/6/15) \$'000	Valuation Techniques	Unobservable Inputs	Range of Inputs (incl probable)	Relationship of unobservable inputs to Fair Value
Plant and Equipment	778	Cost Approach	<ul style="list-style-type: none"> Gross replacement cost. Remaining useful life. 	<ul style="list-style-type: none"> Varies significantly from asset to asset. 5 to 10 years 	Significant changes in the gross replacement value, pattern of consumption effecting or the remaining useful life would result in significant changes to fair value measurement.
Office Equipment	300	Cost Approach	<ul style="list-style-type: none"> Gross replacement cost. Remaining useful life. 	<ul style="list-style-type: none"> Varies significantly from asset to asset. 5 to 10 years 	Significant changes in the gross replacement value, pattern of consumption effecting the remaining useful life would result in significant changes to fair value measurement.
Furniture and Fittings	117	Cost Approach	<ul style="list-style-type: none"> Gross replacement cost. Remaining useful life. 	<ul style="list-style-type: none"> Varies significantly from asset to asset. 5 to 20 years 	Significant changes in the gross replacement value, pattern of consumption effecting the remaining useful life would result in significant changes to fair value measurement.

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 27. Fair Value Measurement

Class	Fair Value (30/6/15) \$'000	Valuation Techniques	Unobservable Inputs	Range of Inputs (incl probable)	Relationship of unobservable inputs to Fair Value
Art Collection	4,621	Cost Approach	<ul style="list-style-type: none"> Aesthetic value and quality of the work. Significance of a piece in the artist's oeuvre. Recent auction house results. Survey of retrospective exhibitions. 	<ul style="list-style-type: none"> Varies significantly from asset to asset. 	Changes in academic/expert assessments of quality/significance, broad tastes in arts communities and the general sentiment of the arts market could significantly impact values.
Operational Land	112,190	Cost Approach	<ul style="list-style-type: none"> Price per square metre 	<ul style="list-style-type: none"> \$200 - \$8,000 	Significant changes in the price per square metre would result in significant changes to fair value measurement.
Community Land	102,688	Cost Approach	<ul style="list-style-type: none"> Unimproved Capital Value (price per square metre) 	<ul style="list-style-type: none"> \$20 - \$5700 	Significant changes in the price per square metre would result in significant changes to fair value measurement.
Land Improvements - Depreciable	677	Cost Approach	<ul style="list-style-type: none"> Gross replacement cost Remaining useful life 	<ul style="list-style-type: none"> Varies significantly from asset to asset. 	Significant changes in the gross replacement value, pattern of consumption effecting the remaining useful life would result in significant changes to fair value measurement.

Mosman Council

Notes to the Financial Statements

for the financial year ended 30 June 2015

Note 27. Fair Value Measurement

Class	Fair Value (30/6/15) \$'000	Valuation Techniques	Unobservable Inputs	Range of Inputs (incl probable)	Relationship of unobservable inputs to Fair Value
Buildings Non-Specialised	27,621	Cost Approach	<ul style="list-style-type: none"> Gross Replacement Cost % Breakdown of Building Component Groups Useful Life Condition 	<ul style="list-style-type: none"> \$42,000 - \$14,077,000 0 - 63% 70-100 years Excellent to Poor 	As the service potential of an asset is 'consumed' over its life, the amount is reported as accumulated depreciation. This is related to the useful life, condition, gross replacement, straight line pattern of consumption and the weighted percentage breakdown of building component groups.
Buildings Specialised	14,869	Cost Approach	<ul style="list-style-type: none"> Gross Replacement Cost % Breakdown of Building Component Groups Useful Life Condition 	<ul style="list-style-type: none"> \$42,000 - \$14,077,000 0 - 63% 70-100 years Excellent to Poor 	As the service potential of an asset is 'consumed' over its life, the amount is reported as accumulated depreciation. This is related to the useful life, condition, gross replacement, straight line pattern of consumption and the weighted percentage breakdown of building component groups.
Other Structures	376	Cost Approach	<ul style="list-style-type: none"> Gross Replacement Cost Useful Life Condition 	<ul style="list-style-type: none"> \$33,000 - \$214,000 50 -100 Good 	As the service potential of an asset is 'consumed' over its life, the amount is reported as accumulated depreciation. This is related to the useful life, condition, gross replacement and a straight line pattern of consumption.

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 27. Fair Value Measurement

Class	Fair Value (30/6/15) \$'000	Valuation Techniques	Unobservable Inputs	Range of Inputs (incl probable)	Relationship of unobservable inputs to Fair Value
Roads and Footpaths	127,527	Cost Approach	<ul style="list-style-type: none"> Gross Replacement Cost Useful Life Condition 	<ul style="list-style-type: none"> \$137 - \$873,434 5 – 500 years Excellent to Poor 	As the service potential of an asset is 'consumed' over its life, the amount is reported as accumulated depreciation. This is related to the useful life, condition, gross replacement and a straight line pattern of consumption.
Stormwater Drainage	50,113	Cost Approach	<ul style="list-style-type: none"> Gross Replacement Cost Useful Life Condition 	<ul style="list-style-type: none"> \$21.11 - \$673,000 20 – 150 years Excellent to Very Poor 	As the service potential of an asset is 'consumed' over its life, the amount is reported as accumulated depreciation. This is related to the useful life, condition, gross replacement and a straight line pattern of consumption.
Other Open Space / Recreational Assets	20,736	Cost Approach	<ul style="list-style-type: none"> Gross Replacement Cost Useful Life Condition 	<ul style="list-style-type: none"> \$21.11 - \$742,000 20 – 150 years Excellent to Very Poor 	As the service potential of an asset is 'consumed' over its life, the amount is reported as accumulated depreciation. This is related to the useful life, condition, gross replacement and a straight line pattern of consumption.

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 27. Fair Value Measurement

Class	Fair Value (30/6/15) \$'000	Valuation Techniques	Unobservable Inputs	Range of Inputs (incl probable)	Relationship of unobservable inputs to Fair Value
Library Books and Heritage Collections	829	Cost Approach	<ul style="list-style-type: none"> Gross Replacement Cost Asset Condition Useful life 	<ul style="list-style-type: none"> Varies significantly from asset to asset Poor to excellent 5 to 15 years 	Significant changes in the gross replacement value, asset condition, pattern of consumption effecting the remaining useful life would result in significant changes to fair value measurement.
Other Assets	51	Cost Approach	<ul style="list-style-type: none"> Gross replacement cost Remaining useful life 	<ul style="list-style-type: none"> \$800 - \$1000 8 – 11 yearsfa 	Significant changes in the gross replacement value, pattern of consumption effecting the remaining useful life would result in significant changes to fair value measurement.

(5). Highest and best use

All of Council's non financial assets are considered to being utilised for their highest and best use.

Mosman Council

Notes to the Financial Statements for the financial year ended 30 June 2015

Note 28. Council Information & Contact Details

Principal Place of Business:

Civic Centre

Mosman Square, Spit Junction, 2088

Contact Details
Mailing Address:

PO Box 211

SPIT JUNCTION NSW 2088

Opening Hours:

Monday to Friday 8.30 am to 5pm

Telephone: 02 9978 4000

Facsimile: 02 9978 4132

Internet: www.mosmancouncil.nsw.gov.au

Email: council@mosman.nsw.gov.au

Officers
GENERAL MANAGER

V Lee

RESPONSIBLE ACCOUNTING OFFICER

G Mills

PUBLIC OFFICER

M Glyde

AUDITORS

Hill Rogers Spencer Steer

Level 5

1 Chifley Square

Sydney NSW 2000

Elected Members
MAYOR

P Abelson

COUNCILLORS

R Bendall

C Corrigan

P S Menzies

L Moline

T Sherlock

P White

Other Information

ABN: 94 414 022 939

MOSMAN COUNCIL
GENERAL PURPOSE FINANCIAL STATEMENTS
INDEPENDENT AUDITORS' REPORT

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying general purpose financial statements of Mosman Council, which comprises the Statement of Financial Position as at 30 June 2015, Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management. The financial statements include the consolidated financial statements of the economic entity and the entities it controlled at year end or from time to time during the year.

Responsibility of Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1993. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement. Our audit responsibility does not extend to the original budget information disclosed in the Income Statement, Statement of Cash Flows, and Note 2(a) or the budget variation explanations disclosed in Note 16. Nor does our responsibility extend to the projected future developer contributions and costs disclosed in Note 17. Accordingly, no opinion is expressed on these matters.

Assurance Partners

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Practising as Hill Rogers Spencer
Steer Assurance Partners

ABN 56 435 338 966

Hill Rogers
Spencer Steer

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements. Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion,

- (a) the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13 part 3 Division 2; and
- (b) the financial statements:
 - (i) have been presented in accordance with the requirements of this Division;
 - (ii) are consistent with the Council's accounting records;
 - (iii) present fairly the Council's financial position, the results of its operations and its cash flows; and
 - (iv) are in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia.
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial statements that we have become aware of during the course of the audit.

HILL ROGERS SPENCER STEER



BRETT HANGER
Partner

Dated at Sydney this 22nd day of September 2015

Hill Rogers
Spencer Steer

22 September 2015

Mayor
Mosman Council
PO Box 211
SPIT JUNCTION NSW 2088

Mayor,

Audit Report - Year Ended 30 June 2015

We are pleased to advise completion of the audit of Council's books and records for the year ended 30 June 2015 as required under Section 417(1) of the Local Government Act, 1993 and the Local Government Code of Accounting Practice and Financial Reporting to the General and Special Purpose Financial Statements.

Our audit has been conducted in accordance with Australian Auditing Standards so as to express an opinion on both the General and Special Purpose Financial Statements of the Council. We have ensured that the financial statements have been prepared in accordance with Australian Accounting Standards, Australian Accounting Interpretations and the Local Government Code of Accounting Practice and Financial Reporting.

This report on the conduct of the audit is also issued under Section 417(1) and we now offer the following comments on the financial statements and the audit;

I. RESULTS FOR THE YEAR

1.1 Operating Result

The operating result for the year was a surplus of \$5.216 million as compared with \$5.34 million in the previous year.

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The following table sets out the results for the year and the extent (%) that each category of revenue and expenses contributed to the total.

	2015 \$000	% of Total	2014 \$000	% of Total	Increase (Decrease) \$000
Revenues before capital items					
Rates & annual charges	23,680	55%	22,611	55%	1,069
User charges, fees & other revenues	16,288	38%	16,345	39%	(57)
Grants & contributions provided for operating purposes	2,545	6%	1,996	5%	549
Interest & investment revenue	503	1%	438	1%	65
	43,016	100%	41,390	100%	1,626
Expenses					
Employee benefits & costs	15,925	40%	14,966	38%	959
Materials, contracts & other expenses	18,361	46%	17,772	46%	589
Depreciation, amortisation & impairment	5,166	13%	5,557	14%	(391)
Borrowing costs	612	2%	677	2%	(65)
	40,064	100%	38,972	100%	1,092
Surplus (Deficit) before capital items	2,952		2,418		534
Grants & contributions provided for capital purposes	2,264		2,922		(658)
Net Surplus (Deficit) for the year	5,216		5,340		(124)
Performance Measures					
	2015		2014		
Operating Performance	1.70%		0.31%		
Own Source Operating Revenue	88.82%		88.29%		

The table above shows an overall decrease over the previous year of \$124,000. Grants and contributions received for capital purposes decreased from the previous year by \$658,000. This was offset by an increase in operating grants of \$549,000; primarily relating to the timing of the payment of the Financial Assistance Grant, which ceased being in paid advance during the prior year.

Operating Performance measures the ability to contain operating expenditure within operating revenue excluding capital amounts. For 2015, this indicator was 1.7% and exceeded the benchmark of 0%.

