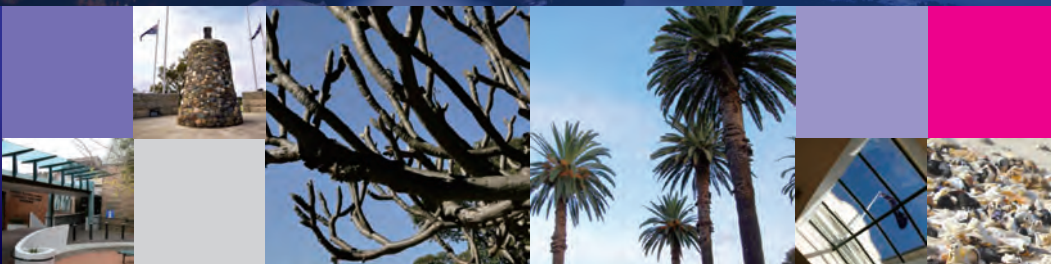


Mosman  
COUNCIL

# MOSPLAN 20132023

Draft (revised) 2013–2017 Delivery Program  
Draft 2016–2017 Operational Plan and Budget



# Mosman Council

DRAFT MOSPLAN

2013–2017 (Revised) Delivery Program  
2016–2017 Operational Plan and Budget

ISBN 978-0-646-12773-6

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

## Disclaimer

Every reasonable effort has been made to ensure this document is correct at the time of printing. Mosman Council, its agents and employees disclaim any and all liability to any person in respect of anything or the consequences of anything done or omitted to be done in reliance upon the whole or any part of this document.

## Copyright

All rights reserved, ©2016 Mosman Council. The content and presentation of this document was proudly produced in-house by Mosman Council.



**Mosman**  
COUNCIL

# MOSPLAN

Overview	4
Financial Summary	8
2013-2017 Delivery Program	10
2016-2017 Budget	24
Program Plans and Budgets	36
<b>Social</b>	<b>38</b>
Community Wellbeing	40
Library and Information	54
Arts & Culture	64
<b>Environment</b>	<b>76</b>
Built Environment	78
Community Spaces	90
Healthy Environment	102
Traffic and Transport	114
<b>Economic</b>	<b>122</b>
Local Economy	124
<b>Governance</b>	<b>130</b>
Leadership and Engagement	132
Governance and Risk	142

# Overview

# Overview

# Overview

This document contains Mosman Council's (revised) 2013-2017 Delivery Program. The four year Delivery Program details how Council intends to provide services to the Mosman community, in keeping with its adopted Vision and Values. Council's 2016-2017 Operational Plan is contained within the Delivery Program, which includes details of projects, programs and budgets for 2013-14, 2014-15, 2015-16 and 2016-17.

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

# Overview

Content includes:

## 1. Financial Summary

Financial results and forecasts are provided for the four year Delivery Program period 2013-2017 including more detailed budget information for 2015-2016 and 2016-2017.



## 2. Program Plans and Budgets

This content is organised according to MOSPLAN Themes and Programs.

At Theme level, information is provided on:

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

At Program level, information is provided on:

- 10 year Direction and Strategies
- Key Performance Indicators
- Program Coordination
- Achievements 2015-2016
- Key Deliverables 2013-2017
- Program Budgets 2013-2017
- Function Budgets 2015-2016 and 2016-2017
- Key Initiatives
- Recurrent Programs and Projects

The information contained in this (revised) 2013-2017 Delivery Program (including the 2016-2017 Operational Plan) reflects the ongoing deliverables of Council and efforts to further refine and improve upon the Delivery Program originally adopted with the Community Strategic Plan (MOSPLAN 2013-2023) in June 2013. Amended content and financial forecasts are representative of new ideas, improved ways of operating as well as responses to changing circumstances and external factors.



# Financial Summary



# Financial Summary



## 2013-2017 Delivery Program

Council's budget forecast across the four year Delivery Program from 2013-2017 reflects the financial planning principles and assumptions that have also informed the 10 year Long Term Financial Plan.

The assumptions incorporated in Council's 2016/17 Budget, being the final budget for the current Delivery Program, and longer term financial forecasts are detailed here:

### Key Revenue Assumptions Rates and Annual Charges

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

The 2016/17 Budget allows for an increase of 1.8% representing the approved rate peg for the next financial year.

Further, a Stormwater Levy is included in the Budget and is estimated to raise \$240,625 in 2016/17 for allocation to important stormwater capital infrastructure initiatives.

Rates and Annual Charges also includes revenue associated with the Domestic Waste Service. An increase of 2.25% has been applied in 2016/17 based on a full cost recovery determination.

### User Charges and Fees

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

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

A CPI rate of 1.9% has been applied to the 2016/17 Budget.

# Financial Summary

## Interest and Investment Revenue

The return on Council's short term investments has been heavily influenced by market interest rates in recent times. The 2016/17 Budget is based on a rate of return of 2.8%.

## Other Revenues

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

The rental on Investment Properties has been indexed at 1.9%.

## Grants and Contributions for Operating Purposes

Operating grants play a significant role in shoring up Council's contribution to the many services it provides. The largest single component is the general component of the Financial Assistance Grant which it receives via the Commonwealth and is \$613,850 in 2016/17. Community services such as Aged and Children Services also receive grant funding.

## Grants and Contributions for Capital Purposes

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

The 2016/17 Budget provides for capital funding particularly that sourced from the Roads and Maritime Services. However as capital grants are very much project based they are not relied upon as a recurrent source within the Delivery Program.

The Delivery Program provides for Developer Contributions of \$1.06 million in 2016/17, with indexed Roads to Recovery funding sourced from the Commonwealth.

## Key Expenses Assumptions

### Employee Benefits and On-Costs

The Local Government State Award provides for a salary increase of 2.8% in 2016/17.

To help Australians be more self sufficient in retirement, the Federal Government in its 2010/2011 Budget announced a staged increase in the Superannuation Guarantee (SG) effective from 2013/14. The latest revision to the superannuation timetable means that the SG will remain at 9.5% until 30 June 2021, and then increase to 12% by 1 July 2025. The associated costs have been included in Council's 2016/17 budget.



## Borrowing Costs

All costs associated with Council's existing and proposed borrowing requirements have been included within the 2016/17 Budget.

New loans of \$400,000 per annum have been taken up since 2015/16. A one-off loan of \$2,000,000 for additional footpath works will be taken up in 2016/17.

## Materials and Contracts

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

These contracts are indexed by the annual movement in the Sydney All Groups CPI as are all schedule of rate contracts and for 2016/17 are indexed at 1.9%.

## Depreciation and Amortisation

Depreciation rates have been reviewed and applied in accordance with Council's adopted Policy, with a significant reduction from previous years in the expense item. As Council invests more funds on assets, depreciation increases.

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

## Other Expenses

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

The 2016/17 Budget provides for an incremental increase of 1.9%.

## Outcomes

Income Statements, Balance Sheets, Cash Flow Statements and Equity Statements are included on the following pages.

The infrastructure outcomes proposed for the five years commencing 2015/16 are also included on pp 18-22.

# Financial Summary

Financial Ratios				
Income	2013/14 Actual	2014/15 Actual	Revised 2015/16 Budget	2016/17 Budget
Operating Performance Ratio	0.31%	1.70%	0.06%	0.55%
Own Source Revenue Ratio	88.3%	88.8%	91.3%	90.88%
Building and Infrastructure Renewal Ratio	137.6%	95.7%	151.6%	174.8%
Infrastructure Backlog Ratio	3.6%	2.9%	2.8%	2.3%
Asset Maintenance Ratio	94.4%	97.0%	100.0%	100.0%
Debt Service Ratio	6.5%	6.1%	5.9%	5.1%
Unrestricted Current Ratio	140.1%	155.0%	139.8%	137.2%
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	1.6%	2.2%	1.9%	1.9%

Mosman Council Income Statement				
Income	2013/14 Actual	2014/15 Actual	Revised 2015/16 Budget	2016/17 Budget
Rates and Annual Charges	22,611,000	23,680,000	25,272,900	25,643,726
User Fees and Charges	9,790,000	10,023,000	10,657,440	10,639,214
Interest and Investment Revenue	438,000	503,000	425,000	436,900
Other Revenue	6,524,000	6,115,000	4,431,780	4,453,465
Grants and Contributions for Operating Purposes	1,996,000	2,545,000	2,120,015	2,309,730
Income from Joint Ventures and Associated Entities	31,000	150,000	0	0
<b>Total Income</b>	<b>41,390,000</b>	<b>43,016,000</b>	<b>42,907,135</b>	<b>43,483,035</b>

Expenditure	2013/14 Actual	2014/15 Actual	Revised 2015/16 Budget	2016/17 Budget
Employee Salaries	11,324,000	12,198,000	14,373,740	14,947,285
Employee Oncosts	2,884,000	3,235,000	2,253,100	2,341,315
Employee Other Costs	758,000	491,000	549,880	562,994
Materials and Contracts	10,745,000	12,052,000	13,332,784	13,433,103
Legal Costs	545,000	469,000	688,760	521,110
Consultants	396,000	113,000	231,770	195,350
Borrowing Costs	677,000	612,000	431,130	411,143
Depreciation and Amortisation	5,557,000	5,150,000	5,387,480	5,214,370
State Government Levies	1,200,000	1,155,000	1,166,240	1,203,900
Other Expenses	4,886,000	4,589,000	4,464,646	4,415,099
<b>Total Expenditure</b>	<b>38,972,000</b>	<b>40,064,000</b>	<b>42,879,530</b>	<b>43,245,669</b>
Operating Result Before Capital Grants and Contributions	2,418,000	2,952,000	27,605	237,366
Grants and Contributions for Capital Purposes	2,922,000	2,264,000	1,779,942	1,822,894
<b>Operating Result After Capital Grants and Contributions</b>	<b>5,340,000</b>	<b>5,216,000</b>	<b>1,807,547</b>	<b>2,060,260</b>



Income Statement by Theme and Program				
Income	2013/14 Actual	2014/15 Actual	Revised 2015/16 Budget	2016/17 Budget
<b>Social</b>				
Community Wellbeing	1,703,678	1,790,270	1,779,245	1,804,518
Library and Information	163,861	176,087	177,190	159,370
Arts and Culture	444,730	529,210	561,700	554,170
<b>Total Social</b>	<b>2,312,269</b>	<b>2,495,568</b>	<b>2,518,135</b>	<b>2,518,058</b>
<b>Environment</b>				
Built Environment	2,288,392	1,820,879	2,006,090	1,963,500
Community Spaces	6,241,927	6,390,977	4,511,780	4,600,805
Healthy Environment	5,865,148	6,494,083	6,590,900	6,591,800
Traffic and Transport	5,887,135	5,863,209	3,883,550	3,976,084
<b>Total Environment</b>	<b>20,282,602</b>	<b>20,569,148</b>	<b>16,992,320</b>	<b>17,132,189</b>
<b>Governance</b>				
Leadership and Engagement	91,547	127	0	0
Governance and Risk	19,110,601	19,952,422	23,396,680	23,832,788
<b>Total Governance</b>	<b>19,202,148</b>	<b>19,952,550</b>	<b>23,396,680</b>	<b>23,832,788</b>
<b>Total Income</b>	<b>41,797,019</b>	<b>43,017,265</b>	<b>42,907,135</b>	<b>43,483,035</b>
<b>Expenditure</b>				
<b>Social</b>				
Community Wellbeing	2,589,989	2,826,260	3,046,502	3,043,673
Library and Information	1,960,133	2,119,890	2,192,604	2,199,611
Arts and Culture	1,252,936	1,334,876	1,642,780	1,461,189
<b>Total Social</b>	<b>5,803,058</b>	<b>6,281,026</b>	<b>6,881,886</b>	<b>6,704,473</b>
<b>Environment</b>				
Built Environment	5,844,550	7,376,772	7,517,160	7,937,398
Community Spaces	5,064,123	7,505,375	7,364,170	7,594,338
Healthy Environment	6,890,254	4,652,653	5,483,318	5,234,536
Traffic and Transport	1,246,132	1,384,672	1,596,830	1,289,527
<b>Total Environment</b>	<b>19,045,060</b>	<b>20,919,471</b>	<b>21,961,478</b>	<b>22,055,799</b>
<b>Governance</b>				
Leadership and Engagement	2,080,976	2,494,009	2,642,000	2,680,153
Governance and Risk	12,393,791	10,370,881	11,394,166	11,805,244
<b>Total Governance</b>	<b>14,474,767</b>	<b>12,864,890</b>	<b>14,036,166</b>	<b>14,485,397</b>
<b>Total Expenditure</b>	<b>39,322,885</b>	<b>40,065,388</b>	<b>42,879,530</b>	<b>43,245,669</b>
<b>Surplus/(Deficit)</b>	<b>2,474,134</b>	<b>2,951,878</b>	<b>27,605</b>	<b>237,366</b>

# Financial Summary

Mosman Council Balance Sheet				
	2013/14 Actual	2014/15 Actual	Revised 2015/16 Budget	2016/17 Budget
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	10,150,000	13,160,000	11,590,599	11,676,259
Investments	0	0	0	0
Receivables	4,051,000	3,415,000	3,566,703	3,495,080
Inventories	164,000	163,000	189,396	191,764
Other	186,000	60,000	135,770	134,950
Non-current assets classified as "held for sale"	0	0	0	0
<b>Total Current Assets</b>	<b>14,551,000</b>	<b>16,798,000</b>	<b>15,482,468</b>	<b>15,498,053</b>
<b>Non-Current Assets</b>				
Investments	0	0	0	0
Receivables	29,000	82,000	59,600	60,474
Inventories	0	0	0	0
Infrastructure, Property, Plant & Equipment	463,132,000	463,810,000	465,930,431	469,337,143
Investments Accounted for using the equity method	674,000	792,000	792,000	792,000
Investment Property	46,821,000	48,950,000	48,950,000	48,950,000
Intangible Assets	312,000	298,000	298,000	298,000
Non-current assets classified as "held for sale"	0	0	0	0
Other	0	0	0	0
<b>Total Non-Current Assets</b>	<b>510,968,000</b>	<b>513,932,000</b>	<b>516,030,031</b>	<b>519,437,617</b>
<b>TOTAL ASSETS</b>	<b>525,519,000</b>	<b>530,730,000</b>	<b>531,512,498</b>	<b>534,935,671</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Bank Overdraft	0	0	0	0
Payables	8,509,000	9,500,000	9,495,551	9,732,527
Borrowings	1,880,000	1,913,000	1,745,874	1,415,460
Provisions	3,745,000	3,895,000	4,562,987	5,014,285
Liabilities associated with assets classified as "held for sale"	0	0	0	0
<b>Total Current Liabilities</b>	<b>14,134,000</b>	<b>15,308,000</b>	<b>15,804,412</b>	<b>16,162,271</b>
<b>Non Current Liabilities</b>				
Payables	0	0	0	0
Borrowings	9,086,000	7,166,000	5,704,876	6,687,612
Provisions	294,000	286,000	225,663	247,982
Investments Accounted for using the equity method	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0
<b>Total Non Current Liabilities</b>	<b>9,380,000</b>	<b>7,452,000</b>	<b>5,930,539</b>	<b>6,935,593</b>
<b>TOTAL LIABILITIES</b>	<b>23,514,000</b>	<b>22,760,000</b>	<b>21,734,951</b>	<b>23,097,864</b>
<b>NET ASSETS</b>	<b>502,005,000</b>	<b>507,970,000</b>	<b>509,777,547</b>	<b>511,837,807</b>
<b>EQUITY</b>				
Retained Earnings	290,803,000	296,019,000	297,826,547	299,886,807
Revaluation Reserves	211,202,000	211,951,000	211,951,000	211,951,000
Council Equity Interest	502,005,000	507,970,000	509,777,547	511,837,807
Minority Equity Interest	0	0	0	0
<b>TOTAL EQUITY</b>	<b>502,005,000</b>	<b>507,970,000</b>	<b>509,777,547</b>	<b>511,837,807</b>



