



**DELIVERING
FOR MOSMAN.**

**REVISED
DELIVERY PROGRAM 2022-2026
OPERATIONAL PLAN 2024-2025**

Adopted by Council 4 June 2024

Revised 2022-2026 Delivery Program
and 2024-2025 Operational Plan

Availability

The Revised MOSPLAN 2022-2026 Delivery Program
and 2024-2025 Operational Plan is available on Council's
website mosman.nsw.gov.au

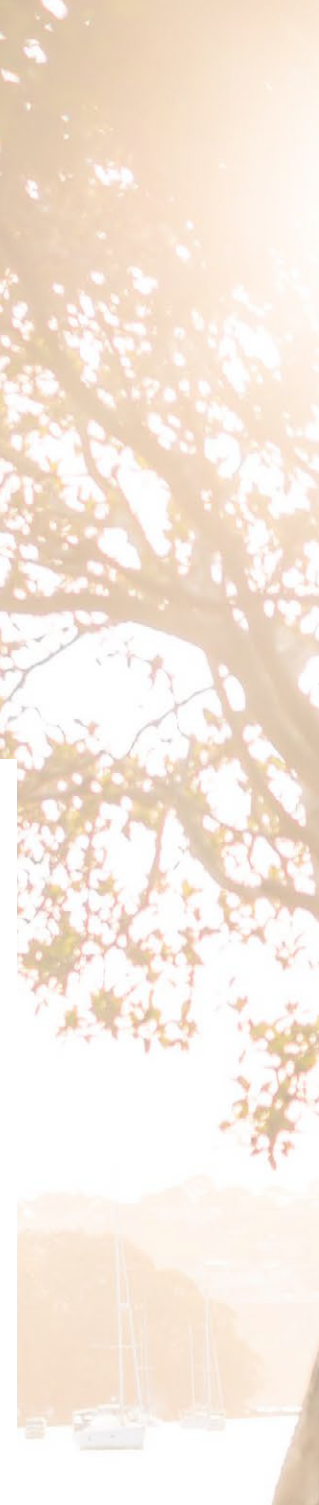
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Mosman
COUNCIL





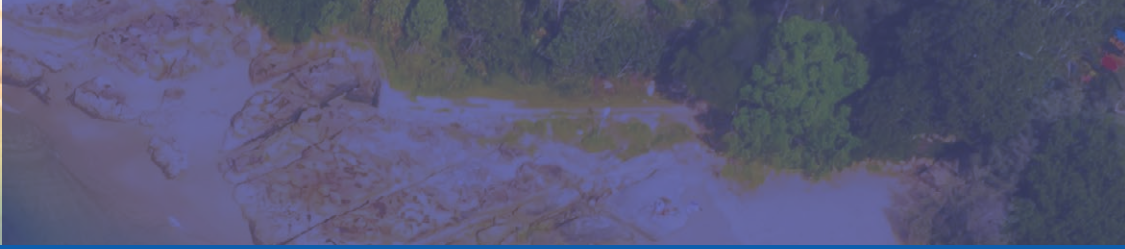
**DELIVERING
FOR MOSMAN.**

Acknowledgement of Country

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







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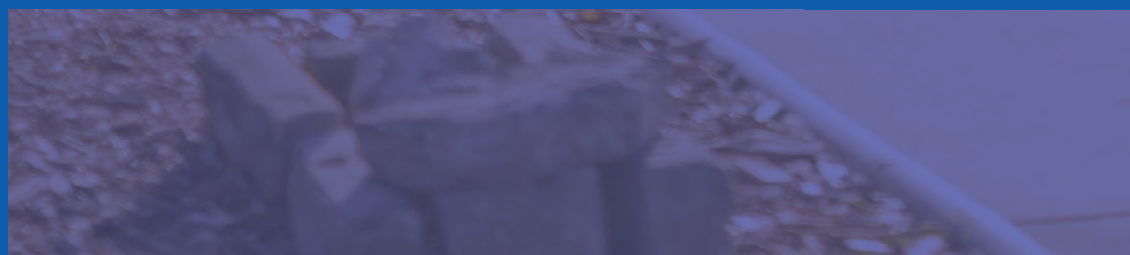
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Welcome

**From the Mayor
From the General Manager**





**We remain in a sound
financial position
and well equipped to
continue building on a
strong history of service
to our community.**



From the Mayor

Welcome to Mosman Council's revised 2022-2026 Delivery Program and 2024-2025 Operational Plan and Budget. The revised Delivery Program and Operational Plan detail the projects and services Council has resolved to pursue over the four years period commencing 1 July 2022, with particular emphasis on the 2024-2025 financial year.