Own Source Operating Revenue measures the degree of reliance on external funding sources such as grants and contributions. For 2014, this indicator was 88.82% and exceeded the benchmark of 60%.

1.2 Funding Result

As the operating result only accounts for operating income and expenditure, in reviewing the overall financial performance of Council, it is useful to consider the total source of revenues and how they were applied during the year which is illustrated in the table below.

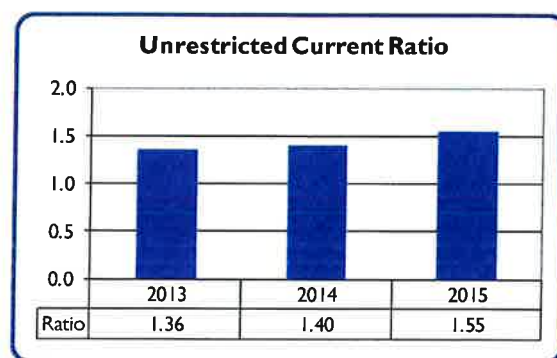
	2015	2014
	\$'000	\$'000
Funds were provided by:-		
Operating Result (as above)	5,216	5,340
Add back non funding items:-		
- Depreciation, amortisation & impairment	5,166	5,557
- Book value of non-current assets sold	20	51
- (Gain)/Loss of fair value to investment properties	(2,129)	(2,286)
- (Surplus)/Deficit in joint ventures	(150)	(31)
	8,123	8,631
New loan borrowings	0	2,000
Distributions from joint ventures	32	35
Net Changes in current/non-current assets & liabilities	819	469
	8,974	11,135
Funds were applied to:-		
Purchase and construction of assets	(5,099)	(7,894)
Principal repaid on loans	(1,887)	(1,990)
Transfers to externally restricted assets (net)	(632)	(721)
Transfers to internal reserves (net)	(925)	(89)
Net Changes in current/non current assets & liabilities	0	0
	(8,543)	(10,694)
Increase/(Decrease) in Available Working Capital	431	441

2. FINANCIAL POSITION

2.1 Unrestricted Current Ratio

The Unrestricted Current Ratio is a financial indicator specific to local government and represents Council's ability to meet its debts and obligations as they fall due.

After eliminating externally restricted assets and current liabilities not expected to be paid within the next 12 months net current assets amounted to \$4.067 million representing a factor of 1.55 to 1.



2.2 Available Working Capital – (Working Funds)

At the close of the year the Available Working Capital of Council stood at \$3.029 million as detailed below;

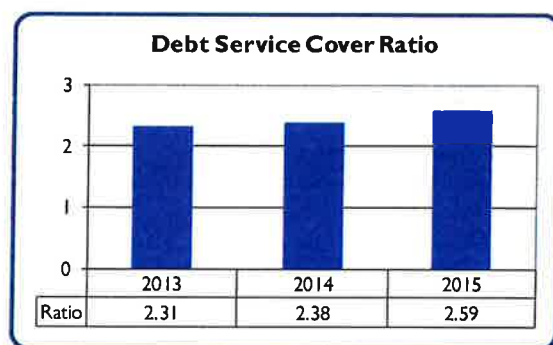
	2015 \$000	2014 \$000	Change \$000
Net Current Assets (Working Capital) as per Accounts	1,490	417	1,073
Add Payables & provisions not expected to be realised in the next 12 months included above	7,604	6,843	761
Adjusted Net Current Assets	9,094	7,260	1,834
Add Budgeted & expected to pay in the next 12 months			
- Borrowings	1,913	1,880	33
- Employees leave entitlements	1,641	1,602	39
- Deposits & retention moneys	695	613	82
Less: Externally restricted assets	(5,027)	(4,395)	(632)
Less: Internally restricted assets	(5,287)	(4,362)	(925)
Available Working Capital as at 30 June	3,029	2,598	431

The balance of Available Working Capital should be at a level to manage Council's day to day operations including the financing of hard core debtors, stores and to provide a buffer against unforeseen and unbudgeted expenditures. Taking into consideration the nature and level of the internally restricted assets (Reserves) set aside to fund future works and services and liabilities, Council's Available Working Capital at year end was satisfactory.

2.3 Debt

After repaying principal and interest of \$2.499 million, total debt as at 30 June 2015 stood at \$9.079 million (2014 - \$10.966 million).

The debt service cover ratio measures the availability of operating cash to service debt repayments. For 2015, the ratio indicated that operating results before capital, interest and depreciation covered payments required to service debt by a factor of 2.59 to 1.



2.4 Summary

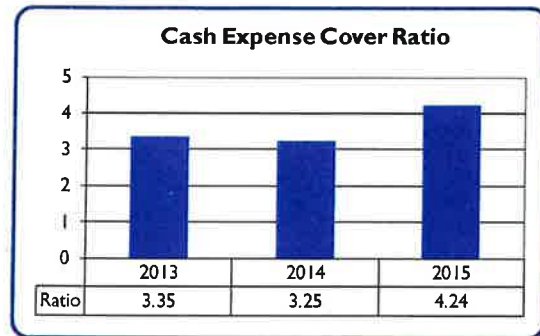
Council's overall financial position, when taking into account the above financial indicators was, in our opinion, satisfactory.

3. CASH ASSETS

3.1 Cash Expense Cover Ratio

This liquidity ratio indicates the number of months of expenditure requirements that can be met with available cash and term deposit balances without the need for additional cash inflow.

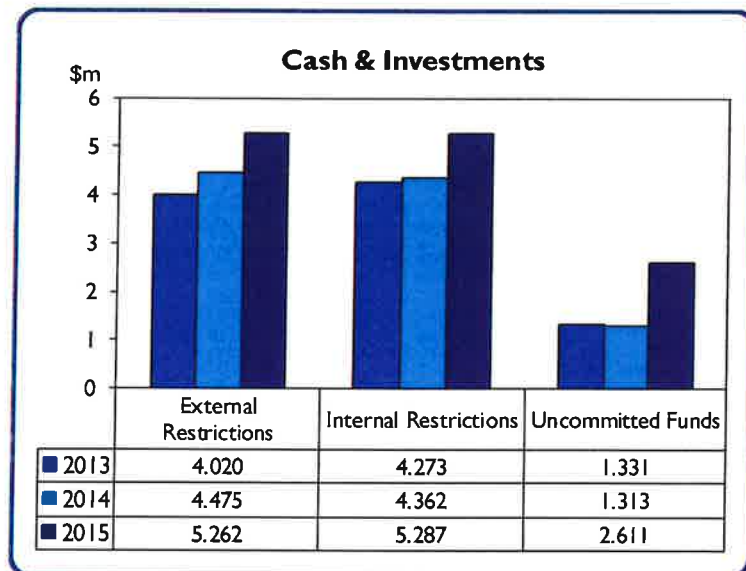
For 2015, this ratio stood at 4.24 months compared to the benchmark of 3.



3.2 Cash & Investment Securities

Cash and investments amounted \$13.16 million at 30 June 2015 as compared with \$10.15 million in 2014 and \$9.624 million in 2013.

The chart alongside summarises the purposes for which cash and investments securities were held.



Externally restricted cash and investments are restricted in their use by externally imposed requirements and consisted of unexpended specific purpose grants (\$309,000), developer contributions (\$3.517 million) and domestic waste management charges (\$1.436 million).

Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect forward plans, identified programs of works, and are, in fact, Council's "**Reserves**". These Reserves totalled \$5.287 million and their purposes are more fully disclosed in Notes 6 of the financial statements.

Unrestricted cash and investments amounted to \$2.611 million, which is available to provide liquidity for day to day operations.

3.3 Cash Flows

The Statement of Cash Flows illustrates the flow of cash (highly liquid cash and investments) moving in and out of Council during the year and reveals that Cash Assets increased by \$3.01 million to \$13.16 million at the close of the year.

In addition to operating activities which contributed net cash of \$9.927 million were the redemption of investments (\$19.35 million) and distributions from joint ventures (\$32,000). Cash outflows other than operating activities were used to repay debt (\$1.887 million), purchase investments (\$19.35 million) and to purchase and construct assets (\$5.062 million).

4. RECEIVABLES

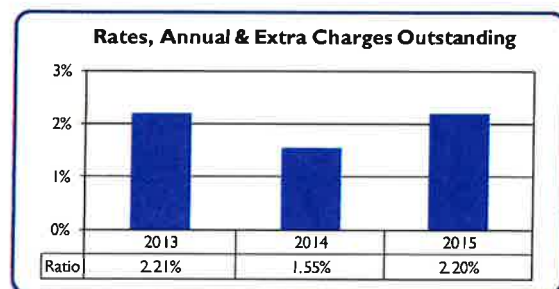
4.1 Rates & Annual Charges (excluding interest & extra charges)

Net rates and annual charges levied during the year totalled \$23.68 million and represented 52% of Council's total revenues.

Including arrears, the total rates and annual charges collectible was \$24.025 million of which \$23.512 million (98%) was collected.

4.2 Rates, Annual & Extra Charges

Arrears of rates, annual and extra charges stood at \$530,000 at the end of the year and represented 2.2% of those receivables.



4.3 Other Receivables

Receivables (other than Rates & Annual Charges) totalled \$3.271 million and mainly consisted of user charges, fees and revenue accruals (\$2.358 million) and amounts due from other levels of government (\$913,000). Those considered to be uncertain of collection have been provided for as doubtful debts and this provision amounted to \$304,000.

5. PAYABLES

5.1 Employees Leave Entitlements

Council's provision for its liability toward employees leave entitlements and associated on costs amounted to \$4.181 million. A cash reserve of \$840,000 was held at year end representing 20% of this liability and was, in our opinion, sufficient to meet unbudgeted and unanticipated retirements.

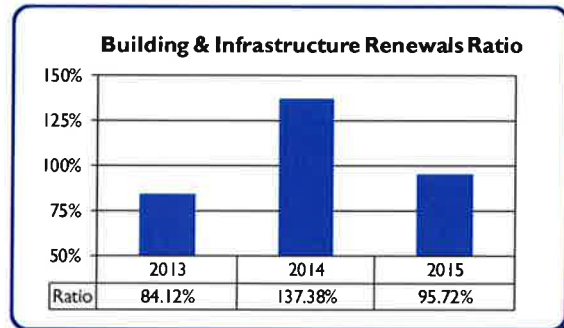
5.2 Deposits, Retentions & Bonds

Deposits, retentions and bonds held at year end amounted to \$6.045 million and a cash reserve was held amounting to \$2 million representing 33% of this liability and was sufficient to meet anticipated repayments in the near future.

6. BUILDING AND INFRASTRUCTURE RENEWALS

The Building and Infrastructure Renewals ratio measures the rate at which these assets are renewed against the rate at which they are depreciating.

Special Schedule No. 7 discloses that asset renewals for 2015 represented 96% of the depreciation charges for these assets. An industry benchmark is considered to be 100%, measured annually over the long term.



7. REVALUATION OF ASSETS

Council's infrastructure, property, plant and equipment are required to be carried at fair value with revaluations of each asset class to be performed at least every five years.

During the year, roads and footpath assets were revalued. This resulted in a net increase of \$749,000 that was credited directly to Equity. Notes 1(j) and 9 of the financial statements provide further details.

8. MANAGEMENT LETTER

An audit management letter addressing the findings from our interim audit was issued on 16 March 2015 and included our recommendations on possible ways to strengthen and/or improve procedures.

9. CONCLUSION

We wish to record our appreciation to your General Manager and her staff for their ready co-operation and the courtesies extended to us during the conduct of the audit.