## Mosman Council Cash Flow Statement

	2013/14 Actual	2014/15 Actual	Revised 2015/16 Budget	2016/17 Budget
<b>Cash Flows from Operating Activities</b>				
Receipts:				
Rates and Annual Charges	22,735,000	23,512,000	25,306,756	25,636,696
User Charges and Fees	9,953,000	9,835,000	10,607,919	10,642,052
Interest and Investment Revenue Received	416,000	515,000	414,533	436,929
Grants and Contributions	4,031,000	5,193,000	3,993,518	4,211,727
Bonds and Deposits Received	1,923,000	1,809,000	0	0
Other	3,879,000	4,421,000	4,178,322	4,450,350
Payments:				
Employee Benefits and On-Costs	(15,144,000)	(15,266,000)	(16,930,826)	(17,376,489)
Materials and Contracts	(12,240,000)	(12,092,000)	(13,299,488)	(13,831,307)
Borrowing Costs	(663,000)	(621,000)	(442,855)	(408,055)
Bonds and Deposits Refunded	(1,303,000)	(1,077,000)	0	0
Other	(6,100,000)	(6,304,000)	(6,239,786)	(5,948,999)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>7,487,000</b>	<b>9,925,000</b>	<b>7,588,093</b>	<b>7,812,904</b>
<b>Cash Flows from Investing Activities</b>				
Receipts:				
Sale of Investment Securities	11,050,000	19,350,000	0	0
Sale of Investment Property	0	0	0	0
Sale of Real Estate Assets	0	0	0	0
Sale of Infrastructure, Property, Plant and Equipment	31,000	0	0	0
Sale of Interests in Joint Ventures and Associates	0	0	0	0
Sale of Intangible Assets	0	0	0	0
Deferred Debtors Receipts	0	0	0	0
Sale of Disposal Groups	0	0	0	0
Distributions Received from Joint Ventures and Associates	35,000	32,000	0	0
Other Investing Activity Receipts	0	0	0	0
Payments:				
Purchase of Investment Securities	(11,050,000)	(19,350,000)	0	0
Purchase of Investment Property	0	0	0	0
Purchase of Infrastructure, Property, Plant and Equipment	(7,037,000)	(5,060,000)	(7,529,244)	(8,381,829)
Purchase of Real Estate Assets	0	0	0	0
Purchase of Intangible Assets	0	0	0	0
Deferred Debtors and Advances Made	0	0	0	0
Purchase of Interests in Joint Ventures and Associates	0	0	0	0
Contributions Paid to Joint Ventures and Associates	0	0	0	0
Other Investing Activity Payments	0	0	0	0
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,971,000)</b>	<b>(5,028,000)</b>	<b>(7,529,244)</b>	<b>(8,381,829)</b>
<b>Cash Flows from Financing Activities</b>				
Receipts:				
Proceeds from Borrowings and Advances	2,000,000	0	400,000	2,400,000
Proceeds from Finance Leases	0	0	0	0
Other Financing Activity Receipts	0	0	0	0
Payments:				
Repayment of Borrowings and Advances	(1,860,000)	(1,887,000)	(2,028,250)	(1,747,679)
Repayment of Finance Lease Liabilities	0	0	0	0
Distributions to Minority Interests	0	0	0	0
Other Financing Activity Payments	(130,000)	0	0	0
<b>Net Cash provided (or used in) Financing Activities</b>	<b>10,000</b>	<b>(1,887,000)</b>	<b>(1,628,250)</b>	<b>652,321</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>526,000</b>	<b>3,010,000</b>	<b>(1,569,401)</b>	<b>83,396</b>
plus: Cash, Cash Equivalents and Investments - beginning of year	9,624,000	10,150,000	13,160,000	11,592,863
<b>Cash and Cash Equivalents - end of the year</b>	<b>10,150,000</b>	<b>13,160,000</b>	<b>11,590,599</b>	<b>11,676,259</b>



# Financial Summary

Mosman Council Cash Flow Statement				
	2013/14 Actual	2014/15 Actual	Revised 2015/16 Budget	2016/17 Budget
Representing:				
- External Restrictions	4,475,000	5,262,000	5,041,565	5,146,883
- Internal Restrictions	4,362,000	5,287,000	4,460,292	4,553,034
- Unrestricted	1,313,000	2,611,000	2,088,742	1,976,342
	10,150,000	13,160,000	11,590,599	11,676,259

Mosman Council Equity Statement				
	2013/14 Actual	2014/15 Actual	Revised 2015/16 Budget	2016/17 Budget
Opening Balance	497,096,000	502,005,000	507,970,000	509,777,547
a. Current Year Income and Expenses Recognised direct to Equity	0	0	0	0
- Transfers to/(from) Asset Revaluation Reserve	0	749,000	0	0
- Transfers to/(from) Other Reserves	0	0	0	0
- Other Income/Expenses recognised	0	0	0	0
- Other Adjustments	(431,000)	0	0	0
Net Income Recognised Directly in Equity	(431,000)	749,000	0	0
b. Net Operating Result for the Year	5,340,000	5,216,000	1,807,547	2,060,260
Total Recognised Income and Expenses (candd)	4,909,000	5,965,000	1,807,547	2,060,260
c. Distributions to/(Contributions from) Minority Interests	0	0	0	0
d. Transfers between Equity	0	0	0	0
Equity - Balance at end of the reporting period	502,005,000	507,970,000	509,777,547	511,837,807



## 5 Year Capital Works Program

In order to inform Councillors and the community of the Capital Works Program, work programs have been developed for each asset class and broken down in sub assets. These work programs have been prepared with the best information currently available and are an indication only. Work programs for Years 1 (2015/2016) and 2 (2016/2017) have a higher degree of accuracy than following years with some costing based on refined scope of works, market quotations and engineering estimates. Later years costing relies on unit rates and estimated quantities. The program includes an additional \$2,000,000 in footpath works in Year 2 (2016/2017) funded by a one-off loan.

Current work schedules are based on Asset Management Plans, Council priorities, identified works with funding based on the Long Term Financial Plan and annual budgets. These have been developed in order to address Council's asset backlog and meet the NSW Government's "Fit for the Future" requirements. Programs are subject to change depending on new priorities, emerging works, emergency works, Council priorities and new funding sources like grants.

Work Schedules have been updated since 2014/2015 to further reflect breakdown of works into sub assets where works cover multiple asset classes.

# Financial Summary

5 Year Capital Works Program			
Asset Class	Asset Category		\$
Roads	Footpaths	Year 1	811,000
		Year 2	2,680,000
		Year 3	632,500
		Year 4	644,500
		Year 5	687,000
<hr/>			
	Road Pavements	Year 1	1,129,032
		Year 2	1,371,000
		Year 3	1,443,952
		Year 4	1,498,809
		Year 5	1,705,772
<hr/>			
	Kerb and Gutter	Year 1	180,000
		Year 2	50,000
		Year 3	50,000
		Year 4	100,000
		Year 5	50,000
<hr/>			
	Retaining Walls	Year 1	361,000
		Year 2	628,252
		Year 3	651,000
		Year 4	707,727
		Year 5	600,000



### 5 Year Capital Works Program

Asset Class	Asset Category		\$
Parks and Open Space	Parks and Reserves	Year 1	120,000
		Year 2	93,754
		Year 3	104,589
		Year 4	107,529
		Year 5	110,557
<hr/>			
	Sporting Fields	Year 1	317,000
		Year 2	247,668
		Year 3	289,362
		Year 4	297,496
		Year 5	305,873
<hr/>			
	Bushland	Year 1	195,000
		Year 2	152,351
		Year 3	148,167
		Year 4	152,332
		Year 5	156,622
<hr/>			
	Playgrounds	Year 1	258,000
		Year 2	201,572
		Year 3	224,866
		Year 4	231,186
		Year 5	237,697
<hr/>			
	Trees	Year 1	40,000
		Year 2	31,655
		Year 3	34,863
		Year 4	35,843
		Year 5	36,852

# Financial Summary

5 Year Capital Works Program			
Asset Class	Asset Category		\$
Marine Structures	Marine Structures	Year 1	158,000
		Year 2	228,990
		Year 3	247,000
		Year 4	257,000
		Year 5	277,000
Stormwater	Pits and Stormwater Devices	Year 1	160,000
		Year 2	125,000
		Year 3	130,000
		Year 4	130,000
		Year 5	160,000
	Pipes	Year 1	154,000
		Year 2	280,000
		Year 3	200,000
		Year 4	145,000
		Year 5	301,000
	Open Channel	Year 1	131,000
		Year 2	55,000
		Year 3	240,000
		Year 4	245,000
		Year 5	80,000
	Other Stormwater Related Assets	Year 1	110,000
		Year 2	95,000
		Year 3	80,000
		Year 4	130,000
		Year 5	110,000



5 Year Capital Works Program			
Asset Class	Asset Category		\$
Buildings	Council Offices/Administration Centre	Year 1	365,000
		Year 2	250,000
		Year 3	240,000
		Year 4	350,000
		Year 5	50,000
	Cultural Facilities and Childcare Centre	Year 1	270,000
		Year 2	520,000
		Year 3	300,000
		Year 4	40,000
		Year 5	110,000
	Investment Buildings	Year 1	95,000
		Year 2	130,000
		Year 3	35,000
		Year 4	570,000
		Year 5	300,000
	Other Buildings	Year 1	195,000
		Year 2	105,000
		Year 3	45,000
		Year 4	70,000
		Year 5	100,000
	Pavilions, Amenities and Sports Related Buildings	Year 1	565,000
		Year 2	305,000
		Year 3	675,000
		Year 4	300,000
		Year 5	645,000

# Financial Summary

THIS PAGE HAS INTENTIONALLY BEEN LEFT BLANK



# Financial Summary

## 2016-2017 Budget

The General Fund budget result for 2016/17 is a projected operating surplus, before capital grants and contributions, of \$237,366.

Funding has been maintained across all service levels with expenditure being forecast to increase at 1.9% in line with the current Consumer Price Index (CPI) findings. Revenue sources have been generally increased by 1.9%, or by a higher percentage where, for instance, market reviews have demonstrated that this is appropriate. Investment income has been estimated at 2.8%.

Rate income is forecast to increase by the IPART rate peg of 1.8%.

For the Domestic Waste service, costs have been reviewed to ensure that they disclose the full cost of service provision as required by the *Local Government Act 1993*. Differential charging is maintained with a proposed increase of 2.25%.

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



# Financial Summary

## Budgeted operating result

The forecasted 2016/17 Operating Result is as follows:

<b>Income from Continuing Operations</b>	<b>Revised 2015/16 Budget</b>	<b>Draft 2016/17 Budget</b>
Rates and Annual Charges	25,272,900	25,643,726
User Fees and Charges	10,657,440	10,639,214
Interest and Investment Revenue	425,000	436,900
Other Revenue	4,431,780	4,453,465
Grants and Contributions for Operating Purposes	2,120,015	2,309,730
<b>Total Income</b>	<b>42,907,135</b>	<b>43,483,035</b>

<b>Expenditure from Continuing Operations</b>	<b>Revised 2015/16 Budget</b>	<b>Draft 2016/17 Budget</b>
Employee Salaries	14,373,740	14,947,285
Employee Oncosts	2,253,100	2,341,315
Employee Other Costs	549,880	562,994
Materials and Contracts	13,332,784	13,433,103
Legal Costs	688,760	521,110
Consultants	231,770	195,350
Borrowing Costs	431,130	411,143
Depreciation and Ammortisation	5,387,480	5,214,370
State Government Levies	1,166,240	1,203,900
Other Expenses	4,464,646	4,415,099
<b>Total Expenditure</b>	<b>42,879,530</b>	<b>43,245,669</b>
<b>Operating Result Before Capital Grants and Contributions</b>	<b>27,605</b>	<b>237,366</b>
Grants and Contributions for Capital Purposes	1,779,942	1,822,894
<b>Operating Result After Capital Grants and Contributions</b>	<b>1,807,547</b>	<b>2,060,260</b>



## Key Income Sources

Rates and Annual Charges form the most significant revenue source in Council's 2016/17 Budget. The following information is provided to assist in clarifying other key income sources.

### User Fees and Charges

Significant components of this allocation include:

On Street Parking - The Esplanade	1,435,120
Development Application Fees	737,720
Bridgepoint Bridge	733,800
Foreshore Car Parking - Balmoral	549,526
Restorations	449,010
Foreshore Car Parking - Spit West	374,710
Before and After School Care	371,080
Mosman Swim Centre	308,650
Mosman Occasional Care Centre Fees	304,040
Bus Shelter Advertising	292,460
Foreshore Car Parking - Clifton Gardens	264,195
Work Zone Fees	256,800
On Street Parking - Bradleys Head Rd	253,510
Foreshore Car Parking Stickers - Other	250,000
Rental - Community Facilities	235,340
Section 125 Leases	205,840
Hoarding Fees	199,000
Other Crown Land Leases	173,250
Stand Plant on Roadway Permits	145,000
On Street Parking - Botanic Road	144,560
Section 149 Planning Certificate Fees	142,660
On Street Parking - Parriwi Rd/Spit Rd	125,710
Balmoral Reserve	120,620
Foreshore Car Parking - Spit East	120,470
Meals on Wheels	112,400
Marie Bashir Mosman Sports Centre	106,700
Balmoral Long Daycare Centre	103,940

# Financial Summary

## Other Revenues

This allocation includes:

Fines - Car Parking	2,350,000
Commercial Property Leases	1,904,490
Fines - Other	45,625

## Grants and Contributions – Operating

The following sources will provide funding in 2016/17:

Financial Assistance Grant - General	613,850
Aged Services	543,461
Roads Maintenance	400,240
Pensioner Rebate	94,000
Street Lighting	78,610
Library Services	56,500

## Grants and Contributions – Capital

The following sources will provide funding in 2016/17.

Section 94 Developer Contributions	1,060,000
Roads	317,484
Footpaths	445,410



## Key Expenditure Allocations

### Employee Benefits and On Costs

The Budget provides for a 2.8% State Award increase from the first full pay period in July 2016.

### Materials and Contracts

The bulk of Council services are provided by contract.

The following are some of the more significant allocations for 2016/17 by function:

Domestic Waste	4,180,360
Open Space Maintenance and Operation	2,443,095
Roads Maintenance and Operation	1,457,490
Building Management	940,520
Sporting Fields	380,990
Street Lighting	370,000
Parking Ticket Machine Maintenance and Fines Processing	361,520
Election, Internal Audit and Civic Centre Operation	299,210
Stormwater Drainage	266,550
Community Services Management	243,680
Property Administration	225,860
Arts Programming and Exhibitions	221,250
Car Park Management	197,236
Vehicle and Plant Operation	166,228
Children's Services	165,508
Environmental Sustainability	155,680
Aged and Disability Services	155,220
Community Consultation and Information	154,670
Footpaths	152,470
Development Assessment	129,560
Risk Management	109,160
Finance Management	106,900

# Financial Summary

## Capital Expenditure

Capital Program*	\$
Environment	
Building and Property	1,310,000
Car Parks	165,000
Open Space Foreshore and Sporting Fields	956,232
Roads Footpaths & Stormwater	5,284,000
Waste and Cleaning	123,880
Total Environment	7,839,112
Governance	
Finance (Loan Principal)	1,747,679
Information Technology	419,340
Total Governance	2,167,019
Social	
Arts Programming and Exhibitions	76,650
Library Resources	280,280
Library Services	5,700
Total Social	362,630
Total	10,368,761

\*A more detailed listing of Capital Works is provided on pp 18-22. 2015-16 is 'Year 1' of the works program.



## Other Expenditure

Core elements include:

NSW Government Emergency Services Levy	1,079,400
Software Maintenance and Licence Agreements	1,016,530
Electricity	958,480
Insurance Premiums	774,390
State Debt Recovery Office Charges	312,000

Loan Principal Repaid		
MOSPLAN Program	Item	Amount \$
Governance and Risk	Finance	2,028,250

# Financial Summary

## Revenue Policy

### Rating Structure

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

IPART has approved a rate increase to a maximum of 1.8% in 2016/17 and Council's budget is based on adopting the full 1.8% increase.

### Rating Categories

There are two categories of rates:

- Residential
- Business

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

	Residential	Business
Rateable Valuations	11,340,236,165	567,140,466
Number of Properties	12,652	594
Rate in \$	0.000767	0.001940
Base amount	687.00	1,234.00
Total income	17,391,948	1,836,240
Average Rate	1,375	3,102



## Special Variations

Included in the rate revenue for Council's budget detailed above are two special rate variations.

1. An Infrastructure Levy which was introduced in July 2008 (following approval by the State Government for a 5.99% increase in general revenue) allowing Council to provide much needed additional funding to its infrastructure assets such as:
  - Roads
  - Footpaths
  - Drains
  - Buildings
  - Retaining Walls
  - Open Space
  - Marine Structures

This levy has no sunset clause.

2. A one-ff Special Rate Variation of 10.6% which built permanently into the rate base from 1 July 2015

The 5% Community Environmental Contract levy which expired in 2014/15 was removed from the rate base prior to the commencement of the latest Special Rate Variation in 2015/16.

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



# Financial Summary

## Domestic Waste Management Service

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

A resident has a choice of the following size bins/fee structure in 2015/16:

1 × 80 litre mobile garbage bin	\$348
1 × 120 litre mobile garbage bin	\$568
1 × 240 litre mobile garbage bin (available only to existing customers)	\$1,189

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

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

## Pension Subsidy

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

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

## Interest Charges

In 2016/17 the interest charges on unpaid rates and charges will accrue on a daily basis at the rate of 8.5% per annum.



## Stormwater Levy

The Stormwater Levy will be continued with the following parameters:

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

## Annual Fees and Charges

In accordance with Section 608 of the *Local Government Act, 1993* and other relevant legislation, Council is authorised to charge and recover approved fees and charges for any service it provides. For 2016/17 these are included in the document entitled '2016/17 Pricing Policy – Schedule of Fees and Charges'. This document forms part of MOSPLAN, however is published separately.