These latest documents form an integral part of MOSPLAN, continuing to reflect the Vision and Strategic Directions contained in Council's 2022-2032 Community Strategic Plan. Changes made to the Delivery Program over the last two years are relatively minor, taking into account subsequent decisions by Council and resulting changes to service delivery, infrastructure works and budget allocations. Council remains well on track to meet the four year service aspirations first adopted in June 2022.

As we enter a new financial year and look towards Council elections in September 2024, the many programs and projects contained in the current Delivery Program will serve as a solid base for the new Council, as well as a starting point for future Council priorities and decision-making.

I write this message at a time when communities in Australia and across the world face multiple challenges. In the year ahead Council will continue to support and connect Mosman residents and help build resilience for whatever further challenges lie ahead. We do this while recognising the very special qualities of the place we are lucky enough to call home, and mindful that Council has an important role to play in protecting the things that make Mosman so unique. In recent months Council has reached out to the NSW Premier regarding the latest ill-conceived planning proposals by the State government and we will continue to seek a fairer deal for Mosman.

We will continue to listen to community feedback and advocate to other agencies and levels of government where appropriate, ensuring that the voices of residents are heard. We will continue to provide the high levels of service our community expects, with new and improved facilities and opportunities for the community to come together.

There are a range of significant infrastructure works currently in development or recently completed - including the beautiful new pavilion at Allan Border Oval and upgraded facilities at Georges Heights, the new Mosman Art Trail along our foreshores as well as planned works at Rawson and Middle Head Ovals and ongoing protection of Mosman's many natural areas. There will also be the continuation of important public place projects including street sign renewals and improvements to community noticeboards and lighting along Balmoral promenade. Alongside these improvements we are looking forward to a huge evening street party a Mosman Junction in October, as well as our quarterly night markets that are helping inject life into our streets after dark.

Council continues to provide extensive programming for our children and young people, as well as older residents and people of all abilities. The cultural life of the community is in good hands with our award-winning Art Gallery and Council maintains its ongoing commitment to renewing our ageing but much-loved Library precinct in the next decade.

It is gratifying that, as Council moves into a new four-year term later this year, we remain in a sound financial position and well equipped to continue building on a strong history of service to our community.

A handwritten signature in black ink that reads "Carolyn Corrigan". The signature is fluid and cursive.

Carolyn Corrigan
Mayor

From the General Manager

This revised 2022-2026 MOSPLAN Delivery Program and 2024-2025 Operational Plan and Budget detail the work to be done by Council over the four years commencing 1 July 2022 -and particularly over the 2024-2025 financial year - to bring to life Mosman's 2022-2032 Community Strategic Plan. Collectively these documents (together with the Resourcing Strategy that outlines the financial, workforce and infrastructure assets available to Council) reflect Council's ongoing commitment to integrated planning and reporting.

While Council is not solely responsible for achieving the Vision and six Strategic Directions contained in the Community Strategic Plan, it does have a significant role to play. This revised Delivery Program and Operational Plan demonstrate how Council will continue to be actively engaged in the delivery of infrastructure, services and programs that are part of everyday life in Mosman.

In preparing the current Operational Plan and latest revisions to the Delivery Program, a further review was undertaken of Council's Long Term Financial Plan. I am very pleased to say that our 10-year forecasts continue to demonstrate Council's longer term financial sustainability, successive year-end surpluses and excellent ongoing performance against financial benchmarks.

Importantly, we are also keeping capital works going in a challenging economic climate, with the lingering impacts of the pandemic still being felt on building supply chains. Over recent years we have proven our capacity to handle major infrastructure delivery in the most difficult of circumstances and are well equipped to move forward with other exciting projects. A balanced program of works aims to meet community priorities as well as broader imperatives like climate change and State government requirements such as flood planning.

Notwithstanding our positive approach to infrastructure delivery, we have been active in opposing the NSW Government's one-size-fits-all approach to future housing in metropolitan Sydney, which has the potential to deliver a scale and density of development in Mosman far beyond previously anticipated. Efforts to step back these proposals and to bring more rational thinking to future development in Mosman are ongoing.