Yours faithfully,

HILL ROGERS SPENCER STEER

BRETT HANGER

Partner

Mosman Council

SPECIAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2015

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

Mosman
COUNCIL

Mosman Council

Special Purpose Financial Statements

for the financial year ended 30 June 2015

Contents	Page
1. Statement by Councillors & Management	2
2. Special Purpose Financial Statements:	
Income Statement - Water Supply Business Activity	n/a
Income Statement - Sewerage Business Activity	n/a
Income Statement - Other Business Activities	3
Statement of Financial Position - Water Supply Business Activity	n/a
Statement of Financial Position - Sewerage Business Activity	n/a
Statement of Financial Position - Other Business Activities	4
3. Notes to the Special Purpose Financial Statements	5
4. Auditor's Report	9

Background

- (i) These Special Purpose Financial Statements have been prepared for the use by both Council and the Division of Local Government in fulfilling their requirements under National Competition Policy.
- (ii) The principle of competitive neutrality is based on the concept of a "level playing field" between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, State or Local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- (iii) For Council, the principle of competitive neutrality & public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation and **(b)** those activities with a turnover of over \$2 million that Council has formally declared as a Business Activity (defined as Category 1 activities).

- (iv) In preparing these financial statements for Council's self classified Category 1 businesses and ABS defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax equivalent regime payments & debt guarantee fees (where the business benefits from councils borrowing position by comparison with commercial rates).
-

Mosman Council

Special Purpose Financial Statements

for the financial year ended 30 June 2015

Statement by Councillors and Management

made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:


- The NSW Government Policy Statement "Application of National Competition Policy to Local Government".
- The Division of Local Government Guidelines "Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality".
- The Local Government Code of Accounting Practice and Financial Reporting.
- The NSW Office of Water (Department of Environment, Climate Change and Water) Guidelines - "Best Practice Management of Water and Sewerage".


To the best of our knowledge and belief, these Financial Statements:

- Present fairly the Operating Result and Financial Position for each of Council's declared Business Activities for the year, and
- Accord with Council's accounting and other records.

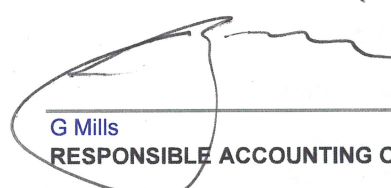
We are not aware of any matter that would render these Statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 08 September 2015.


P Abelson
MAYOR


R Bendall
COUNCILLOR


V Lee
GENERAL MANAGER


G Mills
RESPONSIBLE ACCOUNTING OFFICER

Mosman Council

Income Statement of Council's Other Business Activities

for the financial year ended 30 June 2015

Commercial Property
Management

Category 1

\$ '000	Actual 2015	Actual 2014
Income from continuing operations		
Access charges	-	-
User charges	1,249	996
Fees	-	-
Interest	-	-
Grants and contributions provided for non capital purposes	-	-
Profit from the sale of assets	-	-
Other income	3,930	4,057
Total income from continuing operations	5,179	5,053
Expenses from continuing operations		
Employee benefits and on-costs	60	51
Borrowing costs	-	-
Materials and contracts	118	73
Depreciation and impairment	93	92
Loss on sale of assets	-	-
Calculated taxation equivalents	116	116
Debt guarantee fee (if applicable)	-	-
Other expenses	-	-
Total expenses from continuing operations	387	332
Surplus (deficit) from Continuing Operations before capital amounts	4,792	4,721
Grants and contributions provided for capital purposes	-	-
Surplus (deficit) from Continuing Operations after capital amounts	4,792	4,721
Surplus (deficit) from discontinued operations	-	-
Surplus (deficit) from ALL Operations before tax	4,792	4,721
less: Corporate Taxation Equivalent (30%) [based on result before capital]	(1,438)	(1,416)
SURPLUS (DEFICIT) AFTER TAX	3,354	3,305
plus Opening Retained Profits	54,598	52,415
plus/less: Prior Period Adjustments	-	-
plus Adjustments for amounts unpaid:		
- Taxation equivalent payments	116	116
- Debt guarantee fees	-	-
- Corporate taxation equivalent	1,438	1,416
add:		
- Subsidy Paid/Contribution To Operations	-	-
less:		
- TER dividend paid	-	-
- Dividend paid	(2,871)	(2,654)
Closing Retained Profits	56,635	54,598
Return on Capital %	8.5%	8.7%
Subsidy from Council	-	-

Mosman Council

Statement of Financial Position - Council's Other Business Activities

as at 30 June 2015

Commercial Property
Management

Category 1

\$ '000	Actual 2015	Actual 2014
ASSETS		
Current Assets		
Cash and cash equivalents	-	-
Investments	-	-
Receivables	25	24
Inventories	-	-
Other	-	-
Non-current assets classified as held for sale	-	-
Total Current Assets	25	24
Non-Current Assets		
Investments	-	-
Receivables	-	-
Inventories	-	-
Infrastructure, property, plant and equipment	7,660	7,753
Investments accounted for using equity method	-	-
Investment property	48,950	46,821
Intangible Assets	-	-
Other	-	-
Total Non-Current Assets	56,610	54,574
TOTAL ASSETS	56,635	54,598
LIABILITIES		
Current Liabilities		
Bank Overdraft	-	-
Payables	-	-
Interest bearing liabilities	-	-
Provisions	-	-
Total Current Liabilities	-	-
Non-Current Liabilities		
Payables	-	-
Interest bearing liabilities	-	-
Provisions	-	-
Total Non-Current Liabilities	-	-
TOTAL LIABILITIES	-	-
NET ASSETS	56,635	54,598
EQUITY		
Retained earnings	56,635	54,598
Revaluation reserves	-	-
Council equity interest	56,635	54,598
Non-controlling equity interest	-	-
TOTAL EQUITY	56,635	54,598

Mosman Council

Special Purpose Financial Statements

for the financial year ended 30 June 2015

Contents of the Notes accompanying the Financial Statements

Note	Details	Page
1	Summary of Significant Accounting Policies	6
2	Water Supply Business Best Practice Management disclosure requirements	n/a
3	Sewerage Business Best Practice Management disclosure requirements	n/a

Mosman Council

Notes to the Special Purpose Financial Statements for the financial year ended 30 June 2015

Note 1. Significant Accounting Policies

These financial statements are a Special Purpose Financial Statements (SPFS) prepared for use by Council and the Office of Local Government.

For the purposes of these statements, the Council is not a reporting not-for-profit entity.

The figures presented in these special purpose financial statements, unless otherwise stated, have been prepared in accordance with:

- the recognition and measurement criteria of relevant Australian Accounting Standards,
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and
- Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with:

- the *Local Government Act* and *Local Government (General) Regulation*, and
- the Local Government Code of Accounting Practice and Financial Reporting.

The statements are also prepared on an accruals basis, based on historic costs and do not take into account changing money values nor current values of non-current assets (except where specifically stated).

Certain taxes and other costs (appropriately described) have been imputed for the purposes of the National Competition Policy.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' to its business activities as part of the national competition policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 Government Policy statement on the "Application of National Competition Policy to Local Government".

The "Pricing & Costing for Council Businesses A Guide to Competitive Neutrality" issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents; council subsidies; return on investments (rate of return); and dividends paid.

Declared Business Activities

In accordance with *Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

a. Commercial Property Management

Takes into account Council's Commercial Property portfolio and includes properties such as Mosman Square & Library Walk shops, Boronia House, Library Walk flats and Balmoral Bathurst.

It being noted that an Independent Fair Valuation of Investment Properties in 2015 resulted in an increase to the portfolio of \$2.129 M. Revaluations of operational land & buildings also impacted positively on the balance of Infrastructure, Property, Plant & Equipment within the Balance Sheet.

Category 2

(where gross operating turnover is less than \$2 million)

Council has no Category 2 Declared Business Activities

Monetary Amounts

Amounts shown in the financial statements are in Australian currency and rounded to the nearest one thousand dollars.

(i) Taxation Equivalent Charges

Council is liable to pay various taxes and financial duties in undertaking its business activities. Where this is the case, they are disclosed in these statements as a cost of operations just like all other costs.

Mosman Council

Notes to the Special Purpose Financial Statements for the financial year ended 30 June 2015

Note 1. Significant Accounting Policies

However, where Council is exempt from paying taxes which are generally paid by private sector businesses (such as income tax), equivalent tax payments have been applied to all Council nominated business activities and are reflected in these financial statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all council nominated business activities (this does not include council's non-business activities):

Notional Rate Applied %

Corporate Income Tax Rate – 30%

Land Tax – The first **\$432,000** of combined land values attracts **0%**. From \$432,001 to \$2,641,000 the rate is **1.6% + \$100**. For the remaining combined land value that exceeds \$2,641,000, a premium marginal rate of **2.0%** applies.

Payroll Tax – **5.45%** on the value of taxable salaries and wages in excess of \$750,000.

Income Tax

An income tax equivalent has been applied on the profits of each reported Business Activity.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account of in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level (gain/(loss) from ordinary activities before capital amounts) as would be applied by a private sector competitor – that is, it should include a provision equivalent to the corporate income tax rate, currently 30%.

Income Tax is only applied where a positive gain/(loss) from ordinary activities before capital amounts has been achieved.

Since this taxation equivalent is notional - that is, it is payable to the "Council" as the owner of business operations, it represents an internal payment and has no effect on the operations of the council. Accordingly, there is no need for disclosure of internal charges in Council's General Purpose Financial Statements.

The rate applied of 30% is the equivalent company tax rate prevalent as at balance date. No adjustments have been made for variations that have occurred during the year.

Local Government Rates & Charges

A calculation of the equivalent rates and charges payable on all Category 1 businesses has been applied to all land assets owned or exclusively used by the Business Activity.

Loan & Debt Guarantee Fees

The debt guarantee fee is designed to ensure that council business activities face "true" commercial borrowing costs in line with private sector competitors.

In order to calculate a debt guarantee fee, council has determined what the differential borrowing rate would have been between the commercial rate and the council's borrowing rate for its business activities.

(ii) Subsidies

Government policy requires that subsidies provided to customers and the funding of those subsidies must be explicitly disclosed.

Subsidies occur where council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for council to meet its community service obligations.

Accordingly, Subsidies disclosed (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by the council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported Business Activity.

(iii) Return on Investments (Rate of Return)

The Policy statement requires that councils with Category 1 businesses "would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field".

Mosman Council

Notes to the Special Purpose Financial Statements for the financial year ended 30 June 2015

Note 1. Significant Accounting Policies

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The Rate of Return on Capital is calculated as follows:

Operating Result before Capital Income + Interest Expense

Written Down Value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 3.02% at 30/6/15.

The actual rate of return achieved by each Business Activity is disclosed at the foot of each respective Income Statement.

(iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

MOSMAN COUNCIL
SPECIAL PURPOSE FINANCIAL STATEMENTS
INDEPENDENT AUDITORS' REPORT

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying special purpose financial statements of Mosman Council, which comprises the Statement of Financial Position as at 30 June 2015, Income Statement for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management.

Responsibility of Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with the Local Government Act 1993 and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial statements, are appropriate to meet the financial reporting requirements of the Office of Local Government. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements.

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Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion, the special purpose financial statements of the Council are presented fairly in accordance with the requirements of those applicable Accounting Standards detailed in Note 1 and the Local Government Code of Accounting Practice and Financial Reporting.

Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the financial reporting requirements of the Office of Local Government. As a result, the financial statements may not be suitable for another purpose.