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

- Supply of a product, service or commodity
  - Provision of information
  - Provision of a service in connection with the exercise of the Council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate
  - Allow admission to any building or enclosure
  - Allow use or benefit from Council's assets, possessions, etc
- Mosman Council's general policy in determining the amount of fees to be charged for goods and services considers the following factors:

# Financial Summary

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

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

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

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

# Program Plans and Budgets

# Program Plans and Budgets



## Programs

Community Wellbeing  
Library and Information  
Arts and Culture

## Related Strategies and Plans

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

## Key Partners

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

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

SHOROC

Sydney Harbour Federation Trust

Shorelink Library Network

Non-government and community organisations

# Social

## Community Sustainability Indicators

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





## Direction Statement

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

## Program Coordination

Manager Community Services

## Strategies

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

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

## Key Deliverables 2013-2017

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



# Community Wellbeing

## Program Budget 2013-2017

	2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000
Income	1,704	1,790	1,779	1,805
Expenditure	2,590	2,826	3,047	3,044
Net	(886)	(1,036)	(1,268)	(1,239)

## Achievements 2015-2016

### In 2015-2016 Council delivered the following results under this program

- External Quality Review undertaken for Aged and Disability Services and all elements achieved
- Transition to the new funding model for Aged Services completed
- Annual Children's fair attracted over 1000 participants
- Roll out of new attendance and payment technologies for Children's Services
- New online weekly newsletter for families in Children's Services
- Renewed partnership with The Infants Home for Family Day Care
- Innovative projects with After School Care children including 'Waste to Music' and 'Wrap with Love' programs
- Youth Services reshaped in response to the Youth Engagement Survey. There are now 135 regular attendees at Drop In per week, the volunteering programs are full, 200 young people attended the youth driven 'Groovin' the Mind' event and more than 90 attended the 'Battle of the Bands'.
- LGBTQI+ group established for young people
- Saturday Youth Group reviewed and re-established with a new purpose, members, regular meetings and excursions
- Youth Volunteering Programs recognised for excellence
- Mosman Community Connects group supported through early stages of development including a community groups showcase
- Domestic violence stakeholder forum convened
- Aboriginal educational resources provided to all local schools in collaboration with Sydney Harbour Federation Trust
- Empowerment measurement now in place to measure success of youth volunteering programs

## Expenditure

### Program Expenditure by Funding Source 2016-2017

\$3,043,673

■ Rates ■ Other

41%

59%

## KPIs

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



## 2016–2017 Budget

Income	2015/16	2016/17
Community Services Management	—	—
Aged & Disability Services	738,865	737,108
Children's Services	1,015,480	1,037,490
Youth Services	24,900	29,920
<b>Total Program Income</b>	<b>1,779,245</b>	<b>1,804,518</b>

Expenditure	2015/16	2016/17
Community Services	576,510	576,674
Aged & Disability Services	1,138,880	1,129,337
Children's Services	1,001,050	1,022,797
Youth Services	330,062	314,865
<b>Total Program Expenditure</b>	<b>3,046,502</b>	<b>3,043,673</b>
<b>Operating Surplus/(Deficit)</b>	<b>(1,267,257)</b>	<b>(1,239,155)</b>

# Community Wellbeing

## Community Services

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2015/16	2016/17
Employee Salaries	203,000	209,600
Employee Superannuation	28,400	29,074
Employee Other Costs	500	500
Materials and Contracts	238,110	243,680
Legal Costs	—	—
Consultants	35,000	22,000
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	71,500	71,820
Total Expenditure	576,510	576,674
Operating Surplus/(Deficit)	(576,510)	(576,674)

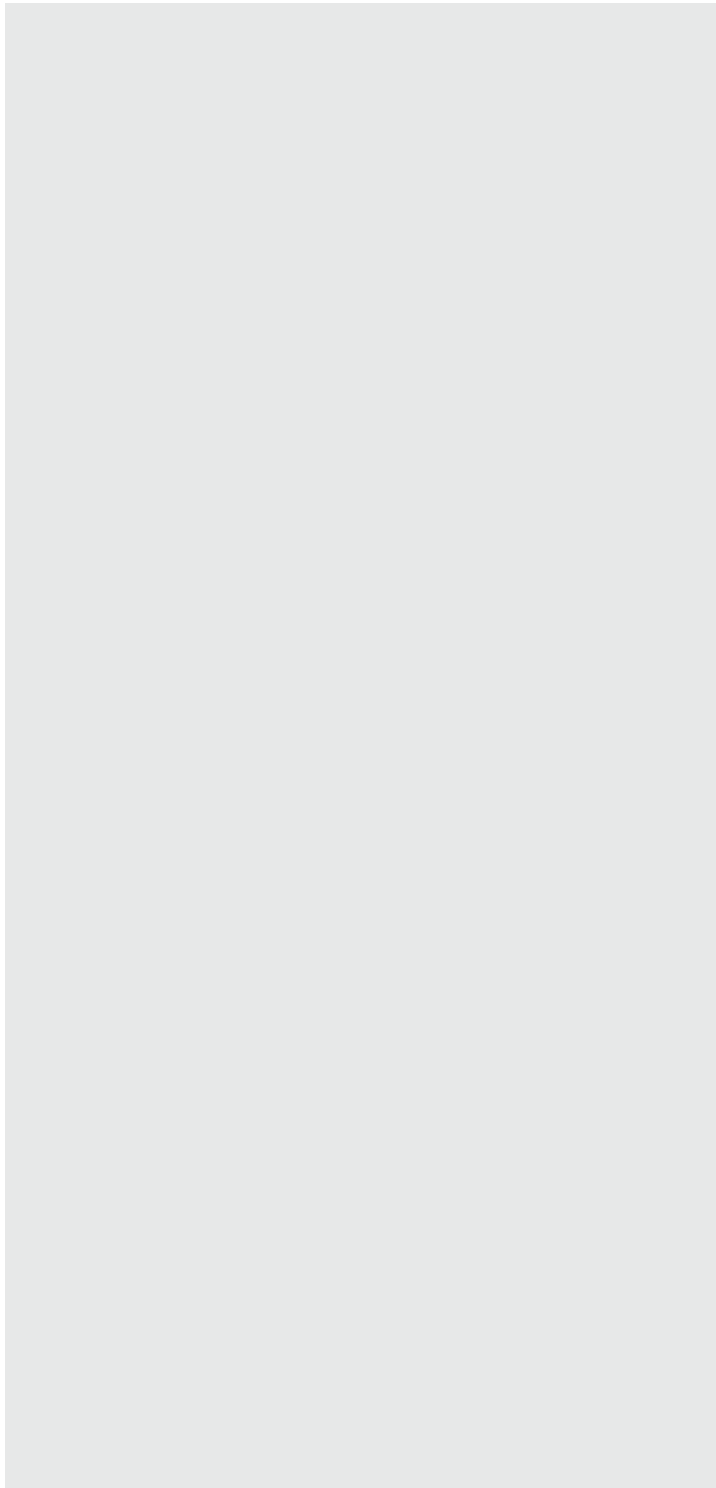
EFT Staff (including casuals)	2.0	2.0
-------------------------------	-----	-----

## Aged and Disability Services

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	190,330	193,647
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	548,535	543,461
Total Income	738,865	737,108

Expenditure	2015/16	2016/17
Employee Salaries	788,080	785,935
Employee Superannuation	106,600	102,690
Employee Other Costs	14,900	15,152
Materials and Contracts	187,430	183,220
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	1,000	1,000
State Government Levies	—	—
Other Expenses	40,870	41,340
Total Expenditure	1,138,880	1,129,337
Operating Surplus/(Deficit)	(400,015)	(392,229)

EFT Staff (including casuals)	12.5	12.5
-------------------------------	------	------



# Community Wellbeing

## Children's Services

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	957,710	798,650
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	57,770	238,840
<b>Total Income</b>	<b>1,015,480</b>	<b>1,037,490</b>

Expenditure	2015/16	2016/17
Employee Salaries	716,350	746,517
Employee Superannuation	92,100	80,672
Employee Other Costs	2,500	2,500
Materials and Contracts	160,800	165,508
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	29,300	27,600
<b>Total Expenditure</b>	<b>1,001,050</b>	<b>1,022,797</b>
<b>Operating Surplus/(Deficit)</b>	<b>14,430</b>	<b>14,693</b>

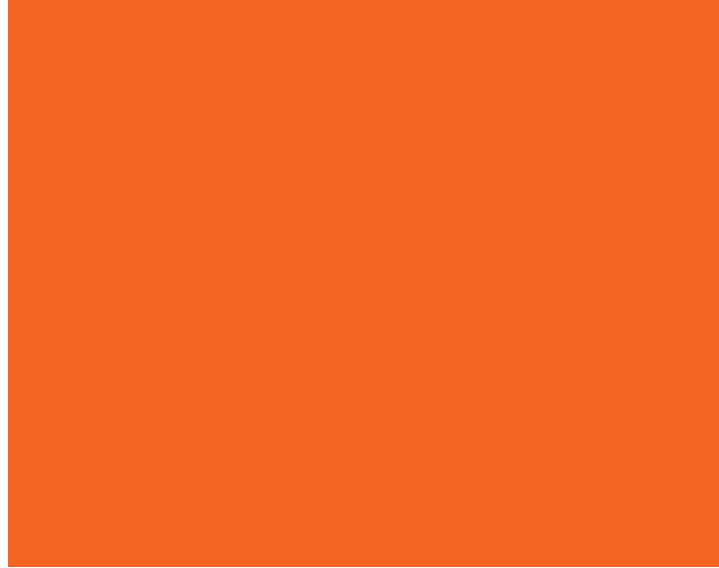
EFT Staff (including casuals)	12.0	12.0
-------------------------------	------	------

## Youth Services



Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	20,770	27,020
Interest and Investment Revenue	—	—
Other Revenue	2,900	2,900
Grants and Cont for Operating Purposes	1,230	—
<b>Total Income</b>	<b>24,900</b>	<b>29,920</b>

Expenditure	2015/16	2016/17
Employee Salaries	227,670	228,513
Employee Superannuation	30,800	29,252
Employee Other Costs	—	—
Materials and Contracts	45,242	35,050
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	26,350	22,050
<b>Total Expenditure</b>	<b>330,062</b>	<b>314,865</b>
<b>Operating Surplus/(Deficit)</b>	<b>(305,162)</b>	<b>(284,945)</b>

EFT Staff (including casuals)	3.0	3.0
-------------------------------	-----	-----



# Delivery Program 2013-2017 and Operational Plan 2016-2017

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

# S1

## Strategy 1

Anticipate, plan and provide for social change

### Recurrent Programs And Projects

- Demographic research
- Social planning
- Network development

Responsibility: Manager Community Services

- Community capacity building
- Community engagement
- Community consultation

Responsibility: Manager Community Services

### Key Initiatives

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

# Community Wellbeing

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

## Strategy 2

# S2

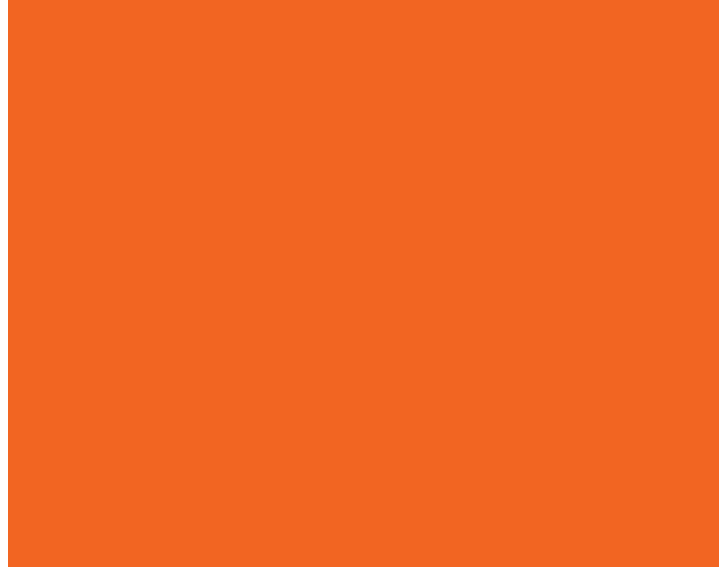
Advocate on behalf of the community to Commonwealth and State government and non-government organisations

### Recurrent Programs And Projects

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

### Key Initiatives

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



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

## Strategy 3

S3

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

### Recurrent Programs And Projects

- Occasional Care, Long Day Care and Pre-School
  - Before and After School Care
  - Vacation Care
  - Immunisation Clinic
  - After School Activities
  - Parenting Education
  - Saturday Youth Group
  - Mosman Care Café
  - Mosman Rider
  - Saturday Respite
- Responsibility: Manager Community Services**

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

### Key Initiatives

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



# Community Wellbeing

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



# Strategy 4

# S4

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

## Recurrent Programs And Projects

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

## Key Initiatives

	13/14	14/15	15/16	16/17
4A Establish the partnership for the delivery of Family Day Care with The Infants’ Home <b>Responsibility: Manager Community Services</b>	█			
4B Seek and support regional partnerships to improve community awareness and appreciation of cultural diversity and service delivery for people from a culturally and linguistically diverse background <b>Responsibility: Manager Community Services</b>	█	█	█	█
4C Seek and support regional partnerships to improve community awareness and appreciation of Aboriginal cultural heritage and service delivery for Aboriginal community members <b>Responsibility: Manager Community Services</b>	█	█	█	█
4D Improve capacity to support community based organisations and initiatives in Mosman <b>Responsibility: Manager Community Services</b>		█	█	

# Community Wellbeing

## Strategy 5

## S5

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

### Recurrent Programs And Projects

- Youth Centre
  - Seniors' Centre and Lounge
  - Mosman Occasional Care Centre
  - Cremorne Early Childhood Health Centre
  - Mosman Drill Hall
- Responsibility: Manager Community Services**

### Key Initiatives

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

5A Develop effective promotion strategies to ensure optimal use of all facilities  
**Responsibility: Manager Community Services**



5B Develop and implement a framework for pricing of facilities and services  
**Responsibility: Manager Community Services**

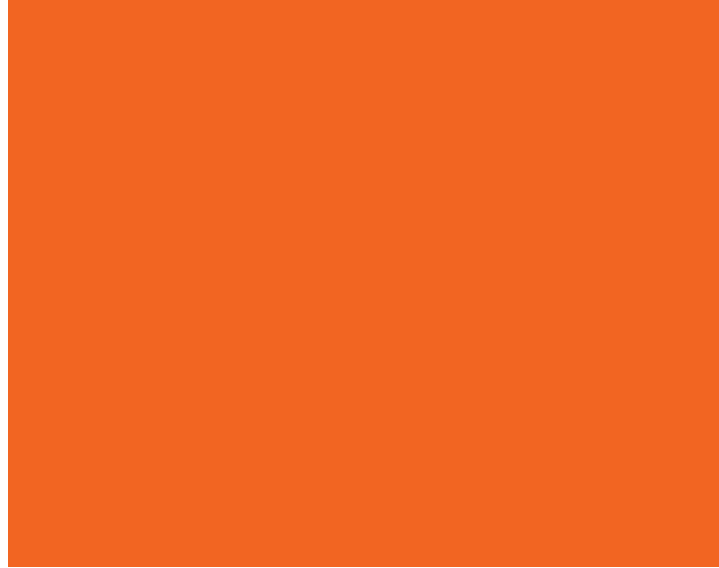


5C Seek funding to maintain a welcoming ambience in Community Services facilities  
**Responsibility: Manager Community Services**



5D Undertake disability compliance and improvement works – Mosman Square Seniors Centre  
**Responsibility: Manager Engineering**





# Strategy 6

# S6

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

## Recurrent Programs And Projects

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

## Key Initiatives

	13/14	14/15	15/16	16/17
6A Establish a Youth Advisory Forum <b>Responsibility: Manager Community Services</b>	█			
6B Develop and implement strategies and initiatives that facilitate community connections <b>Responsibility: Manager Community Services</b>	█	█	█	█
6C Review volunteering coordination to enhance provision of opportunities for volunteering in the community <b>Responsibility: Manager Community Services</b>		█	█	
6D Establish and support a Dementia Café <b>Responsibility: Manager Community Services</b>	█			
6E Review welcoming activities for new residents <b>Responsibility: Manager Community Services Manager Library Resources</b>	█			
6F Review the operation of the Mosman Men’s Shed <b>Responsibility: Manager Community Services</b>	█			
6G Monitor and review Mosman Rider service <b>Responsibility: Manager Community Services</b>	█	█		
6H National Quality Framework Accreditation of Children’s Services <b>Responsibility: Manager Community Services</b>	█			

# Community Wellbeing





## Direction Statement

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

## Program Coordination

Manager Library Services  
Manager Library Resources

## Strategies

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

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

## Key Deliverables 2013-2017

Redesign Council website	✓
Implement Stage 2 of RFID project – Automated returns	✓
Implement new design for Level 2 Entrance Foyer	✓
Implement new Shorelink Library Management System	✓
Commemorate centenary of the Great War 1914-1918	✓
Implement community reporting tool for mobile devices	✓
New Community Events website	✓