During the first few months of the 2024-2025 financial year we will be preparing for the next local government elections to be held on Saturday 14 September. We will also be commencing a period of consultation to assist the new Council prepare its next Community Strategic Plan. If you have an opportunity to provide feedback during this period, I encourage you to do so. Your thoughts and suggestions are extremely important in helping Council determine future projects and priorities.

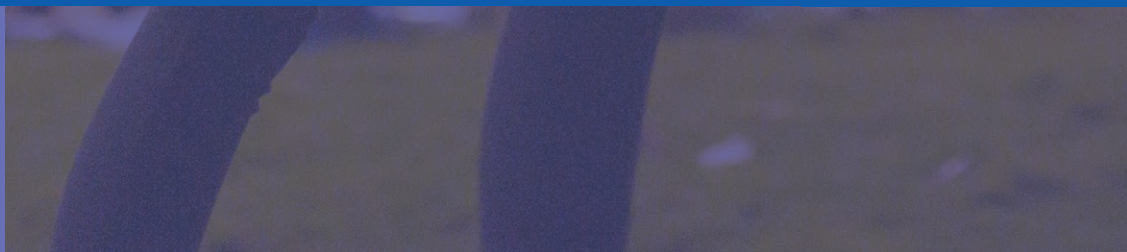
A report outlining Council progress in the period 2021-2024 is also being prepared for presentation to the new Council and this will be published in October this year. It will be made publicly available and accessible on Council's website and at our Customer Service Centre and the Barry O'Keefe Library.

While we have much to be proud of, we will continue to innovate and explore efficiencies and improved performance wherever we can. The more feedback Council receives from the community in the lead-up to its next Community Strategic Plan (to be known as MOSPLAN 2025-2035) the better placed we will be to respond with actions and priorities that reflect community aspirations.

Dominic Johnson
General Manager



**We will continue to
innovate and explore
efficiencies and
improved performance
wherever we can.**





Mosman

Our Place
Our Community
Snapshot of Mosman
Our Organisation
Our Finances





Our Place

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

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

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

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



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

Our Community

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

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

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

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

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

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

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

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

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



Snapshot of Mosman

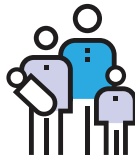


29,071*
residents

*Estimated resident population 30 June 2023



31%
live alone



28%
couples with children



13%
older couples without children

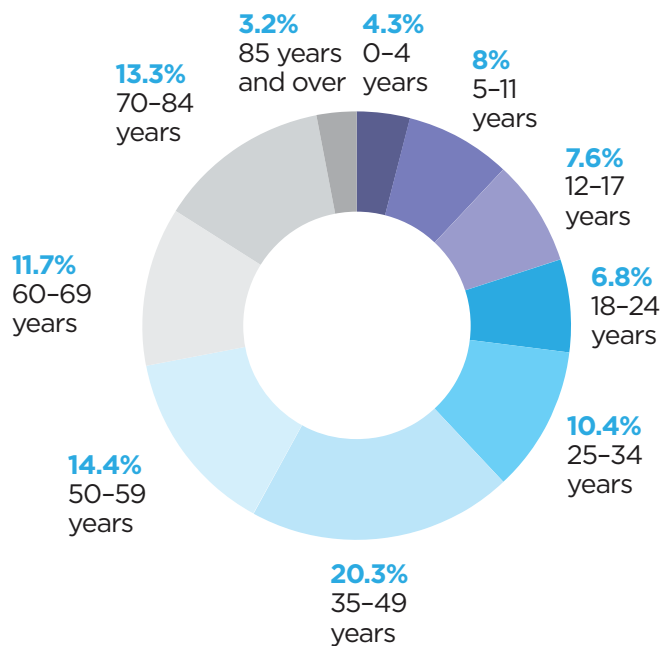


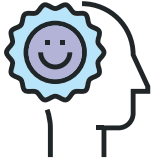
53%
have lived at the same address for more than 5 years

16%
speak a language other than English at home

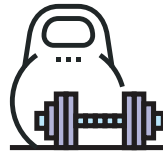
35%
were born overseas

54%
residents who identify with a religion





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



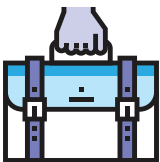
30.1%
adults 16 years and over
undertaking insufficient
physical activity