HILL ROGERS SPENCER STEER



BRETT HANGER

Partner

Dated at Sydney this 22nd day of September 2015

Mosman Council

SPECIAL SCHEDULES
for the year ended 30 June 2015

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

Mosman
COUNCIL

Mosman Council

Special Schedules

for the financial year ended 30 June 2015

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Special Schedules¹

- Special Schedule No. 1	Net Cost of Services	2
- Special Schedule No. 2(a)	Statement of Long Term Debt (all purposes)	4
- Special Schedule No. 2(b)	Statement of Internal Loans (Sect. 410(3) LGA 1993)	n/a
- Special Schedule No. 3	Water Supply Operations - incl. Income Statement	n/a
- Special Schedule No. 4	Water Supply - Statement of Financial Position	n/a
- Special Schedule No. 5	Sewerage Service Operations - incl. Income Statement	n/a
- Special Schedule No. 6	Sewerage Service - Statement of Financial Position	n/a
- Notes to Special Schedules No. 3 & 5		n/a
- Special Schedule No. 7	Report on Infrastructure Assets (as at 30 June 2015)	5
- Special Schedule No. 8	Financial Projections	n/a
- Special Schedule No. 9	Permissible Income Calculation	9

¹ Special Schedules are not audited (with the exception of Special Schedule 9).

Background

- (i) These Special Schedules have been designed to meet the requirements of special purpose users such as;
- the NSW Grants Commission
 - the Australian Bureau of Statistics (ABS),
 - the NSW Office of Water (NOW), and
 - the Office of Local Government (OLG).
- (ii) The financial data is collected for various uses including;
- the allocation of Financial Assistance Grants,
 - the incorporation of Local Government financial figures in national statistics,
 - the monitoring of loan approvals,
 - the allocation of borrowing rights, and
 - the monitoring of the financial activities of specific services.

Mosman Council

Special Schedule No. 1 - Net Cost of Services

for the financial year ended 30 June 2015

\$'000

Function or Activity	Expenses from Continuing Operations	Income from continuing operations		Net Cost of Services
		Non Capital	Capital	
Governance	1,597	-	-	(1,597)
Administration	8,142	370	-	(7,772)
Public Order and Safety				
Fire Service Levy, Fire Protection, Emergency Services	963	-	-	(963)
Beach Control	-	-	-	-
Enforcement of Local Govt. Regulations	202	1	-	(201)
Animal Control	66	7	-	(59)
Other	42	-	-	(42)
Total Public Order & Safety	1,273	8	-	(1,265)
Health	123	47	-	(76)
Environment				
Noxious Plants and Insect/Vermin Control	-	-	-	-
Other Environmental Protection	402	123	-	(279)
Solid Waste Management	4,245	6,332	-	2,087
Street Cleaning	1,105	-	-	(1,105)
Drainage	247	-	-	(247)
Stormwater Management	370	-	117	(253)
Total Environment	6,369	6,455	117	203
Community Services and Education				
Administration & Education	652	1	-	(651)
Social Protection (Welfare)	-	-	-	-
Aged Persons and Disabled	1,111	773	-	(338)
Children's Services	1,258	1,016	-	(242)
Total Community Services & Education	3,021	1,790	-	(1,231)
Housing and Community Amenities				
Public Cemeteries	-	-	-	-
Public Conveniences	117	-	-	(117)
Street Lighting	455	97	-	(358)
Town Planning	2,026	938	-	(1,088)
Other Community Amenities	-	-	-	-
Total Housing and Community Amenities	2,598	1,035	-	(1,563)
Water Supplies	-	-	-	-
Sewerage Services	-	-	-	-

Mosman Council

Special Schedule No. 1 - Net Cost of Services (continued)

for the financial year ended 30 June 2015

\$'000

Function or Activity	Expenses from Continuing Operations	Income from continuing operations		Net Cost of Services
		Non Capital	Capital	
Recreation and Culture				
Public Libraries	2,235	176	6	(2,053)
Museums	-	-	-	-
Art Galleries	1,307	460	185	(662)
Community Centres and Halls	994	6	-	(988)
Performing Arts Venues	-	-	-	-
Other Performing Arts	-	-	-	-
Other Cultural Services	908	70	-	(838)
Sporting Grounds and Venues	449	155	-	(294)
Swimming Pools	166	312	-	146
Parks & Gardens (Lakes)	4,456	163	-	(4,293)
Other Sport and Recreation	110	-	-	(110)
Total Recreation and Culture	10,625	1,342	191	(9,092)
Fuel & Energy	-	-	-	-
Agriculture	-	-	-	-
Mining, Manufacturing and Construction				
Building Control	994	692	-	(302)
Other Mining, Manufacturing & Construction	-	-	-	-
Total Mining, Manufacturing and Const.	994	692	-	(302)
Transport and Communication				
Urban Roads (UR) - Local	3,406	1,015	367	(2,024)
Urban Roads - Regional	-	-	-	-
Sealed Rural Roads (SRR) - Local	-	-	-	-
Sealed Rural Roads (SRR) - Regional	-	-	-	-
Unsealed Rural Roads (URR) - Local	-	-	-	-
Unsealed Rural Roads (URR) - Regional	-	-	-	-
Bridges on UR - Local	-	-	-	-
Bridges on SRR - Local	-	-	-	-
Bridges on URR - Local	-	-	-	-
Bridges on Regional Roads	-	-	-	-
Parking Areas	930	5,766	-	4,836
Footpaths	345	13	-	(332)
Aerodromes	-	-	-	-
Other Transport & Communication	-	-	-	-
Total Transport and Communication	4,681	6,794	367	2,480
Economic Affairs				
Camping Areas & Caravan Parks	-	-	-	-
Other Economic Affairs	641	5,741	1,589	6,689
Total Economic Affairs	641	5,741	1,589	6,689
Totals – Functions	40,064	24,274	2,264	(13,526)
General Purpose Revenues ⁽²⁾		18,592		18,592
Share of interests - joint ventures & associates using the equity method	-	150		150
NET OPERATING RESULT ⁽¹⁾	40,064	43,016	2,264	5,216

(1) As reported in the Income Statement

(2) Includes: Rates & Annual Charges (incl. Ex Gratia, excl. Water & Sewer), Non Capital General Purpose Grants, Interest on Investments (excl. Ext. Restricted Assets) & Interest on overdue Rates & Annual Charges

Mosman Council

Special Schedule No. 2(a) - Statement of Long Term Debt (all purpose)

for the financial year ended 30 June 2015

\$'000

Classification of Debt	Principal outstanding at beginning of the year			New Loans raised during the year	Debt redemption during the year		Transfers to Sinking Funds	Interest applicable for Year	Principal outstanding at the end of the year		
	Current	Non Current	Total		From Revenue	Sinking Funds			Current	Non Current	Total
Loans (by Source)											
Commonwealth Government	-	-	-	-	-	-	-	-	-	-	-
Treasury Corporation	-	-	-	-	-	-	-	-	-	-	-
Other State Government	-	-	-	-	-	-	-	-	-	-	-
Public Subscription	-	-	-	-	-	-	-	-	-	-	-
Financial Institutions	1,880	9,086	10,966	-	1,887	-	-	-	1,913	7,166	9,079
Other	-	-	-	-	-	-	-	-	-	-	-
Total Loans	1,880	9,086	10,966	-	1,887	-	-	-	1,913	7,166	9,079
Other Long Term Debt											
Ratepayers Advances	-	-	-	-	-	-	-	-	-	-	-
Government Advances	-	-	-	-	-	-	-	-	-	-	-
Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Deferred Payments	-	-	-	-	-	-	-	-	-	-	-
Total Long Term Debt	-	-	-	-	-	-	-	-	-	-	-
Total Debt	1,880	9,086	10,966	-	1,887	-	-	-	1,913	7,166	9,079

Notes: Excludes (i) Internal Loans & (ii) Principal Inflows/Outflows relating to Loan Re-Financing.

This Schedule is prepared using the **face value** of debt obligations, rather than **fair value** (which are reported in the GPFS).

Mosman Council

Special Schedule No. 7 - Report on Infrastructure Assets

as at 30 June 2015

\$'000

Asset Class	Asset Category	Estimated cost to bring up to a satisfactory standard refer (1)	Required Annual Maintenance refer (2)	Actual Maintenance 2014/15 refer (3)	Written Down Value (WDV) refer (4)	Assets in Condition as a % of WDV				
						1	2	3	4	5
						refer (4) & (5)				
Buildings	Council Offices / Administration Centres	-	120	196	7,604	0%	100%	0%	0%	0%
	Council Works Depot	-	17	31	1,240	0%	100%	0%	0%	0%
	Libraries	-	54	44	3,047	0%	0%	100%	0%	0%
	Cultural Facilities	-	96	70	6,205	0%	92%	8%	0%	0%
	Other Buildings	-	7	118	5,720	81%	19%	0%	0%	0%
	Specialised Buildings	42	184	240	14,869	68%	17%	15%	0%	0%
	Childcare Centres	-	18	10	1,353	51%	0%	49%	0%	0%
	Multistorey Carparks	-	88	20	2,452	0%	100%	0%	0%	0%
	sub total	42	584	729	42,490	36.3%	48.5%	15.1%	0.0%	0.0%
Other Structures	Other Structures	-	-	-	376	0%	100%	0%	0%	0%
	sub total	-	-	-	376	0.0%	100.0%	0.0%	0.0%	0.0%
Roads	Sealed Roads Pavements	562	265	284	63,458	15%	64%	20%	1%	0%
	Footpaths	18	187	108	11,204	28%	53%	19%	0%	0%
	Kerb and Gutter	10	39	21	12,377	23%	61%	16%	0%	0%
	Formation	-	-	-	7,485	100%	0%	0%	0%	0%
	Retaining Walls	1,859	47	7	19,531	20%	50%	27%	3%	0%
	Physical Traffic Devices	-	101	49	1,725	47%	41%	12%	0%	0%
	Lines and Signs	44	31	65	429	45%	44%	10%	1%	0%
	Street Furniture	247	16	71	1,269	18%	56%	24%	2%	0%
	Steps	289	23	-	1,657	21%	65%	13%	1%	0%
	Pram Ramps	1	8	1	246	49%	44%	7%	0%	0%
	Vehicle Crossings	-	-	-	5,428	100%	0%	0%	0%	0%
	Carparks	-	23	8	2,718	42%	52%	6%	0%	0%
	sub total	3,030	740	614	127,527	27.6%	53.4%	18.1%	1.0%	0.0%

Mosman Council

Special Schedule No. 7 - Report on Infrastructure Assets (continued)

as at 30 June 2015

\$'000

Asset Class	Asset Category	Estimated cost to bring up to a satisfactory standard refer (1)	Required Annual Maintenance refer (2)	Actual Maintenance 2014/15 refer (3)	Written Down Value (WDV) refer (4)	Assets in Condition as a % of WDV				
						1	2	3	4	5
						refer (4) & (5)				
Stormwater Drainage	Stormwater Quality Devices	10	58	6	2,758	99%	0%	1%	0%	0%
	Rainwater Reuse Tanks	-	15	-	1,098	100%	0%	0%	0%	0%
	Open Conduits	965	31	-	930	39%	11%	45%	3%	2%
	Closed Conduits	313	56	76	40,531	6%	53%	41%	0%	0%
	Nodes	59	58	97	4,796	4%	77%	18%	1%	0%
	sub total	1,347	218	179	50,113	13.6%	50.4%	35.8%	0.2%	0.0%
Open Space/ Recreational Assets	Marine Structures	109	15	61	5,228	26%	0%	74%	0%	0%
	Sporting Fields	647	388	352	3,231	18%	27%	50%	4%	1%
	Parks and Reserves	891	479	413	5,642	8%	27%	60%	3%	1%
	Bushland	337	419	359	4,988	18%	52%	27%	3%	0%
	Unmade Roads	553	153	199	1,647	0%	2%	74%	4%	20%
	sub total	2,537	1,454	1,384	20,736	15.8%	24.3%	55.2%	2.5%	2.2%
	TOTAL - ALL ASSETS	6,956	2,996	2,906	241,242	25.2%	49.5%	24.4%	0.8%	0.2%