# Library and Information

## Program Budget 2013-2017

	2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000
Income	180	176	177	159
Expenditure	2,006	2,120	2,193	2,197
Net	(1,826)	(1,944)	(2,015)	(2,040)

## Achievements 2015-2016

### In 2015-2016 Council delivered the following results under this Program

- Mosman Library Service celebrated its 70th anniversary in December 2015
- 295,000 visits to the Library
- 325,000 items borrowed
- 4 new regular library programs launched: Friday Flicks Film Club, eXplore eBooks, Colour Between the Lines Group, Friday Fun for Kids
- Introduced computer coding classes for children and teens and teens
- 'Hot' Customer Service Desk installed for use by Roving Librarians
- 8 Local Studies Exhibitions including Mosman 1914-1918 for History Week 2015, Mosman Library: 70 Years in the Making and Faces in the Crowd for NSW Heritage Festival 2016
- Mosman First World War Honour Boards 1914-18 were digitised using ANZAC Centenary Local Grants funds
- Library public access Internet/wi-fi service upgraded and film streaming service introduced
- 35,000 people attended regular Library programs including author talks, Children's and Youth programs, Monday Matters, Technology Tuesdays, HSC Lock Ins and Local Studies talks
- 439,407 visits to Council website (1,271,916 million page views)
- Launch of new Mosman Art Gallery website and Mosman Events app
- Over 1,000 likes on Mosman Council Facebook page (32% increase since 1 July 2015)
- Implementation of improved online consultation tools for all community engagement exercises

## Expenditure

### Program Expenditure by Funding Source 2016-2017

\$2,199,611

■ Rates ■ Other

93% 7%

## KPIs

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



## 2016–2017 Budget

Income	2015/16	2016/17
Library Services	147,140	131,770
Library Resources	30,050	27,600
Total Program Income	177,190	159,370

Expenditure	2015/16	2016/17
Library Services	1,242,934	1,260,567
Library Resources	949,670	939,044
Total Program Expenditure	2,192,604	2,199,611
Operating Surplus/(Deficit)	(2,015,414)	(2,040,241)



# Library and Information

## Library Services

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	34,350	34,920
Interest and Investment Revenue	—	—
Other Revenue	56,590	40,350
Grants and Cont for Operating Purposes	56,200	56,500
<b>Total Income</b>	<b>147,140</b>	<b>131,770</b>

Expenditure	2015/16	2016/17
Employee Salaries	939,720	960,118
Employee Superannuation	134,900	131,709
Employee Other Costs	—	—
Materials and Contracts	55,414	52,960
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	63,000	65,000
State Government Levies	—	—
Other Expenses	49,900	50,780
<b>Total Expenditure</b>	<b>1,242,934</b>	<b>1,260,567</b>
<b>Operating Surplus/(Deficit)</b>	<b>(1,095,794)</b>	<b>(1,128,797)</b>

EFT Staff (including casuals)	14.5	14.5
-------------------------------	------	------

### Capital Program

Equipment	5,700
-----------	-------

## Library Resources

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	21,450	21,000
Interest and Investment Revenue	—	—
Other Revenue	8,600	6,600
Grants and Cont for Operating Purposes	—	—
<b>Total Income</b>	<b>30,050</b>	<b>27,600</b>

Expenditure	2015/16	2016/17
Employee Salaries	444,000	457,000
Employee Superannuation	72,300	96,754
Employee Other Costs	—	—
Materials and Contracts	62,930	64,150
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	273,000	245,000
State Government Levies	—	—
Other Expenses	97,440	99,240
<b>Total Expenditure</b>	<b>949,670</b>	<b>939,044</b>
<b>Operating Surplus/(Deficit)</b>	<b>(919,620)</b>	<b>(911,444)</b>



EFT Staff (including casuals)	6.0	6.0
-------------------------------	-----	-----

### Capital Program

Books and Resources	280,280
---------------------	---------



# Delivery Program 2013-2017 and Operational Plan 2016-2017

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

# S1

## Strategy 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**

### Recurrent Programs And Projects

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

**Responsibility: Manager Library Services**

### Key Initiatives

	13/14	14/15	15/16	16/17
1A Plan the new design for Level 2 Entrance Foyer including the Customer Desk to improve customer service and accommodate RFID technology <b>Responsibility: Manager Library Services Manager Engineering</b>				
1B Implement the new design for the Level 2 Library Entry Foyer including the Customer Service Desk to improve customer service and accommodate RDID technology <b>Responsibility: Manager Library Services</b>				
1C Upgrade layout and furnishings on Level 1, Barry O'Keefe Library <b>Responsibility: Manager Library Services Manager Engineering</b>				

# Library and Information

## Strategy 2

## S2

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

### Recurrent Programs And Projects

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

### Key Initiatives

	13/14	14/15	15/16	16/17
2A Improve customer service through implementation of RFID Project Stage 2: RFID enabled returns chute <b>Responsibility: Manager Library Services</b>				
2B Review Customer Service Delivery Model <b>Responsibility: Manager Library Services</b>				
2C Introduce Roving Reference Service <b>Responsibility: Manager Library Services</b>				
2D Evaluate effectiveness of new Customer Service Delivery Model <b>Responsibility: Manager Library Services</b>				



# Strategy 3

S3

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

## Recurrent Programs And Projects

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

## Key Initiatives

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

# Library and Information

## Strategy 4

## S4

Maintain key external partnerships including the Shorelink Library Network

### Recurrent Programs And Projects

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>Shorelink Library Network:</li> <li>▪ Maintain membership</li> <li>▪ Review ShorePlan (Shorelink Strategic Plan) and implement cooperative services, activities and programs</li> <li>▪ Operate the Library Management System</li> </ul> <p><b>Responsibility: Manager Library Resources</b></p> | <ul style="list-style-type: none"> <li>▪ Participate in professional networks including NSW Public Libraries Association</li> <li>▪ Participate in campaigns to lobby State and Federal Governments to increase public library funding</li> <li>▪ Apply for grants to fund Library projects</li> <li>▪ Host and service the School Principals' Liaison Group</li> </ul> <p><b>Responsibility: Manager Library Services</b></p> |
|---|--|

### Key Initiatives

13/14   14/15   15/16   16/17

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

**Responsibility: Manager Library Resources**



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

**Responsibility: Manager Library Resources**



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

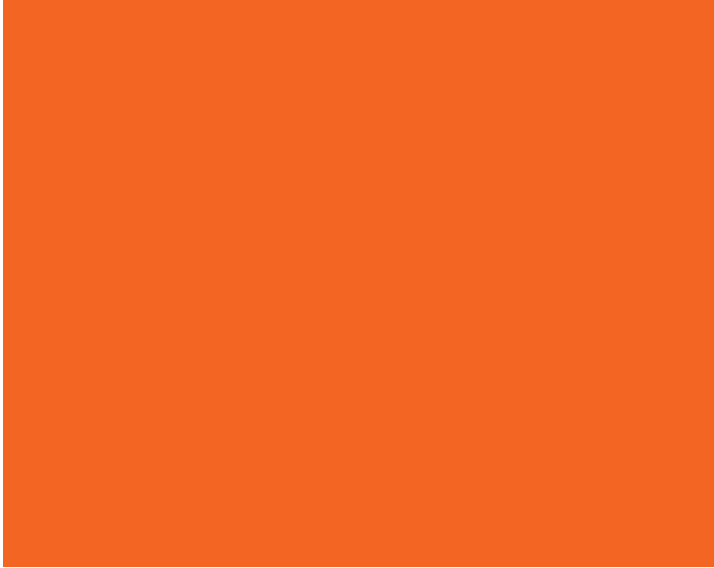
**Responsibility: Manager Library Resources**



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

**Responsibility: Manager Library Services**





# Strategy 5

# S5

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

## Recurrent Programs And Projects

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

## Key Initiatives

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

# Library and Information

## Strategy 6

## S6

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

### Recurrent Programs And Projects

#### Internet Services:

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

**Responsibility: Manager Communications**

#### Community Information Service:

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

**Responsibility: Manager Library Resources**

### Key Initiatives

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

6A Implement events website

**Responsibility: Manager Communications**



6B Launch redesigned Mosman website

**Responsibility: Manager Communications**



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

**Responsibility: Manager Communications**



6D Develop Mosman Council DATAstore to publish information in appropriate formats for Council and third-party web services

**Responsibility: Manager Communications**



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

**Responsibility: Manager Communications**





## Direction Statement

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

## Program Coordination

Manager Cultural Services

## Strategies

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

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

## Key Deliverables 2013-2017

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



# Arts and Culture

## Program Budget 2013-2017

	2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000
Income	520	529	562	554
Expenditure	1,374	1,335	1,643	1,461
Net	(854)	(806)	(1081)	(907)

## Achievements 2015-2016

### In 2015-2016 Council delivered the following results under this Program

- Industry recognition of Mosman Art Gallery through winning the National Indigenous Art Award as well as the 2015 MAGNA National Award (the highest accolade that can be awarded to a museum or gallery in Australia) for the Bungaree's Farm project.
- Touring of Bungaree's Farm to the Cairns Indigenous Arts Fair (QLD) and Flinders University (SA)
- Development and staging of major exhibitions including An Unending Shadow and Destination Sydney, drawing record attendances and critical acclaim
- Over 24 exhibitions organised annually including the Mosman Art Prize and Mosman Youth Art Prize
- Development of a new Art Collection Policy and the review of all works currently held in the collection.
- Continued success in obtaining grant funding for arts programming including the awarding of Triennial Funding from Arts NSW (\$255,000 over three years)
- Establishment of the Create! philanthropy program including a commitment of \$48,000 in matched funding from Creative Partnerships Australia as part of its PlusOne program as well as the donation of substantial artworks.
- Completion of paving and drainage capital works in Gallery forecourt and the establishment of a permanent sculpture terrace.
- 2015 Festival of Mosman held with over 28,000 people attending around 50 unique events over an 11-day period
- Approximately 15 annual special events facilitated for community and special event organisers

## Expenditure

### Program Expenditure by Funding Source 2016-2017

\$1,461,189

■ Rates ■ Other

62%

38%

## KPIs

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



## 2016–2017 Budget

Income	2015/16	2016/17
Art Gallery and Community Centre	243,400	235,340
Arts Programming and Exhibitions	248,700	255,000
Events	69,600	63,830
Total Program Income	561,700	554,170

Expenditure	2015/16	2016/17
Art Gallery and Community Centre	271,130	164,011
Arts Programming and Exhibitions	1,100,520	1,078,288
Events	271,130	218,890
Total Program Expenditure	1,642,780	1,461,189
Operating Surplus/(Deficit)	(1,081,080)	(907,019)

# Arts and Culture

## Art Gallery and Community Centre

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	243,400	235,340
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
<b>Total Income</b>	<b>243,400</b>	<b>235,340</b>

Expenditure	2015/16	2016/17
Employee Salaries	73,230	75,258
Employee Superannuation	1,100	1,100
Employee Other Costs	500	500
Materials and Contracts	20,840	21,136
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	111,000	—
State Government Levies	—	—
Other Expenses	64,460	66,017
<b>Total Expenditure</b>	<b>271,130</b>	<b>164,011</b>
<b>Operating Surplus/(Deficit)</b>	<b>(27,730)</b>	<b>71,329</b>

EFT Staff (including casuals)	2.0	2.0
-------------------------------	-----	-----

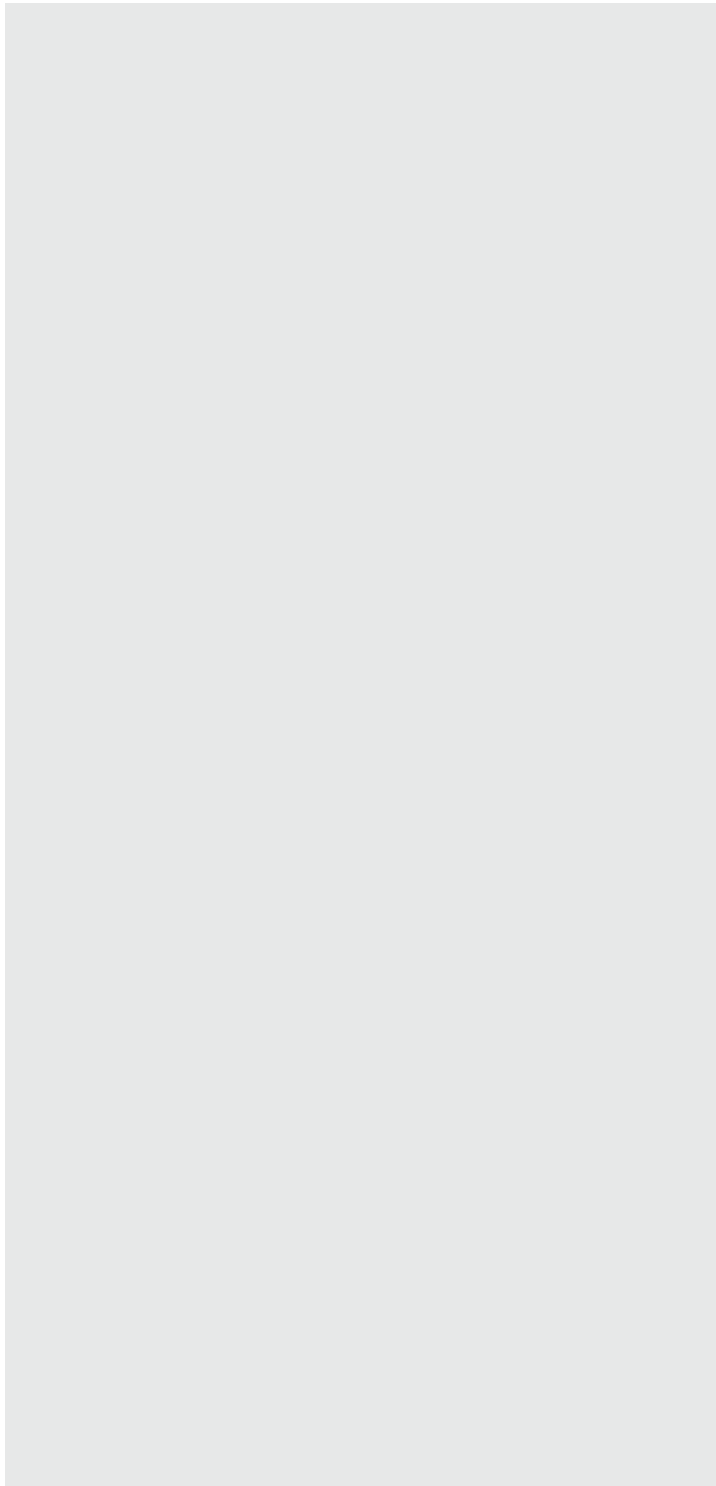
## Arts Programming and Exhibitions

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	88,580	92,020
Interest and Investment Revenue	—	—
Other Revenue	77,880	79,220
Grants and Cont for Operating Purposes	82,240	83,760
<b>Total Income</b>	<b>248,700</b>	<b>255,000</b>

Expenditure	2015/16	2016/17
Employee Salaries	685,290	697,357
Employee Superannuation	101,600	104,401
Employee Other Costs	—	—
Materials and Contracts	254,940	221,250
Legal Costs	—	—
Consultants	3,100	3,100
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	55,590	56,180
<b>Total Expenditure</b>	<b>1,100,520</b>	<b>1,078,288</b>
<b>Operating Surplus/(Deficit)</b>	<b>(851,820)</b>	<b>(823,288)</b>

EFT Staff (including casuals)	8.0	8.0
-------------------------------	-----	-----

Capital Program	
Acquisitions	76,650



# Arts and Culture

## Events



Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	69,600	63,830
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
<b>Total Income</b>	<b>69,600</b>	<b>63,830</b>

Expenditure	2015/16	2016/17
Employee Salaries	114,200	125,300
Employee Superannuation	15,800	17,200
Employee Other Costs	—	—
Materials and Contracts	119,500	76,190
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	21,630	200
<b>Total Expenditure</b>	<b>271,130</b>	<b>218,890</b>
<b>Operating Surplus/(Deficit)</b>	<b>(201,530)</b>	<b>(155,060)</b>

EFT Staff (including casuals)	2.0	2.0
-------------------------------	-----	-----