Notes:

- (1). Satisfactory is defined as "satisfying expectations or needs, leaving no room for complaint, causing satisfaction, adequate".
The estimated cost to bring assets to a satisfactory standard is the amount of money that is required to be spent on an asset to ensure that it is in a satisfactory standard.
This estimated cost should not include any planned enhancements (ie.to heighten, intensify or improve the facilities).
- (2). Required Annual Maintenance is "what should be spent to maintain assets in a satisfactory standard.
- (3). Actual Maintenance is what has been spent in the current year to maintain the assets.
Actual Maintenance may be higher or lower than the required annual maintenance due to the timing of when the maintenance actually occurs.
- (4). Written Down Value is in accordance with Note 9 of Council's General Purpose Financial Statements
- (5). **Infrastructure Asset Condition Assessment "Key"**

1	Excellent	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Average	Maintenance work required

4	Poor	Renewal required
5	Very Poor	Urgent renewal/upgrading required

Mosman Council

Special Schedule No. 7 - Report on Infrastructure Assets (continued)

for the financial year ended 30 June 2015

\$ '000	Amounts 2015	Indicator 2015	Prior Periods 20142013	
Infrastructure Asset Performance Indicators Consolidated				
1. Building, Infrastructure & Other Structures				
Renewals Ratio				
Asset Renewals				
(Building, Infrastructure & Other Structures) ⁽¹⁾	4,364	95.72%	137.38%	84.12%
Depreciation, Amortisation & Impairment	4,559			
2. Infrastructure Backlog Ratio				
Estimated Cost to bring Assets to a Satisfactory Condition	6,956			
Total value ⁽²⁾ of Infrastructure, Building, Other Structures & depreciable Land Improvement Assets	241,919	2.88%	3.58%	2.52%
3. Asset Maintenance Ratio				
Actual Asset Maintenance	2,906			
Required Asset Maintenance	2,996	0.97	0.94	1.12
4. Capital Expenditure Ratio				
Annual Capital Expenditure	5,079			
Annual Depreciation	5,166	0.98	1.41	0.88

Notes

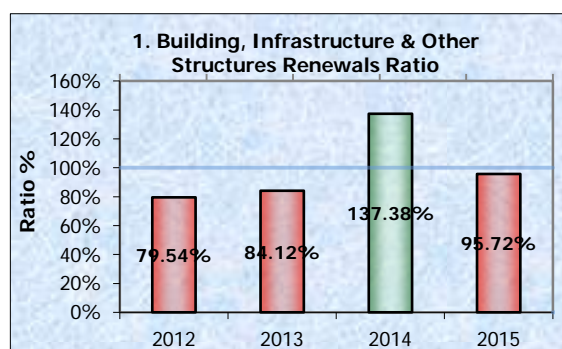
⁽¹⁾ Asset Renewals represent the replacement &/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance. Asset Renewals include building, infrastructure & Other Structure assets only.

⁽²⁾ Written Down Value

Mosman Council

Special Schedule No. 7 - Report on Infrastructure Assets (continued)

for the financial year ended 30 June 2015



Benchmark: — Minimum $\geq 100.00\%$

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

Purpose of Asset Renewals Ratio

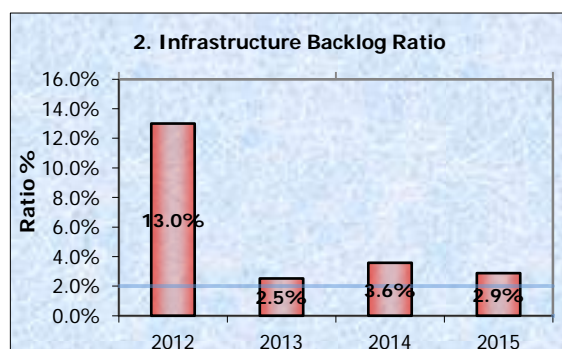
To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on 2014/15 Result

2014/15 Ratio 95.72%

The renewal ratio falls short of the benchmark. This shortfall will be addressed with additional funds raised by the Special Rates Variation coming into effect in FY2016

Ratio is within Benchmark
Ratio is outside Benchmark



Benchmark: — Maximum < 0.02

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

Purpose of Infrastructure Backlog Ratio

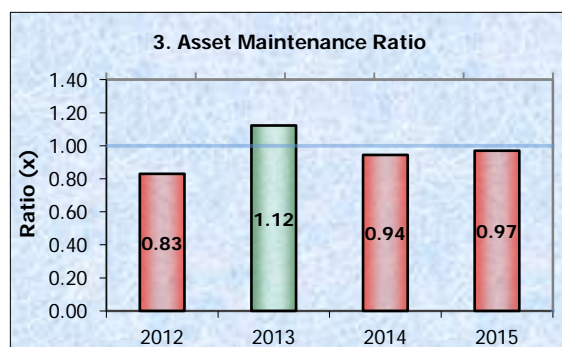
This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on 2014/15 Result

2014/15 Ratio 2.88%

A moderate improvement is noted due to, Roads and Footpath revaluation and review of useful lives for Open Space Assets

Ratio is within Benchmark
Ratio is outside Benchmark



Benchmark: — Minimum > 1.00

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

Purpose of Asset Maintenance Ratio

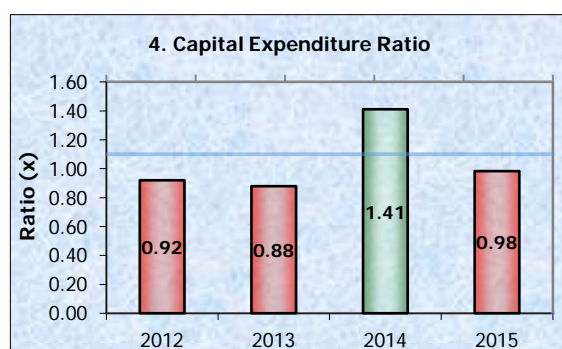
Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the Infrastructure Backlog growing.

Commentary on 2014/15 Result

2014/15 Ratio 0.97 x

The maintenance ratio falls short of the benchmark. This shortfall will be addressed with additional funds raised by the Special Rates Variation coming into effect in FY2016

Ratio is within Benchmark
Ratio is outside Benchmark



Benchmark: — Minimum > 1.10

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

Purpose of Capital Expenditure Ratio

To assess the extent to which a Council is expanding its asset base thru capital expenditure on both new assets and the replacement and renewal of existing assets.

Commentary on 2014/15 Result

2014/15 Ratio 0.98 x

The expenditure ratio falls short of the benchmark. This shortfall will be addressed with additional funds raised by the Special Rates Variation coming into effect in FY2016

Ratio is within Benchmark
Ratio is outside Benchmark

Mosman Council

Special Schedule No. 9 - Permissible Income Calculation

for the financial year ended 30 June 2016

\$'000		Calculation 2014/15	Calculation 2015/16
Notional General Income Calculation ⁽¹⁾			
Last Year Notional General Income Yield	a	17,053	17,498
Plus or minus Adjustments ⁽²⁾	b	39	-
Notional General Income	c = (a + b)	17,092	17,498
Permissible Income Calculation			
Special variation percentage ⁽³⁾	d	0.00%	13.00%
or Rate peg percentage	e	2.30%	0.00%
or Crown land adjustment (incl. rate peg percentage)	f	0.00%	0.00%
less expiring Special variation amount	g	-	(802)
plus Special variation amount	h = d x (c-g)	-	2,170
or plus Rate peg amount	i = c x e	393	-
or plus Crown land adjustment and rate peg amount	j = c x f	-	-
sub-total	k = (c+g+h+i+j)	17,485	18,866
plus (or minus) last year's Carry Forward Total	l	17	0
less Valuation Objections claimed in the previous year	m	(4)	(1)
sub-total	n = (l + m)	13	(1)
Total Permissible income	o = k + n	17,497	18,866
less Notional General Income Yield	p	17,498	18,879
Catch-up or (excess) result	q = o - p	(1)	(13)
plus Income lost due to valuation objections claimed ⁽⁴⁾	r	1	4
less Unused catch-up ⁽⁵⁾	s	-	-
Carry forward to next year	t = q + r - s	0	(9)

Notes

- The Notional General Income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called "supplementary valuations" as defined in the Valuation of Land Act 1916.
- The Special Variation Percentage is inclusive of the Rate Peg percentage and where applicable crown land adjustment.
- Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer-General. Councils can claim the value of the income lost due to valuation objections in any single year.
- Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- Carry forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from councils' Special Schedule 9 in the Financial Data Return (FDR) to administer this process.

MOSMAN COUNCIL

SPECIAL SCHEDULE NO. 9

INDEPENDENT AUDITORS' REPORT

REPORT ON SPECIAL SCHEDULE NO. 9

We have audited the accompanying special purpose financial statement comprising the reconciliation of total permissible general income (Special Schedule No. 9) of Mosman Council for the year ending 30 June 2016.

Responsibility of Council for Special Schedule No. 9

The Council is responsible for the preparation and fair presentation of Special Schedule No. 9 in accordance with the Local Government Code of Accounting Practice and Financial Reporting (Guidelines) Update No. 23. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of Special Schedule No. 9 that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on Special Schedule No. 9 based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether Special Schedule No. 9 is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in Special Schedule No. 9. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of Special Schedule No. 9, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of Special Schedule No. 9.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Australian Auditing Standards.

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Steer Assurance Partners

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Hill Rogers
Spencer Steer

In making our risk assessments, we consider internal controls relevant to the entity's preparation of Special Schedule No. 9 in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Audit Opinion

In our opinion, Special Schedule No. 9 of Mosman Council for 2015/16 is properly drawn up in accordance with the requirements of the Office of Local Government and in accordance with the books and records of the Council.

Basis of Accounting

Without modifying our opinion, we advise that this schedule has been prepared for distribution to the Office of Local Government for the purposes of confirming that Council's reconciliation of Council's total permissible general income is presented fairly. As a result, the schedule may not be suitable for another purpose.

HILL ROGERS SPENCER STEER



BRETT HANGER

Partner

Dated at Sydney this 22nd day of September 2015

SECTION FOUR

State of the Environment Summary Scorecard 2014-15

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STATE OF THE ENVIRONMENT

Summary Scorecard 2014 - 2015



Biodiversity | Climate Change and Air Quality | Waste | Transport

Total Water Cycle | Planning, Built Environment and Heritage

Engagement and Education for Sustainability



THE MOSMAN LOCAL GOVERNMENT AREA

The Mosman LGA is located 8km north-east of the CBD on Sydney’s lower north shore. It is one of Australia’s premier suburbs, with an unmatched harbourside setting. Occupying some 8.7 sq km, Mosman features stunning bays and beaches punctuated by rugged headlands, sandstone cliffs, bushland areas and foreshore parklands.

Mosman’s undulating foreshore is approximately 24km and is emphasised by more than a dozen headlands. Mosman is home to many popular swimming and recreation beaches and bays including Chinaman’s and Balmoral Beach, The Spit, Cobblers Beach and Clifton Gardens. The majority of the foreshore include significant rocky areas, bushland, including many protected areas, and reserves, such as Sydney Harbour National Park.

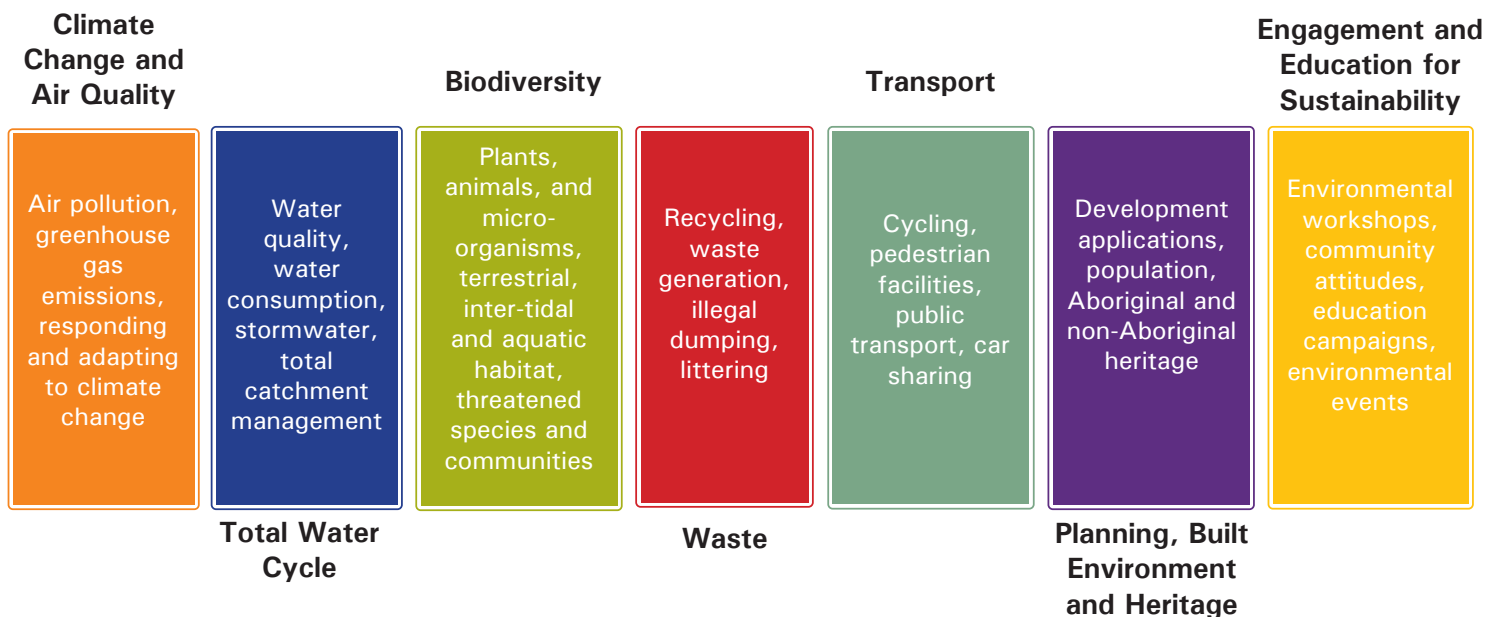
Mosman Council’s vision is to preserve and enhance biodiversity, including Mosman’s bushland, parks, open space, beaches and marine environment through best practice operational and maintenance programs, infrastructure, regulatory practice and education campaigns.

STATE OF THE ENVIRONMENT REPORTING

A State of the Environment (SOE) Report provides a snapshot of the condition of the environment, impacts on the environment and the Council’s response to these impacts. The 2014-2015 SOE takes the form of a “scorecard” providing a quick snapshot of the State of the Mosman local environment and examples of initiatives implemented by Council.

KEY AREAS

This SOE focuses on seven key areas identified in MOSPLAN



A number of standard indicators have been chosen by the State Government to measure each key area. These indicators align with the goals and objectives of MOSPLAN and allow for changes in the environment to be measured over time.



1. CLIMATE CHANGE AND AIR QUALITY

AIR QUALITY	2011-12	2012-13	2013-14	2014-15	Change from previous year
Number of air pollution complaints received by Council	3	2	5	3	↓
ENERGY					
Electricity use Council operations (kWh)	1,826,646	1,811,017	1,628,913	1,554,759	↓
Council energy consumption (GJ)	6,972	7,463	6,740	6,165	↓
GHG emissions from Council energy use (tonnes CO2-e)	1,845	1,841	1,660	1,566	↓
Total residential and non residential electricity use for Mosman (MWh)	146,393	140,698	133,958	138,437	↑
Solar generation exported to the grid (MWh)	470	546	599	640	↑

RESPONDING TO CLIMATE CHANGE AND AIR QUALITY ISSUES – CASE STUDIES

Art Gallery Lighting Retrofit

From May - September 2014, Council completed a lighting upgrade of the Mosman Art Gallery. The two phase project saw the replacement of old light fittings in the office and common hall areas with new energy efficient LED tube lights and downlights, as well as the installation of new track and energy efficient lighting within the Gallery rooms. In the first year the project has seen a saving of over \$14,000 and 50 mWh of electricity.

This project completed the lighting retrofitting program of the three main Council buildings- The Library, Civic Centre and Art Gallery.





2. TOTAL WATER CYCLE

STORMWATER	2011-12	2012-13	2013-14	2014-15	Change from previous year
Number of gross pollutant traps (GPTs)	32	33	34	34	↔
Total gross pollutants removed from GPTs (tonnes)	332	406	197	247	↑
WATER CONSUMPTION					
Total LGA potable water use (kilolitres)	2,841,397	3,089,433	3,237,561	3,128,482	↓
Total residential potable water use (kilolitres per capita)	81	104	108	103	↓
Total Council potable water use (kilolitres)	46,489	69,583	82,072*	67,352	↓

*water consumption has increased largely due to the stormwater harvesting system at Balmoral being offline due to mechanical failure. This issue has now been resolved.

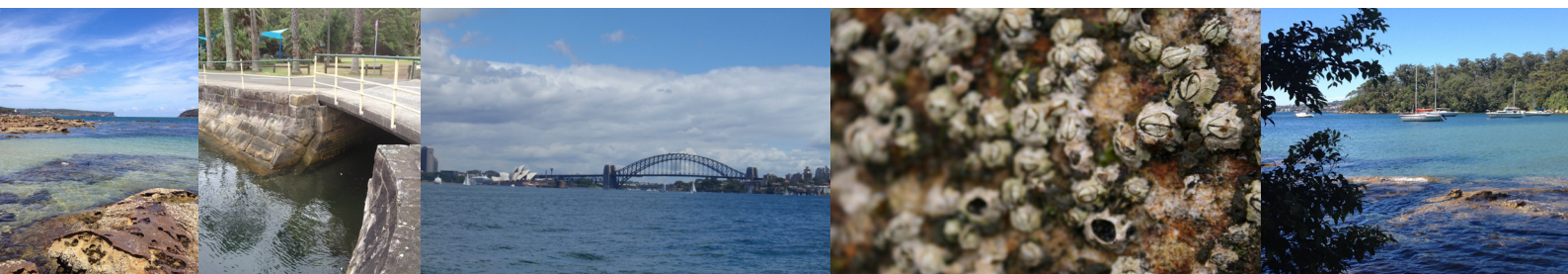
RESPONDING TO TOTAL WATER CYCLE MANAGEMENT ISSUES – CASE STUDIES

Mosman Flood Study

The Mosman Flood Study will identify potential flood risk areas including overland flowpaths and inadequate stormwater infrastructure. For the Mosman Flood Study stormwater asset attributes collated as part of the preparation of the Stormwater Asset Management plan was used. Manly Hydraulics Lab (MHL) completed 18 months of stream gauging and this data was used to calibrate the flood model. Additional funding and extensions have been sought and granted by the Office of Environment and Heritage (OEH) to undertake further works to improve the flood study model.

Once the modelling was completed and the draft flood study technical report was issued to Council, the technical committee which consist of personnel from MHL, Council and OEH convened to review the report. Following this meeting, MHL incorporated comments from the technical committee into the final draft flood study technical report.

Council is currently reviewing the final draft report internally.





3. BIODIVERSITY

BIODIVERSITY CONDITION	2011-12	2012-13	2013-14	2014-15	Change from previous year
Noxious weed notices	0	0	0	0	↔
Noxious weed assessments undertaken	23	11	14	21	↑
Number of registered active bushcare volunteers	102	102	77	80	↑
Bushcare Program volunteer hours	2,800	2,511	1,895	1,800	↓
Number of active bushcare groups	17	14	14	17	↑
Total number of native plants supplied to volunteers, contractors and residents	8,500	8,430	8,026	8,455	↑
Number of native plant species recorded in LGA	454	454	454	454	↔
Number of threatened flora species	3	3	3	3	↔
Number of threatened fauna species	4	4	4	5	↑
Number of endangered ecological communities	0	0	0	0	↔
Number of endangered fauna populations	0	0	0	0	↔
Number of feral fauna species targeted through programs (eg. rabbits, foxes, cats)	1	1	1	1	↔

RESPONDING TO BIODIVERSITY ISSUES – CASE STUDIES

Microbat Survey

The Large-footed Myotis (*Myotis macropus*) has been recently detected for the first time foraging in many of Mosman's bays. Their high pitched calls, inaudible to human ears, were picked up on Anabat detectors and identified by Dr Leroy Gonsalves from NSW Department of Primary Industries. In addition, two roosting sites have been identified in Port Jackson and another roost in Middle Harbour was found to be a roost for Eastern Bent-wing Bats (*Miniopterus schreibersii*). Both these species are threatened in NSW.

The Large-footed Myotis is from the suborder Microchiroptera, commonly known as microbats. It has a wingspan around 28cm and weighs up to 9 grams. A membrane of skin extends from their ankles to the tip of their tail, creating a sheath, a key diagnostic feature when identifying microbats. Their defining feature is their large feet with hook shaped claws. They drag these along the surface of the water to catch small fish and insects. This is why they are commonly referred to as fishing bats.

McLeod Street Stormwater Drainage Reconstruction

The McLeod Street Bushcare group have contributed to the restoration of unmade McLeod Street for almost a decade; the group over the years have maintained their site to achieve positive results but noted the negative impacts of stormwater entering their Bushcare site. The Bushcare group's request for drainage reconstruction in Unmade McLeod came to fruition in 2015, when contractors were engaged to undertake careful hand construction using sandstone boulders to rock armour approximately 20 metres of the McLeod Street drainage channel, thus minimising further impacts such as erosion, weed and nutrient influx on the bushland/ Bushcare site by effectively channelling stormwater.

Rural Fire Service 10/50 Vegetation Clearing Scheme

In August 2014 the Rural Fire Service (RFS) brought into effect the 10/50 Vegetation Clearing Scheme. As a result of this scheme properties within entitlement areas have been able to remove any tree within 10m of a habitable building and shrubs and groundcovers within 50m of a habitable building without Council consent. When the scheme was introduced it applied to 56% of residential properties. A detailed and quantified response from Mosman Council and other Councils lead to reductions in this scheme. It was reduced to 37% in September 2014 and in August 2015 only 6% of Mosman properties are affected.

While it was designed to remove the red tape of dealing with local government and expedite personal bushfire protection, its loose guidelines were open to abuse. This was particularly the case in urban settings, where bushland fragments are well managed for bushfire risk. Mosman lost many significant trees under this scheme, for reasons other than threat abatement. Reasons cited included:

- Property Development
- View Improvement
- Nuisance



Many of these cases occurred where consent to prune or remove trees was denied by Council previously. Additionally, some cases of trees removed under the Scheme occurred outside the buffer zone specified. As a result Council has successfully prosecuted cases of non-compliance that have occurred as a result of the Scheme.

Council received numerous calls from concerned residents upset at the loss of trees in their neighbourhoods. In order to alleviate the loss of canopy cover, Council has doubled its 2014/15 budget for street tree planting. The program also identified six areas that were most affected and will plant canopy species on nature strips to improve canopy cover in these areas.

Dinghy Removal

It is illegal to store private property on council public land, except through a permit. While preparing the bushland at Beauty Point for an ecological burn, Open Space staff noted the presence of dinghies on the foreshore. An audit of the reserve found a total of 54 dinghies, kayaks and paddleboards tucked away in the bush. It has been observed that some of these vessels are derelict, left by residents that have given up their moorings.