# Delivery Program 2013-2017 and Operational Plan 2016-2017

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

S1





## Strategy 1

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

### Recurrent Programs And Projects

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

### Key Initiatives

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

# Arts and Culture

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

## Strategy 2

## S2

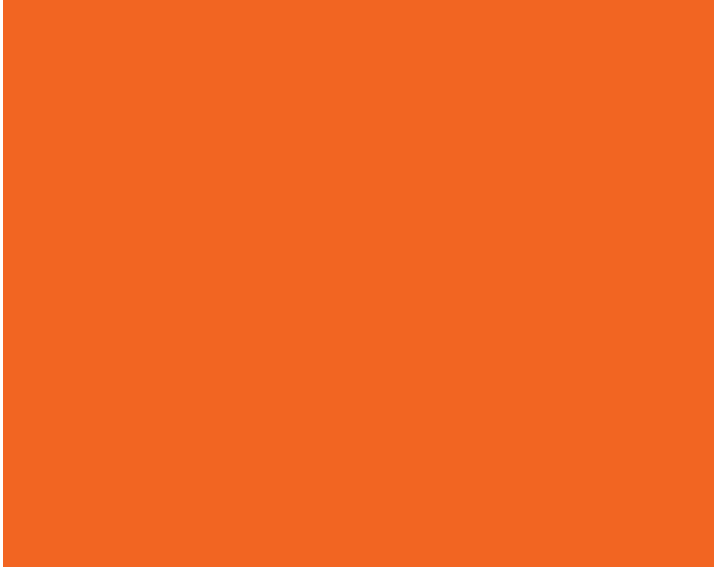
Deliver and support events and other projects that celebrate Mosman, drawing inspiration from the area's artists, history, demographics, lifestyle and environment

### Recurrent Programs And Projects

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

### Key Initiatives

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



# Strategy 3

# S3

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

## Recurrent Programs And Projects

- Arts and Culture Community Consultative Committee
  - Event promotions
  - Gallery Friends
  - Gallery volunteer program
  - Creative Circle philanthropy program
- Responsibility: Manager Cultural Services**

## Key Initiatives

	13/14	14/15	15/16	16/17
3A Develop an Arts and Ageing project with a key goal of enhancing the health of the local community and its cultural vitality <b>Responsibility: Manager Cultural Services            Manager Community Services</b>				
3B Review the Gallery's Friends and Volunteer programs <b>Responsibility: Manager Cultural Services</b>				



# Arts and Culture

## Strategy 4

## S4

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

### Recurrent Programs And Projects

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

### Key Initiatives

	13/14	14/15	15/16	16/17
4A Investigate the provision of directional tourist signage to the Mosman Art Gallery <b>Responsibility: Manager Cultural Services</b>				
4B Provide improved façade treatment/external signage, landscaping and lighting for the Mosman Art Gallery <b>Responsibility: Manager Cultural Services Manager Engineering</b>				
4C Review use of social media/interactive media as a key promotional tool for Cultural Services and local events <b>Responsibility: Manager Communications</b>				
4D Provide new signage and promotional strategy for Mosman Market <b>Responsibility: Manager Cultural Services</b>				



# Strategy 5

S5

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

## Recurrent Programs And Projects

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

## Key Initiatives

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

# Arts and Culture

## Strategy 6

## S6

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

### Recurrent Programs And Projects

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

### Key Initiatives

13/14    14/15    15/16    16/17

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



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

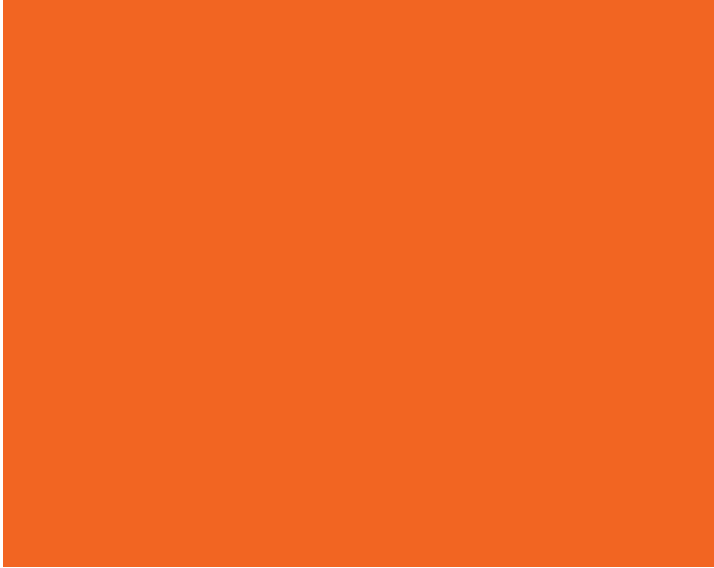


6C Work in partnership with National Parks and Wildlife Services, Sydney Harbour Federation Trust and Metropolitan Land Council to develop a public interpretive art trail celebrating the unique indigenous heritage of Mosman  
**Responsibility: Manager Cultural Services**



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





# Strategy 7

# S7

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

## Recurrent Programs And Projects

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

## Key Initiatives

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

# Arts and Culture



# ENVIRONMENT

## Programs

Built Environment  
Healthy Environment  
Community Spaces  
Traffic and Transport

## Related Strategies and Plans

Mosman Local Environmental Plan  
Mosman Development Control Plans  
Mosman Environmental Management Plan  
Mosman Environmental Sustainability Action Plan  
Mosman State of the Environment Report  
Community Environmental Contract  
Mosman Asset Management Plans  
Mosman Section 94A Contribution Plan  
Mosman Catchment Management Plans  
'A Plan for Growing Sydney' 2014  
Open Space Plans of Management – various  
Road Safety Action Plan  
SHOROC 'Shaping our Future'

## Key Partners

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

# Environment

## Community Sustainability Indicators

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





## Direction Statement

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

## Program Coordination

Manager Urban Planning  
Manager Development Services

## Strategies

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

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

## Key Deliverables 2013-2017

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



# Built Environment

## Program Budget 2013-2017

	2013/2014 \$ '000	2014/2015 \$ '000	2015/2016 \$ '000	2016/2017 \$ '000
Income	2,288	1,821	2,006	1,963
Expenditure	5,845	7,377	7,517	7,937
Net	(3,557)	(5,556)	(5,511)	(5,974)

## Achievements 2015-2016

### In 2015-2016 Council delivered the following results under this Program

- Road rehabilitation works including Ourimbah Road, Warringah Road, Warringah Lane, Plunkett Road, Upper Avenue Road and Vista Street
- Footpath renewal works including Belmont Road, Gouldsbury Street and Steps on Illawara and Oswald Street
- Stormwater drainage works including Beauty Point Road, Cowles Road, Nock Lane and Superba Lane
- Stormwater Quality Improvement Device (SQID) review and implementation of improvement works for Cowles Road and Botanic Road
- Replacement of shark nets at Balmoral Baths and Clifton Garden Baths
- Completion of designs for Balmoral bath turning boards
- Completion of concept designs for Spit East erosion management
- Completion of heritage assessment and concept designs for the proposed redevelopment / adaptive reuse of Allan Border Oval Pavilion
- Renewal of Major Works contracts through SHOROC Business Improvement Program
- Bushland rezonings completed
- Review of heritage conservation area rankings completed
- Civic centre redevelopment options study completed
- Codes SEPP exclusion for foreshore slopes extended until 2018.
- 254 DAs and 110 S.96 applications assessed and determined

## Expenditure

### Program Expenditure by Funding Source 2016-2017

\$7,937,398

■ Rates ■ Other

75% 25%

## KPIs

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



## 2016–2017 Budget

Income	2015/16	2016/17
Development Services	959,440	886,290
Urban Planning and Advocacy	176,290	186,660
Heritage Management	—	—
Roads, Footpaths and Stormwater	870,360	890,550
Total Program Income	2,006,090	1,963,500

Expenditure	2015/16	2016/17
Development Services	1,629,110	1,606,689
Urban Planning Advocacy	583,900	658,456
Heritage Management	92,320	93,220
Roads, Footpaths and Stormwater	5,211,830	5,579,033
Total Program Expenditure	7,517,160	7,937,398
Operating Surplus/(Deficit)	(5,511,070)	(5,973,898)

# Built Environment

## Development Services

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	959,440	886,290
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
<b>Total Income</b>	<b>959,440</b>	<b>886,290</b>

Expenditure	2015/16	2016/17
Employee Salaries	840,550	911,135
Employee Superannuation	112,200	119,994
Employee Other Costs	—	—
Materials and Contracts	127,160	154,560
Legal Costs	548,200	420,000
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	1,000	1,000
<b>Total Expenditure</b>	<b>1,629,110</b>	<b>1,606,689</b>
<b>Operating Surplus/(Deficit)</b>	<b>(669,670)</b>	<b>(720,399)</b>

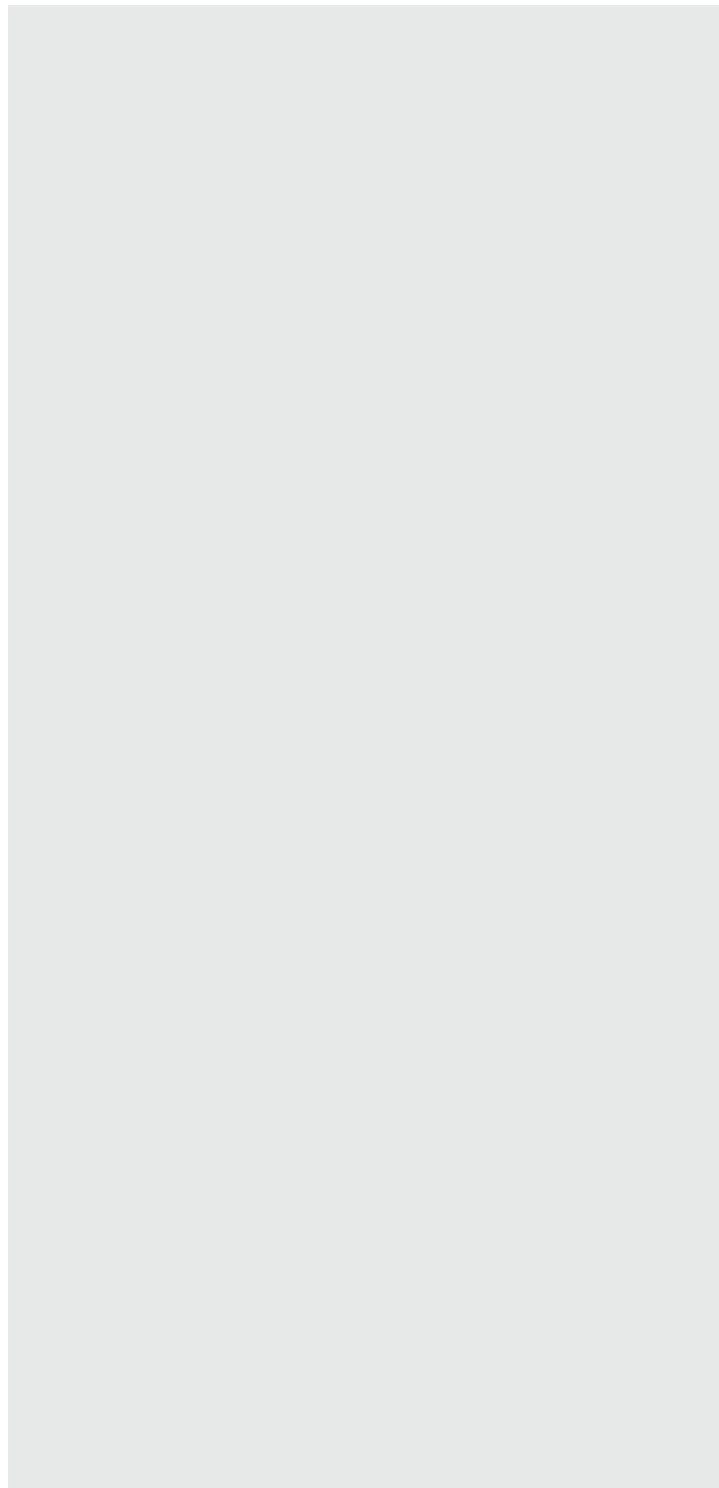
EFT Staff (including casuals) 9.5 10.5

## Urban Planning and Advocacy

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	175,290	185,660
Interest and Investment Revenue	—	—
Other Revenue	1,000	1,000
Grants and Cont for Operating Purposes	—	—
<b>Total Income</b>	<b>176,290</b>	<b>186,660</b>

Expenditure	2015/16	2016/17
Employee Salaries	368,000	387,100
Employee Superannuation	53,800	56,256
Employee Other Costs	—	—
Materials and Contracts	2,000	52,000
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	158,100	161,100
Other Expenses	2,000	2,000
<b>Total Expenditure</b>	<b>583,900</b>	<b>658,456</b>
<b>Operating Surplus/(Deficit)</b>	<b>(407,610)</b>	<b>(471,796)</b>

EFT Staff (including casuals) 3.5 3.5



# Built Environment

## Heritage Management

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2015/16	2016/17
Employee Salaries	—	—
Employee Superannuation	—	—
Employee Other Costs	—	—
Materials and Contracts	15,770	16,070
Legal Costs	—	—
Consultants	45,000	45,000
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	31,550	32,150
Total Expenditure	92,320	93,220
Operating Surplus/(Deficit)	(92,320)	(93,220)

## Roads, Footpaths and Stormwater

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	461,320	479,810
Interest and Investment Revenue	—	—
Other Revenue	10,300	10,500
Grants and Cont for Operating Purposes	398,740	400,240
Total Income	870,360	890,550

Expenditure	2015/16	2016/17
Employee Salaries	731,380	815,500
Employee Superannuation	113,250	105,153
Employee Other Costs	—	—
Materials and Contracts	1,794,730	1,828,340
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	2,572,470	2,830,040
State Government Levies	—	—
Other Expenses	—	—
Total Expenditure	5,211,830	5,579,033
Operating Surplus/(Deficit)	(4,341,470)	(4,688,483)



EFT Staff (including casuals)	10.0	12.0
-------------------------------	------	------

### Capital Program

Roads, Footpaths and Stormwater	5,284,000
---------------------------------	-----------



# Delivery Program 2013–2017 and Operational Plan 2016–2017

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

# S1

## Strategy 1

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

### Recurrent Programs And Projects

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

### Key Initiatives

	13/14	14/15	15/16	16/17
1A Prepare Planning Proposals to amend Mosman LEP2012 as required <b>Responsibility: Manager Urban Planning</b>				
1B Investigate a Laneway Activation Strategy for business centres <b>Responsibility: Manager Urban Planning</b>				
1C Review Development Control Plans, subject to the outcomes of State planning reforms <b>Responsibility: Manager Urban Planning</b>				
1D Progress the Spit Junction Masterplan project <b>Responsibility: Manager Urban Planning</b>				

# Built Environment

	13/14	14/15	15/16	16/17
1E Review Balmoral Reserves Plan of Management <b>Responsibility: Manager Urban Planning</b>		█		
1F Undertake Bushland Zoning Review <b>Responsibility: Manager Urban Planning</b>		█	█	
1G Prepare a Guidance Document for Spit Junction, Mosman Junction and land along the Spit and Military Road corridors <b>Responsibility: Manager Urban Planning</b>				█

## Strategy 2

## S2

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

### Recurrent Programs And Projects

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

### Key Initiatives

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



# Strategy 3

S3

Effectively manage the conservation of Mosman's heritage

## Recurrent Programs And Projects

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

## Key Initiatives

	13/14	14/15	15/16	16/17
3A Develop and prepare a coordinated program of on-site interpretation of significant sites in Mosman <b>Responsibility: Manager Urban Planning</b>				
3B Develop a heritage strategy and branding to raise the profile of heritage <b>Responsibility: Manager Urban Planning</b>				
3C Develop a phone app with a heritage theme to raise community awareness <b>Responsibility: Manager Urban Planning</b>				
3D Review heritage studies including archaeological sites and rankings in HCAs <b>Responsibility: Manager Urban Planning</b>				
3E Develop a heritage strategy and branding to raise the profile of heritage <b>Responsibility: Manager Urban Planning</b>				



# Built Environment

## Strategy 4

## S4

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

### Recurrent Programs And Projects

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

### Key Initiatives

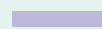
13/14 14/15 15/16 16/17

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



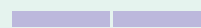
**Responsibility: Manager Development Services**

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



**Responsibility: Manager Urban Planning**

4C Develop a monthly planning news bulletin video



**Responsibility: Manager Urban Planning**

4D Review iPlan assessment module to enhance efficiency



**Responsibility: Manager Development Services**

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



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

4F Implement e-lodgement capabilities of iPlan



**Responsibility: Manager Development Services**

4G Review opportunities for 3D built environment modelling



**Responsibility: Manager Urban Planning**



	13/14	14/15	15/16	16/17
4H Review ICON software for effectiveness in Development Assessment process <b>Responsibility: Manager Development Services            Manager Information Technology Services</b>		█		
4I Undertake and promote e-planning initiatives to improve customer service and delivery of planning information. <b>Responsibility: Manager Urban Planning</b>			█	

# Strategy 5

# S5

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

## Recurrent Programs And Projects

- Regulatory enforcement, management of building sites and environmental controls
- Fire safety inspections
- Implementation of Fire Safety Program
- Provision of policy and regulatory information relating to development control
- Provision of information on swimming pool safety fencing and inspection service
- Swimming pool inspections
- Swimming Pool Register