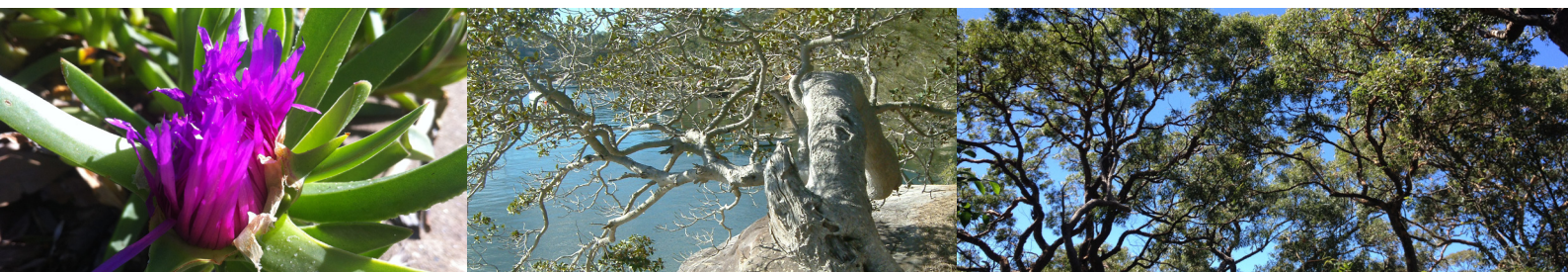
Beyond the illegality, there are a number of ecological concerns this practice raises. To protect against theft, many of these craft are secured to trees using rope or chain, damaging the tree over time. To reach their vessels, boat owners have trampled vegetation, creating 'goat trails' in a number of areas, this increase soil erosion and creates avenues for weed invasion.

Council staff have begun removing these vessels as part of the ongoing bushland management program, starting with the most derelict vessels.

Balmoral Foreshore – Grant Funding

Mosman Council secured grant funding under the Crown Lands Public Reserves Management Fund Program to enhance the environmental assets at Balmoral Park and Lawry Plunkett Reserve. This funding allowed Council to supplement current maintenance works under the Balmoral Reserves Plan of Management and achieve greater biodiversity outcomes in regards to bushland restoration, fire hazard reduction and feral animal control.

The funding increased the number of bush regeneration hours available for each site, expanding the areas of weed control and revegetation works. Additional hours were also put towards preparing for ecological burns. This will provide long term benefit by triggering the germination of native plants and protecting surrounding assets. The program also supported additional feral rabbit control works at both reserves.





4. WASTE

WASTE	2011-12	2012-13	2013-14	2014-15	Change from previous year
Total waste to landfill, including general cleanup (tonnes)	6,195	6,455	6,596	7,102	↑
Total waste to recycling including paper, co-mingled, metal and green waste (tonnes)	5,613	5,450	5,243	5,227	↓
Total waste to landfill, including general cleanup per capita (kg)	211	219	220	234	↑
Total waste to recycling, including metal and green waste per capita (kg)	191	185	175	173	↓
Green waste diverted from landfill per capita (kg)	66	72	65	78	↑

RESPONDING TO WASTE GENERATION ISSUES – CASE STUDIES

Litter Audit

Council engaged Two Hands Project to conduct a litter survey at six Mosman Beaches and five reserves. During May the litter survey was in full swing. First calculations for Micro plastic contribution per square metre suggest an average of 40 pieces on our beaches. This ranges from Chinaman's with a lower average of 15 to Clifton Garden with more than 65 pieces smaller than a bottle lid.

Other items collected during the survey included thousands of every day single use plastic items such as food wrappers, plastic bags, straws and coffee cups. Some of the more unusual items uncovered include several aluminum cans from the 1980s, a mound of tennis balls and two mouth guards.



"Its in the Bag" Campaign

Mosman business operators had the opportunity to see first-hand the devastating impact of plastics on wildlife and the environment during the launch of a campaign by Mosman Council to switch businesses to paper bags. Owners of local food outlets Don Adan and Bottom of the Harbour learnt about how they could minimise their impact on the environment by reducing the use of disposable plastic before visiting Taronga Zoo's Wildlife Hospital where they saw green turtles recovering after consuming plastic bags.

Both businesses are among 11 who have already signed up to the free paper bag trial following Council's It's in the Bag plastic bag reduction campaign launch which is raising awareness of single use plastic bags as a major litter item in the community and promoting a 'one less plastic bag' approach.

The campaign, funded by the NSW EPA's Waste Less, Recycle More initiative, provides businesses with paper bags to trial as an alternative to plastic while members of the community will be supplied with reusable shopping bags to reduce the number of plastic bags accepted at the checkout. Members of the community are being encouraged to reduce their plastic bag use by refusing plastic at the checkout or taking their own reusable bags because residents need to support the switch to paper bags and recycled packaging.

The Litter Saga- Chalk Art

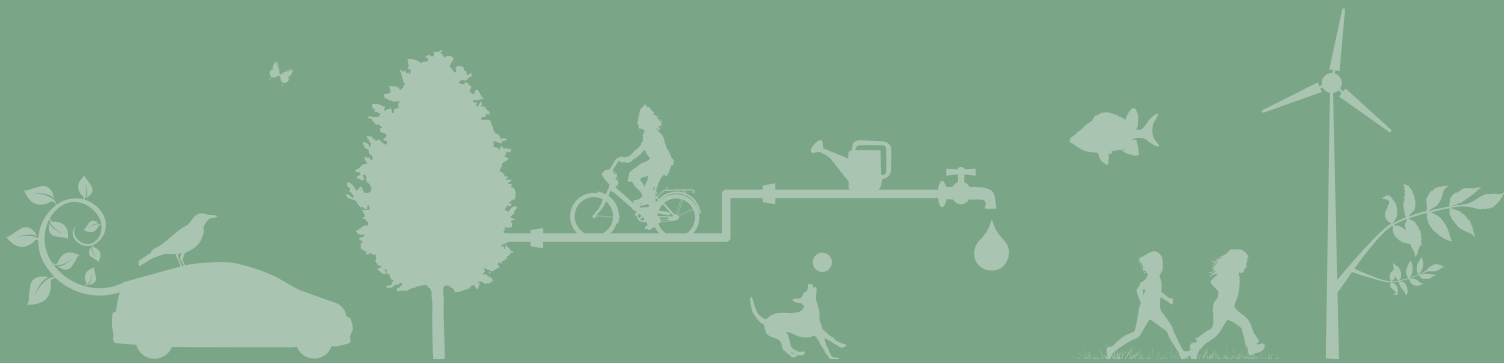
Over the Australia Day long weekend, artist Anton Pulvirenti from Zest Events International was engaged by Mosman Council to create a storyboard about marine plastics littering our waterways and contaminating the human food chain. Anton's colourful chalk drawings along Balmoral Beach promenade reached hundreds of beach goers including families enjoying the last week of the summer holidays.

The chalk drawings raise awareness amongst visitors and the broader community about the problems associated with plastics and other litter and the impacts plastics can have not only on the marine environment and marine life but also on us. The chalk drawings are a call to initiate action to reduce plastic use and bin waste properly. In doing so we can reduce harm to birds and marine animals and at the same time ensure that the fish we eat carry minimal plastic contaminants.

New Photocopier Roll Out

Council rolled out a series of new photocopiers across the organisation. Consultation was sought from a number of staff and user groups to ensure that the printers met the needs of the organisation whilst reducing the environmental and economic impact of excess and unnecessary printing. The new printers and photocopiers have default black and white, double sided settings and will only print once released by the staff member's swipe card. This reduces paper usage and wastage associated with unclaimed and excess printing.





5. TRANSPORT

TRANSPORT	2011-12	2012-13	2013-14	2014-15	Change from previous year
Registered vehicles in Council LGA	18,203	18,871	19,261	19,697	↑
Number of Council fleet vehicles	25	24	22	22	↔
GHG emissions from Council fleet vehicles (tonnes CO ₂ -e)	163	86	76*	116	↑
Number of passengers using the Mosman Rider Bus	49,053	46,325	42,172	46,202	↑
Number of people using the GoGet carshare scheme	330	505	768	982	↑

*72.02t CO₂-e was offset via Greenfleet.

^93.7t CO₂-e was offset via Greenfleet.

RESPONDING TO TRANSPORT ISSUES – CASE STUDIES

Mosman Bicycle Plan

The Mosman Bicycle Plan was adopted at the end of 2014 and contains half a million dollars of bicycle infrastructure to be funded in conjunction with RMS over 5 years.

The plan was developed through collaboration between Council, consultants and Council's Community Group, the Active Transport Working Group (ATWG) which undertook much of the background work including surveying the proposed routes.

Approximately 25% of the works have already been completed with new bicycle lanes being installed on Canrobart Street, Avenue Road and Middlehead Road in 2014/15. This year a new bicycle lane will be installed on Raglan Street.

Council has received positive feedback about the new infrastructure.





6. PLANNING, BUILT ENVIRONMENT AND HERITAGE

POPULATION	2011-12	2012-13	2013-14	2014-15	Change from previous year
Estimated population of LGA – at 30 June	29,414	29,716	29,983	30,276	↑
Residential density (persons per hectare)	34.5	34.35	34.66	34.99	↑
NOISE					
General noise complaints received by Council	41	77	63	86	↑
Barking dog complaints received by Council	29	33	32	29	↓
DEVELOPMENT APPLICATIONS					
Total number of development applications received by Council	347	343	392	352	↓
Number of development applications approved	391	363	371	325	↓
ABORIGINAL HERITAGE					
Total number of Aboriginal heritage sites	105	105	105	105	↔
NON ABORIGINAL HERITAGE					
Total number of non-Aboriginal heritage items	485	485	485	485	↔
Number of built items*	444	444	444	444	↔
Number of landscape items*	34	34	34	34	↔
Number of archeological items	16	16	16	16	↔
Heritage conservation areas	13	13	13	13	↔

*Some items in Mosman are classified as both built and landscape items, therefore the breakdown figures add up to a number greater than the total number of items.

RESPONDING TO PLANNING, BUILT ENVIRONMENT AND HERITAGE ISSUES – CASE STUDIES

Mosman Design Awards 2015

The 2015 Mosman Design Awards showcased some of the best examples of residential development and architectural excellence in Mosman. This year we received 15 nominations from many talented architects responding to questions of sustainability during design and construction. Each property was visited in late February and the judges took the opportunity to inspect, ask questions and appreciate the nominated properties. The high standard of the nominations made it a real challenge for the judges in deciding the winning properties.

Award winners included:

- 36 Plunkett Road, designed by Clinton Murray and Polly Harbison – Winner Contribution to the Built Environment
- 3 Prince Albert Street, designed by Tanner Kibble Denton Architects – Winner Heritage Conservation
- 16 Mosman Street, designed by Ian Moore Architects – Winner Alterations and Additions
- 100 Glover Street, designed by PCA Architects and developed by Helm Properties – Winner Multi Dwelling Development
- Mosman Preparatory School and the Greenwall Company – Winner Community Renewal
- 13 Thompson Street designed by Prue Murdoch – Winner People's Choice Award

The next Mosman Design Awards will be held in 2017

Mosman Heritage Assistance Fund

The Mosman Heritage Fund continues to offer small dollar for dollar grants for conservation work to owners of heritage items and properties located within heritage conservation areas. During the 2014/15 financial year the Fund received 28 applications. Of these projects, nine were heritage items and nineteen were for properties in heritage conservation areas. Some of the projects funded involved the reinstatement of original windows, replacement of tessellated tiles, replacement of front fences, repainting works and tuckpointing of brickwork.