**Responsibility: Manager Compliance**

# Built Environment

## Strategy 6

## S6

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

### Recurrent Programs And Projects

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

Responsibility: Manager Engineering

### Key Initiatives

	13/14	14/15	15/16	16/17
6A Develop annual e-inspections for road assets Responsibility: Manager Engineering				
6B Revalue Road Assets in accordance with Office of Local Government Requirements Responsibility: Manager Engineering				
6C Undertake actions arising from Flood Study in conjunction with Stormwater Asset Management Plan, subject to funding Responsibility: Manager Engineering				
6D Develop annual e-inspections for stormwater assets Responsibility: Manager Engineering				
6E Develop annual e-inspection process for marine assets Responsibility: Manager Engineering				
6F Implement a five year contract for scheduled Maintenance and Renewal works on Inkerman Street Wharf, Clifton Gardens Jetty and Baths and Balmoral Jetty and Baths Responsibility: Manager Engineering				
6G Renewal of Balmoral Seawall Responsibility: Manager Engineering				



## Direction Statement

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

## Program Coordination

Manager Engineering

## Strategies

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

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

## Key Deliverables 2013-2017

Completion of the Recreational Needs Analysis and Recreation Strategy	✓
Upgrade of Lighting at Middle Head Oval	✓
Completion of renewal works - Balmoral Seawall	✓
Planning and costings - Stage 2 of the Military Road Streetscape Improvement Program	
Options for redevelopment of Raglan Street (west side) car park, including opportunities for improved parking provision and toilet facilities at Mosman Junction	✓
Development of options for redevelopment of Allan Border Oval Pavilion	
Revised Playground Upgrade Program	
Completion of Street and Parks Tree Inventory for priority areas	
Implement updated Policy for Use and Management of Sporting Fields	✓
Spit West Playground Upgrade	✓
Mosman Access Strategy development and implementation	✓
Clem Morath Pool repairs	✓
The Esplanade Playground Upgrade	✓
Visual Amenity/signage and advertising review	✓
Civic Centre Site Needs Assessment	✓
Public Domain Upgrading - Spofforth Street and Military Road shopping precincts	✓

# Community Spaces

## Program Budget 2013-2017

	2013/2014 \$ '000	2014/2015 \$ '000	2015/2016 \$ '000]	2016/2017 \$ '000
Income	6,242	6,391	4,512	4,601
Expenditure	5,064	7,486	7,364	7,594
Net	1,178	(1,095)	(2,852)	(2,993)

## Achievements 2015-2016

### In 2015-2016 Council delivered the following results under this Program

- Completion of the Recreational Needs Analysis and Recreational Strategy
- Completion of the Upgrading of Lighting of Middle Head Oval
- Implementation of the of the updated Policy for Use and Management of Sporting Fields
- Completion of The Esplanade Playground
- Completion of Public Domain Upgrading – Spofforth Street and Military Road shopping precincts
- Completion of review of Tree Management Contract
- Completion of review of Bushland Management Contract
- Completion of National Tree Day Activities
- Completion of review of Turf Management Contract
- Completion of first year review of new Parks and Sports Fields Management
- Completion of Mosman Square paving replacement
- Completion of Senior Centre lift replacement
- Completion of pilot program for new civic signage

## Expenditure

### Program Expenditure by Funding Source 2016-2017

\$7,594,338

■ Rates ■ Other

39%

61%

## KPIs

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



## 2016–2017 Budget

Income	2015/16	2016/17
Building and Property	4,269,500	4,355,985
Open Space, Foreshore and Sporting Fields	242,280	244,820
Total Program Income	4,511,780	4,600,805

Expenditure	2015/16	2016/17
Building and Property	2,026,090	2,523,540
Open Space, Foreshore and Sporting Fields	5,338,080	5,070,798
Total Program Expenditure	7,364,170	7,594,338
Operating Surplus/(Deficit)	(2,852,390)	(2,993,533)

# Community Spaces

## Building and Property

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	2,368,560	2,419,665
Interest and Investment Revenue	—	—
Other Revenue	1,900,940	1,936,320
Grants and Cont for Operating Purposes	—	—
<b>Total Income</b>	<b>4,269,500</b>	<b>4,355,985</b>

Expenditure	2015/16	2016/17
Employee Salaries	240,020	250,360
Employee Superannuation	24,000	24,870
Employee Other Costs	—	—
Materials and Contracts	1,181,220	1,195,720
Legal Costs	24,500	24,900
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	51,550	472,080
State Government Levies	—	—
Other Expenses	504,800	555,610
<b>Total Expenditure</b>	<b>2,026,090</b>	<b>2,523,540</b>
<b>Operating Surplus/(Deficit)</b>	<b>2,243,410</b>	<b>1,832,445</b>

EFT Staff (including casuals)	3.0	3.0
-------------------------------	-----	-----

### Capital Program

Building Management	1,310,000
---------------------	-----------

## Open Space, Foreshore and Sporting Fields

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	242,280	244,820
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
<b>Total Income</b>	<b>242,280</b>	<b>244,820</b>

Expenditure	2015/16	2016/17
Employee Salaries	914,000	882,900
Employee Superannuation	123,450	139,143
Employee Other Costs	—	—
Materials and Contracts	2,767,840	2,872,255
Legal Costs	5,600	14,100
Consultants	3,080	3,000
Borrowing Costs	—	—
Depreciation and Ammortisation	1,464,460	1,130,000
State Government Levies	—	—
Other Expenses	59,650	29,400
<b>Total Expenditure</b>	<b>5,338,080</b>	<b>5,070,798</b>
<b>Operating Surplus/(Deficit)</b>	<b>(5,095,800)</b>	<b>(4,825,978)</b>



EFT Staff (including casuals)	11.0	11.0
-------------------------------	------	------

### Capital Program

Open Space and Marine Structures	956,232
----------------------------------	---------



# Delivery Program 2013-2017 and Operational Plan 2016-2017

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

# S1









## Strategy 1

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

### Recurrent Programs And Projects

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

### Key Initiatives

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



# Community Spaces

## Strategy 2

## S2

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

### Recurrent Programs And Projects

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

### Key Initiatives

	13/14	14/15	15/16	16/17
2A Develop options for the redevelopment of Allan Border Oval Pavilion <b>Responsibility: Manager Engineering</b>	█	█	█	
2B Renew scheduled Swim Centre equipment at end of lease in 2017 <b>Responsibility: Manager Engineering</b>				█
2C Negotiate with the Sydney Harbour Federation Trust with a view to improved sporting use by Mosman residents of Georges Heights and Middle Head Ovals as well as long term leases over these facilities. <b>Responsibility: Manager Environment and Open Space</b>	█	█	█	
2D Undertake scheduled asset renewal - Middle Head Oval Floodlights <b>Responsibility: Manager Engineering</b>	█	█		
2E Implement recommendations of report on Balmoral Figs, subject to funding <b>Responsibility: Manager Environment and Open Space</b>	█	█	█	
2F Review Contract for Bushland Restoration <b>Responsibility: Manager Environment and Open Space</b>	█		█	
2G Review Contract for Turf Management <b>Responsibility: Manager Environment and Open Space</b>	█		█	
2H Review Contract for Weeds Management <b>Responsibility: Manager Environment and Open Space</b>		█		█



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

# Community Spaces

		13/14	14/15	15/16	16/17
2Y	Progress investigations into expanded provision of sporting fields on land owned by the Sydney Harbour Federation Trust <b>Responsibility: Manager Environment and Open Space</b>				
2Z	Provide improved service levels for maintaining recreational spaces along the Balmoral foreshore <b>Responsibility: Manager Environment and Open Space</b>				
2AA	Undertake action arising from the 2015 Mosman Recreational Needs Report, subject to availability of resources <b>Responsibility: Manager Environment and Open Space</b>				
2AB	Install dinghy racks and kayak storage facilities at Sirius Cove and Rosherville Reserve <b>Responsibility: Manager Environment and Open Space</b>				
2AC	Investigate installation of floodlights at the outdoor netball courts at Drill Hall Common <b>Responsibility: Manager Environment and Open Space</b>				
2AD	Install outdoor fitness equipment stations at Rawson Park <b>Responsibility: Manager Environment and Open Space</b>				
2AE	Prepare detailed designs for the adaptive re-use of Allan Border Oval Pavilion <b>Responsibility: Manager Engineering</b>				
2AF	Renew irrigation along The Esplanade, Balmoral <b>Responsibility: Manager Environment and Open Space</b>				
2AG	Renew synthetic cricket pitches at Balmoral and Georges Heights Ovals <b>Responsibility: Manager Environment and Open Space</b>				



# Strategy 3

# S3

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

## Recurrent Programs And Projects

- Annual renewal and maintenance program - Buildings Assets  
**Responsibility: Manager Engineering**
- Programmed e-inspections of building assets
- Access audits for community facilities, subject to funding  
**Responsibility: Manager Engineering**

## Key Initiatives

	13/14	14/15	15/16	16/17
3A Implement and undertake programmed e-inspections of Building Assets <b>Responsibility: Manager Engineering</b>	█			
3B Review opportunities to participate in joint procurement contracts for consolidated building maintenance services <b>Responsibility: Manager Engineering</b>	█	█	█	
3C Subject to grant funding, renew Library Foyer to incorporate new technology and improve toilet facilities <b>Responsibility: Manager Engineering Manager Library Services</b>		█		
3D Pursue available funding to undertake access audits for all community facilities <b>Responsibility: Manager Engineering Manager Community Services</b>	█	█	█	█
	13/14	14/15	15/16	16/17
3E Provide improved façade treatment/external signage for the Mosman Art Gallery <b>Responsibility: Manager Cultural Services Manager Engineering</b>	█	█		
3F Develop planning and costings for the conversion of the Art Gallery's Grand Hall into a flexible space suitable for concerts and exhibitions and possible conversion of the outside area of the Art Gallery and Community Centre for more effective community use <b>Responsibility: Manager Cultural Services Manager Engineering</b>	█	█		
3G Continue to pursue funding opportunities for improved lighting at Mosman Art Gallery <b>Responsibility: Manager Cultural Services</b>	█	█		

# Community Spaces

3H	Undertake a needs assessment in relation to the provision of community facilities and services on a redeveloped Civic Centre site <b>Responsibility: Director Environment and Planning</b>	
3I	Review needs assessment for the Civic Centre site including results of community engagement and proceed to development of concept designs and plans for a redeveloped site if appropriate <b>Responsibility: Director Environment and Planning</b>	
3J	Demolish storage shed at Mosman Croquet Green in preparation for further upgrade works <b>Responsibility: Manager Engineering</b>	
3K	Participate in community partnership project to construct new storage adjacent to Balmoral Pavilion <b>Responsibility: Manager Engineering</b>	

## Strategy 4

## S4

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

### Recurrent Programs And Projects

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

### Key Initiatives

	13/14	14/15	15/16	16/17
4A Review Contract for Tree Management <b>Responsibility: Manager Environment and Open Space</b>				
4B Complete Street and Parks Tree Inventory for priority areas <b>Responsibility: Manager Environment and Open Space</b>				
4C Develop policies and protocols for style, form and location of local signage <b>Responsibility: Manager Engineering</b>				



4D	Undertake further planning and costings for Stage 2 of the Military Road Streetscape Improvement Program <b>Responsibility: Manager Engineering</b>	
4E	Progress the Spit Junction Masterplan project <b>Responsibility: Manager Urban Planning</b>	
4F	Progressively implement recommended actions relating to improvements to signage in Mosman <b>Responsibility: Manager Engineering</b>	
4G	Undertake public domain upgrade works – Spofforth Street shopping precinct <b>Responsibility: Manager Engineering</b>	
4H	Improve Military Road infrastructure service levels – tree and paving maintenance <b>Responsibility: Manager Engineering</b>	
4I	Integrate Street and Parks Tree Inventory into Council's new Asset Management System <b>Responsibility: Manager Environment and Open Space</b>	
4J	Progressively implement recommended actions in the Mosman Access Strategy and provide recurrent funding for this purpose <b>Responsibility: Manager Engineering</b>	
4K	Provide additional street tree plantings <b>Responsibility: Manager Environment and Open Space</b>	
4L	Implement the public garden upgrade project <b>Responsibility: Manager Environment and Open Space</b>	
4M	Undertake grove plantings in parks and unmade road reserves to create renewed canopy age <b>Responsibility: Manager Environment and Open Space</b>	
4N	Review Street Tree Master Plan <b>Responsibility: Manager Environment and Open Space</b>	

# Community Spaces





## Direction Statement

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

## Program Coordination

Manager Environment and Open Space

## Strategies

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

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

## Key Deliverables 2013-2017

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



# Healthy Environment

## Program Budget 2013-2017

	2013/2014 \$ '000	2014/2015 \$ '000	2015/2016 \$ '000	2016/2017 \$ '000
Income	5,865	6,494	6,591	6,592
Expenditure	6,890	4,653	5,483	5,235
Net	(1,025)	1,841	1,108	1,357

## Achievements 2015-2016

### In 2015-2016 Council delivered the following results under this Program

- Completion of the Flora and Fauna Survey update
- Ongoing delivery of community and business environmental education programs
- Completion of program to reduce/ ban HDPE plastic bags
- Completion of the Waste to Art Schools Program
- Completion of a monitoring program of beach wrack and the intertidal zone at selected Mosman beaches
- Continued collaboration with SHOROC member Councils on regional environmental programs
- Adoption of new Car Share Policy
- Renewal of waste and recycling services contract
- Ongoing participation in implementing a regional common waste system
- Stormwater Quality Improvement Device (SQID) condition and performance audits and improvements

## Expenditure

### Program Expenditure by Funding Source 2016-2017

\$5,234,536

■ Rates ■ Other

95% 5%

## KPIs

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



## 2016–2017 Budget

Income	2015/16	2016/17
Waste and Cleaning	6,365,320	6,427,877
Environmental Sustainability	225,580	163,923
Total Program Income	6,590,900	6,591,800

Expenditure	2015/16	2016/17
Waste and Cleaning	4,811,370	4,872,176
Environmental Sustainability	671,948	362,360
Total Program Expenditure	5,483,318	5,234,536
Operating Surplus/(Deficit)	1,107,582	1,357,264

# Healthy Environment

## Waste and Cleaning

Income	2015/16	2016/17
Rates and Annual Charges	6,294,910	6,338,777
User Fees and Charges	70,410	89,100
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
<b>Total Income</b>	<b>6,365,320</b>	<b>6,427,877</b>

Expenditure	2015/16	2016/17
Employee Salaries	393,300	411,600
Employee Superannuation	52,600	53,406
Employee Other Costs	—	—
Materials and Contracts	4,181,550	4,233,930
Legal Costs	8,000	9,000
Consultants	15,420	10,000
Borrowing Costs	—	—
Depreciation and Ammortisation	131,000	124,250
State Government Levies	—	—
Other Expenses	29,500	29,990
<b>Total Expenditure</b>	<b>4,811,370</b>	<b>4,872,176</b>
<b>Operating Surplus/(Deficit)</b>	<b>1,553,950</b>	<b>1,555,701</b>

EFT Staff (including casuals)	5.0	5.0
-------------------------------	-----	-----

### Capital Program

Containers	123,880
------------	---------

## Environmental Sustainability



Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	34,970	54,498
Interest and Investment Revenue	—	—
Other Revenue	5,570	5,625
Grants and Cont for Operating Purposes	185,040	103,800
<b>Total Income</b>	<b>225,580</b>	<b>163,923</b>

Expenditure	2015/16	2016/17
Employee Salaries	150,000	150,000
Employee Superannuation	21,000	21,980
Employee Other Costs	—	—
Materials and Contracts	467,948	157,180
Legal Costs	3,000	3,000
Consultants	20,500	20,700
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	9,500	9,500
<b>Total Expenditure</b>	<b>671,948</b>	<b>362,360</b>
<b>Operating Surplus/(Deficit)</b>	<b>(446,368)</b>	<b>(198,437)</b>

EFT Staff (including casuals)	2.0	2.0
-------------------------------	-----	-----



# Delivery Program 2013-2017 and Operational Plan 2016-2017

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

## Strategy 1











# S1

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

### Recurrent Programs And Projects

- Walk Mosman iPhone App promotion
  - PIRATES sustainability programs and actions
  - Living Mosman Program implementation
  - Living Mosman e-newsletters
  - Engagement and education programs for schools, youth and the community
  - Waste avoidance and resource recovery programs
  - Community water and energy efficiency programs
  - Compost Revolution Program participation
  - Staff Engagement Programs
  - Community "Take Action" Program
- Responsibility: Manager Environment and Open Space**

### Key Initiatives

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

# Healthy Environment

## Strategy 2

## S2

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

### Recurrent Programs And Projects

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

### Key Initiatives

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

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



**Responsibility: Manager Environment and Open Space**

2B Implement the Caring for Our Coast Program



**Responsibility: Manager Environment and Open Space**

2C Review and Update Flora and Fauna Survey



**Responsibility: Manager Environment and Open Space**

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



**Responsibility: Manager Environment and Open Space**



# Strategy 3

# S3

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

## Recurrent Programs And Projects

- Harbourwatch data collation and reporting
  - Water quality monitoring as required
  - Stormwater Quality Improvement Device (SQID) Data collection
  - Implementation and review of Water Efficiency Management Plan
- Responsibility: Manager Environment and Open Space**

## Key Initiatives

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

# Healthy Environment

## Strategy 4

## S4

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

### Recurrent Programs And Projects

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

### Key Initiatives

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

4A	Develop a waste management procedures manual <b>Responsibility: Manager Environment and Open Space</b>				
4B	Review and implement a Local Approvals Policy for Management of Waste in Public Places <b>Responsibility: Manager Engineering</b>				
4C	Conduct location and condition audits for street and reserve bins <b>Responsibility: Manager Engineering</b>				
4D	Conduct a Service Audit and implement an awareness program for Multi-Unit Dwellings <b>Responsibility: Manager Environment and Open Space</b>				
4E	Implement an illegal dumping 'report it' program <b>Responsibility: Manager Engineering</b>				
4F	Participate in the tender for the regional Common Waste Collection System and implementation of the system <b>Responsibility: Manager Engineering General Manager</b>				
4G	Implement 'Love Food Hate Waste' Charity Program <b>Responsibility: Manager Environment and Open Space</b>				



	13/14	14/15	15/16	16/17
4H Implement 'Reduce, Reuse, Recycle' Program – including littering and illegal dumping reduction programm <b>Responsibility: Manager Environment and Open Space</b>	█	█	█	█
4I Implement the Mosman 'Waste Less Recycle More' Program Action Plan <b>Responsibility: Manager Environment and Open Space</b>			█	█

## Strategy 5

# S5

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

### Recurrent Programs And Projects

- Car Share Scheme monitoring and promotion
  - Sustainable Transport and Fleet Action Plan review and implementation
  - Sustainable transport maps/website information
  - Sustainable transport infrastructure and education programs
- Responsibility: Manager Environment and Services**
- Walking tracks and bike paths developed and maintained
- Responsibility: Manager Engineering**



# Healthy Environment

## Strategy 6

## S6

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

### Recurrent Programs And Projects

- 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
  - Monitoring of State/Government programs/policies on climate change
  - Coastal Zone Management Plan
  - Mosman Flood Study
  - Climate Change Risk Assessment Adaptation actions
  - Options for solar lighting in parks and reserves dependant on funding
- Responsibility: Manager Environment and Open Space**
- Responsibility: Manager Engineering**

### Key Initiatives

	13/14	14/15	15/16	16/17
6A Implement the Energy Management Plan <b>Responsibility: Manager Environment and Open Space</b>				
6B Review and complete actions in the Greenhouse Gas Reduction Plan <b>Responsibility: Manager Environment and Open Space</b>				
6C Complete Coastal Zone Management Plan including strategies to manage coastal hazards and climate change <b>Responsibility: Manager Engineering</b>				



# Strategy 7

S7

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

## Recurrent Programs And Projects

- Inspection program for food shops
  - Reporting in accordance with the Food Service Plan
  - Food safety awareness programs for businesses
  - Inspection program for beauty salons, hairdressers and skin penetration businesses
  - Inspection/testing of cooling towers and public swimming pools
  - Water pollution, sewer leak and noise investigations
  - Development and Implementation of environmental health policies
  - *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
- Responsibility: Manager Compliance**
- Contract administration (Street & Gutter, Graffiti, Public Amenity Buildings Cleaning)
- Responsibility: Manager Engineering**
- Compliance with site Environmental Management Plans for Balmoral Park and Northern Nursery School
- Responsibility: Manager Environment and Open Space**

## Key Initiatives

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

# Healthy Environment

## Strategy 8

## S8

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

### Recurrent Programs And Projects

- Monitor environmental legislative developments, and enforce legislation as required  
**Responsibility: Manager Compliance**
- Collaborative networks, committees and regional forums
- Environmental action plan reporting (State Government)
- Grant application submissions
- New/ongoing regional and/or state government program coordination  
**Responsibility: Manager Environment and Open Space**
- 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
- Collaboration with Sydney Coastal Councils Group  
**Responsibility: Manager Environment and Open Space**

### Key Initiatives

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

- 8A Collaborate with the SHOROC member Councils on regional environmental programs  
**Responsibility: Manager Environment and Open Space**





## Direction Statement

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

## Program Coordination

Manager Engineering

## Strategies

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

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

## Key Deliverables 2013-2017

Mosman BikePlan 2014-2019 implementation	✓
Mosman Parking Policy and Strategy review	✓
Improved parking opportunities in business centres including Mosman Junction	✓
Upgrade of Pedestrian Crossing at Mandolong Road and Military Road	✓
Construction of new Pedestrian Crossing on Gouldsbury Street near Military Road	✓
Construction of Pedestrian Crossing on Almora Street near Military Road	✓
Pedestrian Access Mobility Plan implementation	✓
Progress towards traffic solutions for the Spit Road/Military Road corridor including a tunnel from the Northern Beaches to the Warringah Freeway.	✓
Pearl Bay traffic calming scheme	✓

# Traffic and Transport

## Program Budget 2013-2017

	2013/2014 \$ '000	2014/2015 \$ '000	2015/2016 \$ '000	2016/2017 \$ '000
Income	5,887	5,863	3,884	3,976
Expenditure	1,246	1,385	1,597	1,290
Net	4,641	4,478	2,287	2,686

## Achievements 2015-2016

### In 2015-2016 Council delivered the following results under this Program

- Parriwi Road Traffic Management, with the assistance of Roads and Maritime Services
- Construction of raised pedestrian crossings on Gouldsbury Street and Upper Almora Street
- Completion of GIS mapping of Traffic Signage
- Progressive implementation of works included in the Mosman Bike Plan 2014-2019
- Progressive implementation of the Mosman Pedestrian Access Mobility Plan

## Expenditure

### Program Expenditure by Funding Source 2016-2017

\$1,289,527

■ Rates ■ Other

100%

## KPIs

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



## 2016–2017 Budget

Income	2015/16	2016/17
Car Parks	3,805,400	3,896,474
Street Lighting	78,150	79,610
Total Program Income	3,883,550	3,976,084

Expenditure	2015/16	2016/17
Car Parks	1,055,830	739,527
Street Lighting	541,000	550,000
Total Program Expenditure	1,596,830	1,289,527
Operating Surplus/(Deficit)	2,286,720	2,686,557

# Traffic and Transport

## Car Parks

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	3,805,400	3,896,474
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
<b>Total Income</b>	<b>3,805,400</b>	<b>3,896,474</b>

Expenditure	2015/16	2016/17
Employee Salaries	472,550	323,835
Employee Superannuation	63,760	50,126
Employee Other Costs	—	—
Materials and Contracts	255,220	250,666
Legal Costs	2,000	2,000
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	236,000	75,000
State Government Levies	—	—
Other Expenses	26,300	37,900
<b>Total Expenditure</b>	<b>1,055,830</b>	<b>739,527</b>
<b>Operating Surplus/(Deficit)</b>	<b>2,749,570</b>	<b>3,156,947</b>

EFT Staff (including casuals)	5.0	5.0
-------------------------------	-----	-----

### Capital Program

Car Parks and Equipment	165,000
-------------------------	---------



## Street Lighting

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	1,000	1,000
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	77,150	78,610
<b>Total Income</b>	<b>78,150</b>	<b>79,610</b>

Expenditure	2015/16	2016/17
Employee Salaries	—	—
Employee Superannuation	—	—
Employee Other Costs	—	—
Materials and Contracts	356,000	370,000
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	185,000	180,000
<b>Total Expenditure</b>	<b>541,000</b>	<b>550,000</b>
<b>Operating Surplus/(Deficit)</b>	<b>(462,850)</b>	<b>(470,390)</b>



# Delivery Program 2013-2017 & Operational Plan 2016-2017

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

# S1

## Strategy 1

Lobby State and Federal Government to improve transport along the Spit and Military Road Corridor

### Recurrent Programs And Projects

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

### Key Initiatives

1A Analyse trial closure results with a view to the permanent closure of the Pearl Bay Avenue Rat Run

**Responsibility: Manager Engineering**

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



1B Actively participate in further planning and engagement by the NSW Government in relation to Military Road/Spit Road transport solutions

**Responsibility: Director Environment and Planning**



1C Implement Pearl Bay Avenue traffic calming scheme

**Responsibility: Manager Engineering**





# Traffic and Transport

## Strategy 2

## S2

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

### Recurrent Programs And Projects

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

### Key Initiatives

	13/14	14/15	15/16	16/17
2A Complete the Mosman Bikeplan 2013-2018 <b>Responsibility: Manager Engineering</b>	█			
2B Complete a Traffic Facility Audit subject to grant funding <b>Responsibility: Manager Engineering</b>		█	█	
2C Undertake a Traffic Signage Inventory subject to grant funding <b>Responsibility: Manager Engineering</b>	█		█	
2D Identify and map areas in Mosman without formed footpaths <b>Responsibility: Manager Engineering</b>		█		
2E Subject to funding, progressively implement recommended actions in the Pedestrian Access Mobility Plan <b>Responsibility: Manager Engineering</b>	█	█	█	█
2F Subject to funding, progressively implement actions detailed in the Mosman Bikeplan 2014-2019 <b>Responsibility: Manager Engineering</b>		█	█	█



# Strategy 3

S3

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

## Recurrent Programs And Projects

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

## Key Initiatives

	13/14	14/15	15/16	16/17
3A Install Parking Management Devices in Council Car Parks <b>Responsibility: Manager Engineering</b>	■	■	■	
3B Review existing Parking Strategy and develop a Mosman Parking Policy <b>Responsibility: Manager Engineering</b>	■	■		
3C Review options for improved business centre parking including redevelopment of existing sites and new contributions plans <b>Responsibility: Director Environment and Planning Manager Urban Planning</b>	■	■	■	
3D Undertake actions arising from Mosman's Parking Policy, subject to adoption by Council and funding <b>Responsibility: Manager Engineering</b>				■ ■

# Traffic and Transport



# Appendix

## Programs

Local Economy

## Related Strategies and Plans

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

## Key Partners

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

# Economic

## Community Sustainability Indicators

Unemployment rate  
Gross local product  
Employment containment  
Average weekly earnings





## Direction Statement

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

## Program Coordination

Director Community Development

## Strategies

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

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

## Key Deliverables 2013-2017

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

# Local Economy

## Program Budget 2013-2017

	2013/2014 \$ '000	2014/2015 \$ '000	2015/2016 \$ '000	2016/2017 \$ '000
Income	—	—	—	—
Expenditure	—	—	—	—
Net	—	—	—	—

## KPIs

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

## Achievements 2015-2016

### In 2015-2016 Council delivered the following results under this Program

- Small Biz Bus hosted in Military Road, Mosman to provide free advice to local small businesses
- Ongoing discussions and collaboration with Mosman Chamber of Commerce
- Public domain lighting improvements undertaken in Military Road, Mosman Square and at the Balmoral Rotunda
- Ongoing liaison with major stakeholders including Taronga Zoo, Sydney Harbour Federation Trust and National parks and Wildlife Service to cooperatively plan, develop and deliver local projects
- Participation in the SHOROC Economic Development Working Group, including development of the SHOROC Visitor Economy Opportunities Paper
- Expansion of the annual RAPT Christmas Decoration Competition to include residential as well as retail/commercial categories



# Delivery Program 2013-2017 & Operational Plan 2016-2017

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

## Strategy 1

# S1

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

### Recurrent Programs And Projects

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

### Key Initiatives

- |  | 13/14                               | 14/15 | 15/16 | 16/17 |
|--|-------------------------------------|-------|-------|-------|
| 1A Investigate the establishment of a regular Business forum to promote dialogue and to explore partnership opportunities with local businesses and business associations<br>Responsibility: <b>Director Community Development</b> | <span style="color: blue;">█</span> |       |       |       |



# Local Economy

## Strategy 2

# S2

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

### Recurrent Programs And Projects

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

**Responsibility: Director Community Development**

### Key Initiatives

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

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

**Responsibility: Director Community Development**

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

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

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

**Responsibility: Manager Cultural Services  
Manager Communications**



# Strategy 3

# S3

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

## Recurrent Programs And Projects

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

**Responsibility: Director Community Development**

## Key Initiatives

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

**Responsibility: Director Community Development**

13/14	14/15	15/16	16/17
█	█	█	█



# Strategy 4

# S4

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

## Recurrent Programs And Projects

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

## Key Initiatives

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

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

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



# GOVERNANCE

## Programs

Leadership and Engagement  
Governance and Risk

## Related Strategies and Plans

Mosman State of the Environment Report  
Mosman Environmental Management Plan  
Mosman Environmental Sustainability Action Plan  
Mosman Community Engagement Strategy 2009  
MOSPLAN Community Engagement Strategy 2012  
Mosman Council Workforce Plan  
Mosman Council Equal Employment Management Plan  
Mosman Community Environmental Contract  
Mosman Governance Plan  
Mosman Council Enterprise Agreement  
Mosman Social Directions 2012  
Local Emergency Management Plan  
Manly-Mosman District Bushfire Management Plan  
SHOROC 'Shaping our Future'  
'NSW 2021 – A Plan for Our State'

## Key Partners

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

# Governance

## Community Sustainability Indicators

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





## Direction Statement

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

## Program Coordination

Director Corporate Services

Director Community Development

## Strategies

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

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

## Key Deliverables 2013-2017

Full integration of strategic and financial planning and reporting

Mosman Community Surveys 2014 and 2016 ✓

Customer Service Guarantee review

Community Engagement Strategy review and implementation

Local and regional advocacy ✓

Additional resource sharing and joint service delivery/procurement projects ✓

Improvements to Customer Service Centre ✓

Active participation in local government and planning reviews ✓

# Leadership and Engagement

## Program Budget 2013-2017

	2013/2014 \$ '000	2014/2015 \$ '000	2015/2016 \$ '000	2016/2017 \$ '000
Income	0	0	0	0
Expenditure	1,914	2,494	2,642	2,680
Net	(1,914)	(2,494)	(2,642)	(2,680)

## Achievements 2015-2016

### In 2015-2016 Council delivered the following results under this Program

- Ongoing advocacy for Mosman to remain an independent local government area and Council
- Multiple submissions and representations made in relation to the NSW Government's Fit for the Future Agenda, including submissions on the Merger Proposals announced in January and February 2016 for Mosman, Manly and (part) Warringah and Mosman, North Sydney and Willoughby respectively
- Submissions and representations regarding other significant issues for Mosman and local government including proposed changes to the State Environmental Planning Policy (Exempt and Complying Development Codes) 2008, changes to the Impounding Act 1993, revision of the Local Government Act 1993, the IPART review of reporting and compliance burdens on local government, and proposals for Joint Organisations
- Participation in the Sydney Metropolitan Mayors Association
- Regular engagement with Mosman residents and ratepayers on significant local issues including Fit for the Future and merger proposal information campaigns
- Completion of the (biennial) 2016 Mosman Community Survey
- Continued collaboration as a member of SHOROC in advocating for improved transport outcomes along the Spit Rd/Military Rd corridor
- Ongoing participation in the SHOROC Business Improvement Program involving multiple tenders and contracts
- Participation in meetings of the Councils of Northern Sydney, with particular focus on planning reforms including the Greater Sydney Commission

## Expenditure

### Program Expenditure by Funding Source 2016-2017

\$2,680,153

■ Rates ■ Other

100%

## KPIs

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



## 2016–2017 Budget

Income	2015/16	2016/17
Leadership Group	—	—
Communications	—	—
Total Program Income	—	—

Expenditure	2015/16	2016/17
Leadership and Engagement	1,819,000	1,833,145
Communications	823,000	847,008
Total Program Expenditure	2,642,000	2,680,153
Operating Surplus/(Deficit)	(2,642,000)	(2,680,153)



# Leadership and Engagement

## Leadership Group

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2015/16	2016/17
Employee Salaries	1,438,800	1,471,957
Employee Superannuation	216,750	229,488
Employee Other Costs	—	—
Materials and Contracts	14,000	14,200
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	34,000	—
State Government Levies	—	—
Other Expenses	115,450	117,500
Total Expenditure	1,819,000	1,833,145
Operating Surplus/(Deficit)	(1,819,000)	(1,833,145)

EFT Staff (including casuals) 12.0 12.0

## Communications



Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2015/16	2016/17
Employee Salaries	422,000	441,600
Employee Superannuation	57,200	59,238
Employee Other Costs	—	—
Materials and Contracts	156,450	180,440
Legal Costs	—	—
Consultants	51,150	32,120
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	136,200	133,610
Total Expenditure	823,000	847,008
Operating Surplus/(Deficit)	(823,000)	(847,008)

EFT Staff (including casuals) 5.0 5.0



# Delivery Program 2013-2017 & Operational Plan 2016-2017

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

# S1

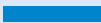
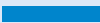
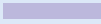
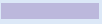
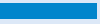
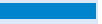
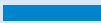
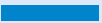