Review of bushland zonings

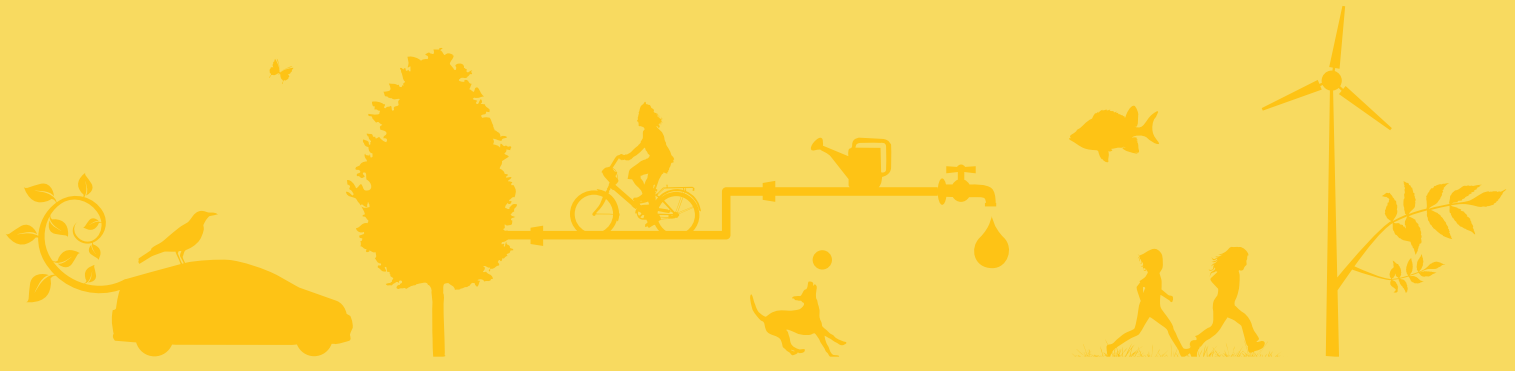
Over the last 18 months, the Urban Planning and Open Space teams have been reviewing the zoning of bushland areas in Mosman currently zoned RE1 Public Recreation with a view to rezoning suitable sites to E2 Environmental Conservation. A planning proposal is now being prepared to rezone select sites, based on the outcomes of the review and as per the Council resolution of 2 June 2015. This planning proposal is expected to be on public exhibition in late 2015, subject to gateway approval from the NSW Department of Planning and Environment.

Online delivery of DA approvals

On the 9 April 2015 Council's Development and Services Section introduced the on-line delivery of Development Application (DA) approvals. This is part of a process that has moved Council closer to a more paper-less DA process.

Prior to 9 April DA approvals were issued in paper form which included no less than 12 A4 papers for the "Notice of Determination" as well as the stamped approved plans. Both sets of documents were duplicated and delivered by mail.

When considered in the context of some 300 applications per year Council saves on paper wastage by more than 14 reams of paper. The bigger benefit lies however in the ability for the Notice and Approved Plans to be distributed by the recipient to other parties involved in the detailed design and construction tendering of the project. If the architect, landscape architect, engineer received the document electronically, and the tendering is by electronic delivery of documents, the saving is magnified exponentially.



7. ENGAGEMENT AND EDUCATION FOR SUSTAINABILITY

EDUCATION	2011-12	2012-13	2013-14	2014-15	Change from previous year
Total number of environmental programs (workshops, events, surveys) delivered to the community.	20	63*	88*	78*	↓
Total number of environmental programs (workshops, events, surveys) delivered to Council staff.	8	25*	27*	6	↓

*additional inclusion of marketing campaigns, newsletters.

RESPONDING TO ENGAGEMENT AND EDUCATION FOR SUSTAINABILITY ISSUES – CASE STUDIES

There’s no such thing as the dog poo fairy

Mosman Council’s innovative ‘There’s no such thing as the dog poo fairy’ campaign has scooped the pool as winner in the Excellence in Communication for its (less than 30,000 population) category in the RH Dougherty Awards.

The campaign aimed to address the cleanliness of the streets, parks and reserves, and a reduction in the community’s enjoyment of these spaces caused by the non-compliance of dog owners with the Companion Animals Act through owners not picking up after their dogs.

The campaign was developed to target Mosman dog owners to inform, involve and engage them in the campaign with the ultimate goal of changing behaviour to the social norm expected by Council and the community.

Promoting the campaign to the wider Mosman community helped reinforce the message and encouraged dog owners to act responsibly by picking up after their dogs to ensure the continued cleanliness and health of the suburb and enjoyment of recreational pursuits by all. The campaign resulted in a 53% reduction in the amount of dog poo found in Mosman Council’s parks and reserves.



Living Mosman Program Honoured

Mosman Council was honoured as a finalist in this year's LGNSW Excellence in the Environment Awards. Council received a Highly Commended for the Living Mosman program in the Community, Education and Empowerment Category (for Division B).

The Living Mosman program is an all-encompassing community education program which focuses on sustainability issues relevant to the residents of Mosman using apps and technology, social media, face to face workshops, guest speakers, and hands on programs to engage with a wide cross section of the community.

Youth Community Garden

In 2014/15 the View Finders environmental sustainability group successfully built a community garden at the Mosman Youth Centre. With the help of Adrian Baida from My Square Metre, the View Finders team created a sustainable edible garden with two more raised garden beds added in 2015. The garden is primarily made up of edible herbs and plants with the purpose of being a sustainable food source for the youth centre, and has recently been used by the community restaurant at Mosman Council's Senior Centre. As well as being a sustainable food source, the garden project has several other purposes including promoting environmental education, enhancing social inclusion through community connections, and promoting local health and wellbeing.

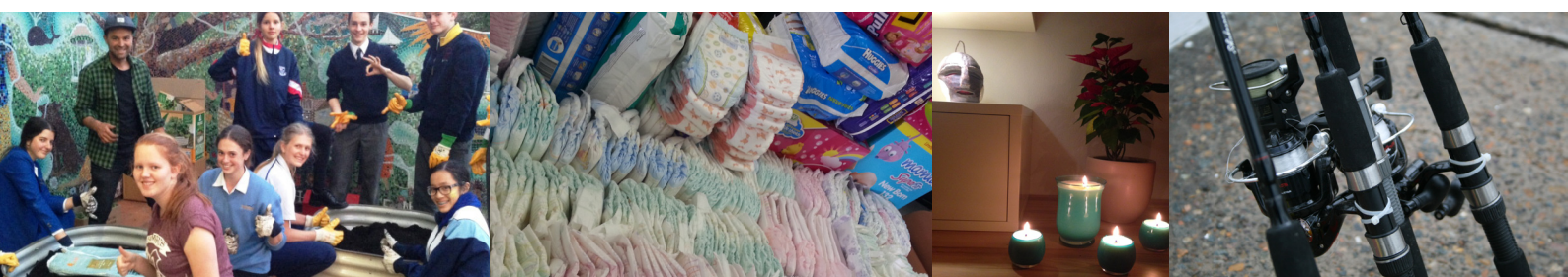
The View Finders team is made up of young people aged 14 to 21 from the Mosman area who volunteer their time to work on environmental projects, raising awareness for important environmental issues and helping to build natural environments.

Smooth Moves

On Saturday 28th March 2015, Mosman Council celebrated Earth Hour with a difference. Nationally Earth Hour aimed to support Aussie food and farmers by not only raising awareness of the Australian agriculture industry, but posing the question what will happen to our Australian farmers and Australian food sources as global temperatures rise. Here in Mosman we combined our love for Australian organic produce with the Earth Hour concept of switching off power, through the humble smoothie. Two bike blenders were set up at Spit West Reserve on Saturday morning, with passersby being encouraged to get on a bike and use pedal power to make their own delicious organic smoothie. Fun was had by all!

The Nappy Collective

Council participated in "The Nappy Collective" for the first time during October/ November 2014. Over a two week period generous Mosman residents donated more than 1200 disposable nappies at drop off points at the Library and Drill Hall. These nappies were then distributed to organisations that support families in crisis or in need such as women's crisis shelters and refuges, mothers facing homelessness, parenting support organisations and community organisations. Nappies are a basic healthcare need and lack of sufficient nappies can lead to an array of problems for disadvantaged families. Donated nappies help these families to focus more of their time and energy on getting their lives back on track.



FUTURE DIRECTIONS

Mosman Council is committed to protecting the environment and reducing its ecological footprint by identifying areas where improvements can be made and to formulate strategies to achieve better environmental outcomes in the future.

2014-15 Successes

There are a number of successes highlighted in this report:

- 5% decrease in Council's electricity usage
- 6% decrease in the amount of greenhouse gas emissions from Council energy usage
- 10% increase in number of passenger trips made on the Mosman Rider
- Discovery of a new threatened fauna species
- Completion of the Art Gallery Lighting Retrofit
- Slight increase in Bushcare Volunteers and Groups

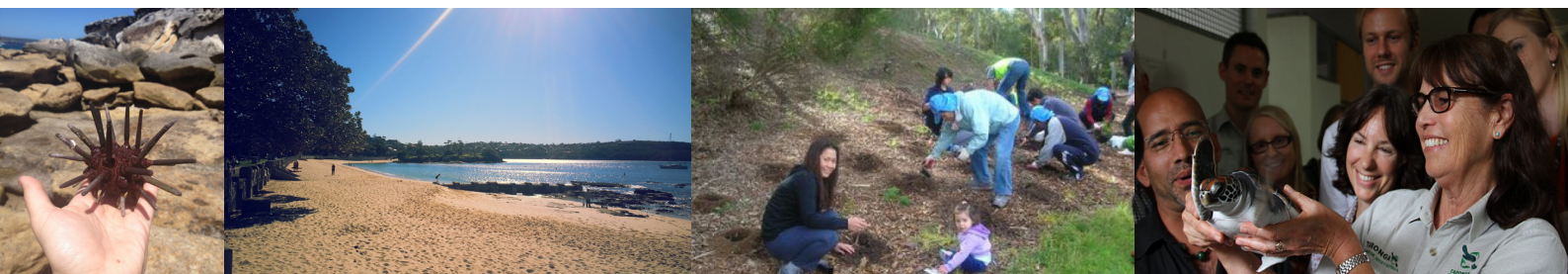
Waste Management

Industry trends for light weighting of packaging means packaging is getting lighter, glass bottles are being replaced with plastic and thick newspapers and magazines are thinner and people are reading their news online. This has influenced the local waste diversion targets and most likely explains reduction in recycling. Waste to landfill is trending upwards with population growth. The need for Council and the local community to reverse these figures remains an imperative if we wish financial and environmental costs to be manageable in the future. Multiple strategies including funding from the EPA's Waste Less Recycle More Grant will assist in programs designed to help householders to reduce their waste and increase recycling by reducing contamination. Regional advertising through SHOROC is scheduled to highlight key areas of recycling to all householders such as recycling items from the bathroom and advertising in the Mosman Daily will target other specific areas of concern relating to waste such as the 'Hang on to the Bag' campaign. School and pre-school programs such as waste to music, growing your own food and how to recycle right workshops in schools further assist to increase public awareness and make a call to action.

2015-16 Planning

Going forward, Council will use the data from this report to help guide programs and actions for the coming year:

- Council will look at investigating funding options to retrofit old lighting in the remaining Council buildings such as amenity buildings
- Promotion of sustainable transport and implementing Council's Bike Plan including installation of bike racks where required
- Engage the community in waste, water and energy saving initiatives
- Update Council's flora and fauna survey
- Continue to engage Council staff on a wide range of sustainability programs
- Offer volunteer activities that support objectives of improving our environment that are not time heavy as people are generally time poor, so can't offer as much time as they have or would have liked
- Review Councils water use including open space irrigations systems





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