## Strategy 1

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

### Recurrent Programs And Projects

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

### Key Initiatives

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

# Leadership and Engagement

## Strategy 2

## S2

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

### Recurrent Programs And Projects

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

### Key Initiatives

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

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



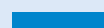
- 2B Represent the interests of Council and the Mosman community in the Independent Review of Local Government in NSW, and the response by the NSW Government  
**Responsibility: General Manager**



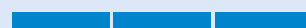
- 2C Participate in regional planning and advocacy initiatives to strengthen local outcomes for Mosman  
**Responsibility: General Manager**



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



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



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



- 2G Continue to advocate for Mosman to remain as an independent local government area and Council  
**Responsibility: General Manager**





# Strategy 3

S3

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

## Recurrent Programs And Projects

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

## Key Initiatives

	13/14	14/15	15/16	16/17
3A Contribute to the further development of joint procurement and service delivery models with other Councils <b>Responsibility: General Manager</b>	█	█	█	█
3B Actively partner in the successful implementation of a new regional Waste Management Model, including alternate waste technology and common collection systems <b>Responsibility: General Manager Manager Engineering</b>	█	█	█	█
3C Contribute to the development of the SHOROC Regional Liveability Strategy <b>Responsibility: General Manager Manager Community Services</b>	█			
3D Implement new Shorelink Library Management System <b>Responsibility: Manager Library Resources</b>	█			

# Leadership and Engagement

## Strategy 4

## S4

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

### Recurrent Programs And Projects

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

### Key Initiatives

13/14    14/15    15/16    16/17

4A	Review and improve Council's Delivery Program and Operational Plan <b>Responsibility: General Manager Director Community Development</b>	█	█	█	█
4B	Prepare a Community Engagement Strategy for development of MOSPLAN 2017-2027 <b>Responsibility: Director Community Development</b>			█	
4C	Assist Council in undertaking a comprehensive review of its Community Strategic Plan (MOSPLAN) <b>Responsibility: General Manager Director Community Development</b>			█	█
4D	Strengthen linkages between strategic and financial planning and reporting <b>Responsibility: Director Community Development Chief Financial Officer</b>	█	█		
4E	Enhance business planning skills and implementation across Council <b>Responsibility: Manager Human Resources Director Community Development</b>	█	█	█	█
4F	Prepare an End of Term Report for the 2012–2016 Council Term <b>Responsibility: General Manager Director Community Development</b>			█	



# Strategy 5

# S5

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

## Recurrent Programs And Projects

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

## Key Initiatives

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

# Leadership and Engagement

## Strategy 6

## S6

Acknowledge and support community aspirations, initiatives & achievements

### Recurrent Programs And Projects

- Civic receptions
  - Citizen and Young Citizen of the Year
  - Australia Day celebrations
  - Citizenship Ceremonies
  - School Citizenship Awards
- Responsibility: General Manager**
- Responsibility: Manager Governance**



## Direction Statement

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

## Program Coordination

Manager Governance  
 Chief Financial Officer  
 Manager IT Services  
 Manager Compliance  
 Manager Engineering  
 Manager Human Resources

## Strategies

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

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

## Key Deliverables 2013-2017

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



# Governance and Risk

## Program Budget 2013-2017

	2013/2014 \$ '000	2014/2015 \$ '000	2015/2016 \$ '000	2016/2017 \$ '000
Income	19,142	19,952	23,397	23,833
Expenditure	12,394	10,371	11,394	11,805
Net	6,748	9,581	12,003	12,028

## Achievements 2015-2016

### In 2015-2016 Council delivered the following results under this Program

- Completion of purchasing management corporate practice and procedures
- Renewal of CCTV surveillance system maintenance contract
- Upgrade of Internet links to Fibre Optics at Civic Centre and Library
- Major upgrade of VoIP (this is correct case) phone system
- Major upgrade of document management system
- Upgrade of virtual desktop infrastructure
- Upgrade of presentation equipment in Council Chambers
- Upgrade of anti-virus and endpoint protection systems
- Information Technology Strategy reviewed
- Restructuring of Environment and Planning and Customer Service functions
- Employee engagement survey conducted. Overall engagement is 72% - 2% above the average for the Local Government benchmark
- Corporate training completed including public interest disclosures and change management/resilience
- Exceptional work health and safety record, resulting in reduction of insurance premiums
- Completion of new Work Health and Safety Plan

## Expenditure

### Program Expenditure by Funding Source 2016-2017

\$11,805,244

■ Rates ■ Other

62%

38%

## KPIs

- % residents satisfied with access to Council information and Council support
  - % residents who feel safe in their local community
  - % of customer service telephone enquiries resolved on first contact
  - % of formal complaints resolved within 10 days
- (NB. these indicators are in addition to Corporate Key Performance Indicators)**



## 2016–2017 Budget

Income	2015/16	2016/17
Finance	20,278,870	20,756,728
Governance Support & Risk	20,340	—
Information Technology	—	—
Human Resources	—	—
Compliance	2,869,050	2,873,890
Assets and Services Management	3,100	3,170
Emergency and Depot	225,320	199,000
Total Program Income	23,396,680	23,832,788

Expenditure	2015/16	2016/17
Finance	1,809,980	1,701,378
Governance Support & Risk	2,463,906	2,570,279
Information Technology	2,175,860	2,232,017
Human Resources	971,000	1,017,290
Compliance	1,940,200	2,151,531
Assets and Services Management	478,890	477,151
Emergency and Depot	1,147,530	1,184,698
Customer Service	406,800	470,900
Total Program Expenditure	11,394,166	11,805,244
Operating Surplus/(Deficit)	12,002,514	12,027,544

# Governance and Risk

## Finance

Income	2015/16	2016/17
Rates and Annual Charges	18,977,990	19,304,949
User Fees and Charges	153,000	197,780
Interest and Investment Revenue	425,000	436,900
Other Revenue	13,880	16,780
Grants and Cont for Operating Purposes	709,000	800,319
<b>Total Income</b>	<b>20,278,870</b>	<b>20,756,728</b>

Expenditure	2015/16	2016/17
Employee Salaries	647,000	668,600
Employee Superannuation	224,800	258,863
Employee Other Costs	74,000	76,072
Materials and Contracts	106,090	122,900
Legal Costs	12,000	12,000
Consultants	—	—
Borrowing Costs	431,130	411,143
Depreciation and Ammortisation	172,000	—
State Government Levies	42,000	42,800
Other Expenses	100,960	109,000
<b>Total Expenditure</b>	<b>1,809,980</b>	<b>1,701,378</b>
<b>Operating Surplus/(Deficit)</b>	<b>18,468,890</b>	<b>19,055,350</b>

EFT Staff (including casuals)	7.5	7.5
-------------------------------	-----	-----

### Capital Program

Loan Principal Repayments	1,747,679
---------------------------	-----------

## Governance Support and Risk

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	20,340	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
<b>Total Income</b>	<b>20,340</b>	<b>—</b>

Expenditure	2015/16	2016/17
Employee Salaries	914,000	933,000
Employee Superannuation	123,100	132,279
Employee Other Costs	—	—
Materials and Contracts	184,540	363,030
Legal Costs	58,700	8,860
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	1,183,566	1,133,110
<b>Total Expenditure</b>	<b>2,463,906</b>	<b>2,570,279</b>
<b>Operating Surplus/(Deficit)</b>	<b>(2,443,566)</b>	<b>(2,570,279)</b>

EFT Staff (including casuals)	13.0	13.0
-------------------------------	------	------



## Information Technology

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—
Expenditure	2015/16	2016/17
Employee Salaries	617,000	671,600
Employee Superannuation	92,300	97,345
Employee Other Costs	—	—
Materials and Contracts	30,000	—
Legal Costs	—	—
Consultants	5,100	5,100
Borrowing Costs	—	—
Depreciation and Ammortisation	114,000	135,000
State Government Levies	—	—
Other Expenses	1,317,460	1,322,972
Total Expenditure	2,175,860	2,232,017
Operating Surplus/(Deficit)	(2,175,860)	(2,232,017)
EFT Staff (including casuals)	8.0	8.0
Capital Program		
Software and Hardware		419,340

# Governance and Risk

## Human Resources

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2015/16	2016/17
Employee Salaries	277,000	307,000
Employee Superannuation	135,300	138,650
Employee Other Costs	440,740	451,700
Materials and Contracts	—	—
Legal Costs	20,560	20,950
Consultants	53,420	54,330
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	43,980	44,660
Total Expenditure	971,000	1,017,290
Operating Surplus/(Deficit)	(971,000)	(1,017,290)

EFT Staff (including casuals)	3.5	3.5
-------------------------------	-----	-----

## Compliance

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	513,920	518,690
Interest and Investment Revenue	—	—
Other Revenue	2,351,020	2,351,000
Grants and Cont for Operating Purposes	4,110	4,200
Total Income	2,869,050	2,873,890

Expenditure	2015/16	2016/17
Employee Salaries	1,164,000	1,361,800
Employee Superannuation	163,940	189,141
Employee Other Costs	16,740	16,570
Materials and Contracts	354,520	361,020
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	241,000	223,000
Total Expenditure	1,940,200	2,151,531
Operating Surplus/(Deficit)	928,850	722,359

EFT Staff (including casuals)	15.0	16.0
-------------------------------	------	------



## Assets and Services Management

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	3,100	3,170
Grants and Cont for Operating Purposes	—	—
<b>Total Income</b>	<b>3,100</b>	<b>3,170</b>
Expenditure	2015/16	2016/17
Employee Salaries	241,000	260,100
Employee Superannuation	36,850	42,331
Employee Other Costs	—	—
Materials and Contracts	30,840	31,420
Legal Costs	6,200	6,300
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	164,000	137,000
State Government Levies	—	—
Other Expenses	—	—
<b>Total Expenditure</b>	<b>478,890</b>	<b>477,151</b>
<b>Operating Surplus/(Deficit)</b>	<b>(475,790)</b>	<b>(473,981)</b>
EFT Staff (including casuals)	2.0	2.0

# Governance and Risk

## Emergency and Depot

Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	225,320	199,000
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
<b>Total Income</b>	<b>225,320</b>	<b>199,000</b>

Expenditure	2015/16	2016/17
Employee Salaries	—	—
Employee Superannuation	—	—
Employee Other Costs	—	—
Materials and Contracts	161,700	166,228
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	966,140	1,000,000
Other Expenses	19,690	18,470
<b>Total Expenditure</b>	<b>1,147,530</b>	<b>1,184,698</b>
<b>Operating Surplus/(Deficit)</b>	<b>(922,210)</b>	<b>(985,698)</b>

## Customer Services



Income	2015/16	2016/17
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
<b>Total Income</b>	<b>—</b>	<b>—</b>

Expenditure	2015/16	2016/17
Employee Salaries	351,600	413,600
Employee Superannuation	55,200	57,300
Employee Other Costs	—	—
Materials and Contracts	—	—
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	—	—
<b>Total Expenditure</b>	<b>406,800</b>	<b>470,900</b>
<b>Operating Surplus/(Deficit)</b>	<b>(406,800)</b>	<b>(470,900)</b>

EFT Staff (including casuals)	6.0	6.0
-------------------------------	-----	-----



# Delivery Program 2013-2017 & Operational Plan 2016-2017

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

## Strategy 1

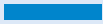
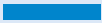





# S1

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

### Recurrent Programs And Projects

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

### Key Initiatives

	13/14	14/15	15/16	16/17
1A Prepare a case for conversion of the Community Environmental Contract to an Infrastructure Levy <b>Responsibility: Director Environment and Planning Chief Financial Officer</b>				
1B Introduce a stormwater Levy to fund key stormwater works <b>Responsibility: Manager Engineering</b>				
1C Further improve integration of Council's Budget with the Community Strategic Plan – MOSPLAN <b>Responsibility: Chief Financial Officer Director Community Development</b>				
1D Achieve full integration of asset management plan financials and 10 year Financial Plan <b>Responsibility: Chief Financial Officer Manager Engineering</b>				



# Governance and Risk

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

## Strategy 2

## S2

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

### Recurrent Programs And Projects

- Regular asset/compliance/regulatory audits  
**Responsibility: Manager Engineering  
Manager Compliance**
- Insurance policy/portfolio review and renewal
- Risk Management policy, procedures and processes
- Risk management training and promotion  
**Responsibility: Director Corporate Services**
- Safeguarding security of Council Information Technology systems and information  
**Responsibility: Manager Information Technology Services**

### Key Initiatives

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



## Strategy 3

S3

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

### Recurrent Programs And Projects

- Workforce Plan
  - Review and negotiation of Employment Agreements
  - Promotion and review of Equal Opportunity Employment (EEO) Management Plan
  - Identification and provision of quality training and staff skill development
  - Annual Employee Performance and Development Plans
  - Biennial employee engagement survey
  - Regular Work Health and Safety (WHS) audits, inspections and reports
- Responsibility: Director Corporate Services  
Manager Human Resources**
- Work injury rehabilitation and return to work program
  - Workers Compensation
  - Staff immunisation and Employee Assistance programs
  - Staff well-being programs
  - Staff Induction Program
- Responsibility: Director Corporate Services  
Manager Human Resources**

### Key Initiatives

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

# Governance and Risk

## Strategy 4

## S4

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

### Recurrent Programs And Projects

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



# Strategy 5

# S5

Sustainably manage local infrastructure through strategic asset planning and management

## Recurrent Programs And Projects

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

## Key Initiatives

	13/14	14/15	15/16	16/17
5A Review Levels of Service for Asset Classes <b>Responsibility: Manager Engineering</b>		█		
5B Undertake formal review of Asset Management Systems and Process <b>Responsibility: Manager Engineering</b>	█			
5C Implement new Asset Management System to enhance inspections and financial reporting <b>Responsibility: Manager Engineering Manager Information Technology Services</b>		█	█	

# Governance and Risk

## Strategy 6

## S6

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

### Recurrent Programs And Projects

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

### Key Initiatives

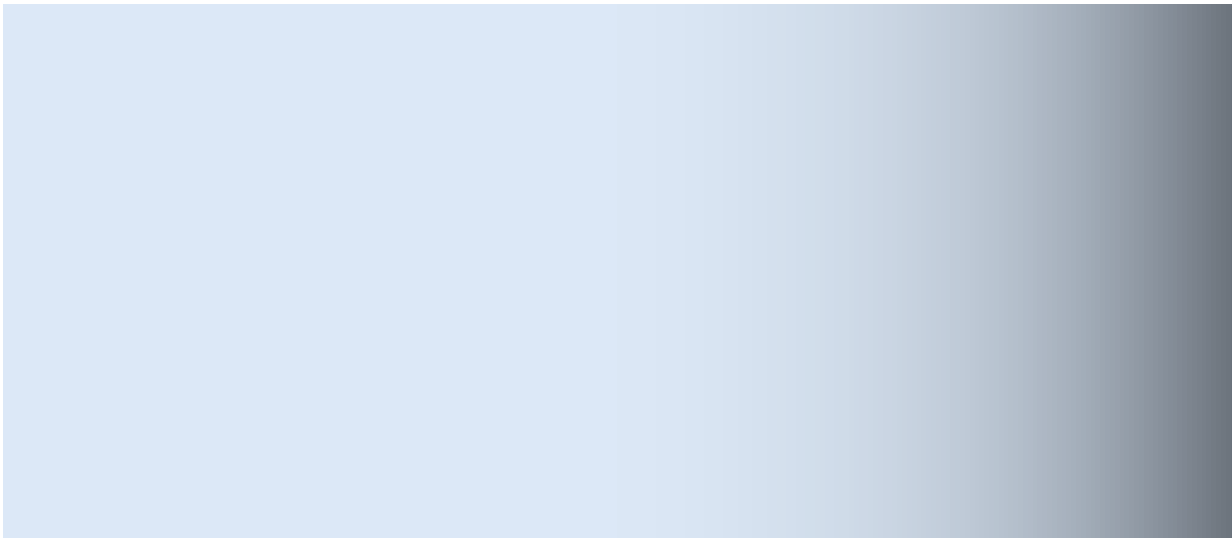
13/14   14/15   15/16   16/17

6A	Develop and implement an electronic Delegations Register to capture and allocate delegations of authority to all staff positions <b>Responsibility: Manager Governance</b>	█	█	█	
6B	Audit Council's records management system to ensure compliance with <i>State Records Act</i> , <i>Privacy Act</i> and <i>GIPA</i> <b>Responsibility: Manager Governance</b>	█	█	█	█
6C	Prepare and deliver a comprehensive Councillor Induction Program <b>Responsibility: General Manager All Directors</b>			█	█
6D	Review, enhance and document the Information Technology Strategy to meet Council's future needs <b>Responsibility: Manager Information Technology Services</b>	█	█	█	█
6E	Undertake Governance Health Check <b>Responsibility: Manager Governance</b>			█	█



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

# Governance and Risk



# Mosman COUNCIL

Civic Centre, Mosman Square  
Mosman NSW 2088

PO Box 211  
Spit Junction NSW 2088  
9978 4000 fax 9978 4132  
council@mosman.nsw.gov.au



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

## MOSPLAN 20132023