87.6 years
life expectancy
at birth



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



14,000
workers



62%
residents in the
labour force



3,400
residents doing
paid work locally



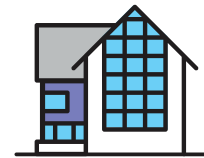
4,800
residents who do
voluntary work



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



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



25%
households with
a mortgage

32%
households renting



33%
proportion of housing
that is separate dwellings

41%
proportion of housing
three or more storeys



86%
households with
internet connection



10%
households with
3 or more cars

Our Organisation

Mayor and Councillors

Mosman is governed by an elected Council comprising seven Councillors including a popularly elected Mayor. The current term of Council commenced in December 2021 and will conclude with the next local government election, scheduled for 14 September 2024. Councillor Carolyn Corrigan was re-elected for a second term as Mosman's popularly elected Mayor in December 2021, having previously been elected as Mosman's first popularly

elected female Mayor in September 2017. Mosman's Deputy Mayor is elected annually by Councillors, and Councillor Pip Friedrich was elected to this position for a twelve month term concluding September 2024.

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



Carolyn CORRIGAN
Mayor 2021-2024



Roy BENDALL



Pip FRIEDRICH
Deputy Mayor 2023-2024



Sarah HUGHES



Simon MENZIES



Libby MOLINE

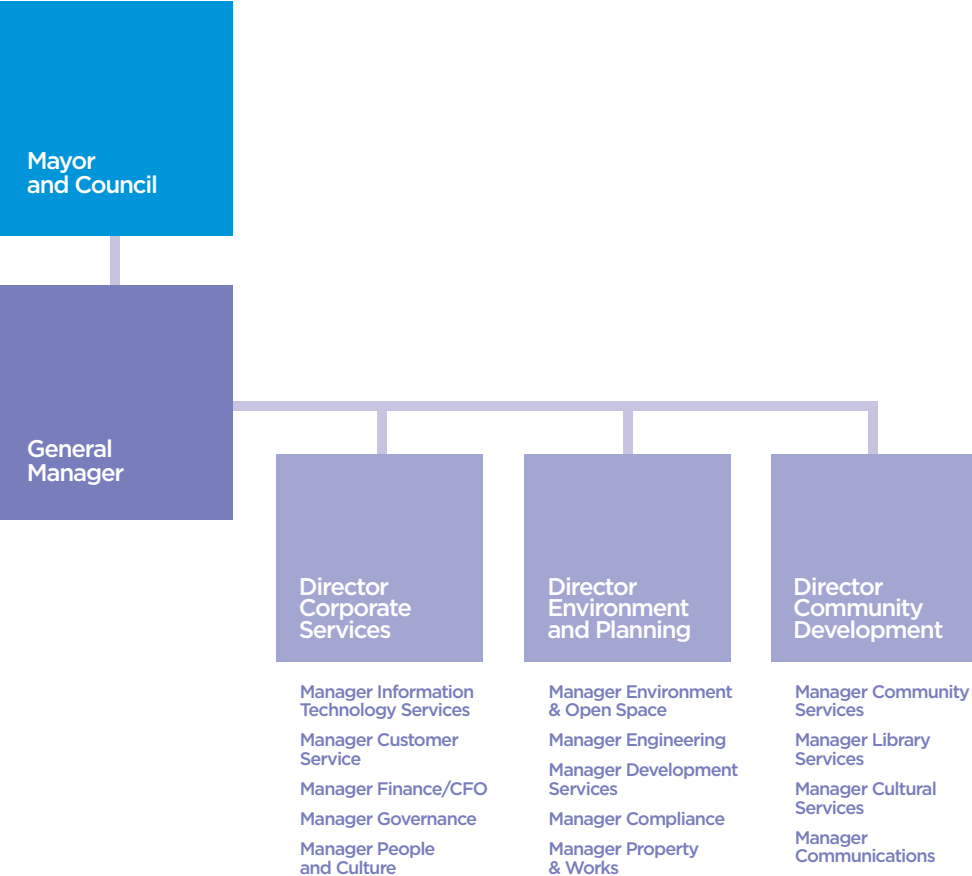


Michael RANDALL

Our Organisation

Council Management

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



Our Organisation

Our Values

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

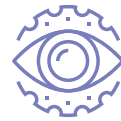
In addition to these Values Council supports and advocates the social justice principles of equity, access, participation and rights in both service planning and delivery. These principles are reflected in MOSPLAN's Strategic Directions and Strategies.



LEADERSHIP



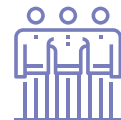
INTEGRITY



TRANSPARENCY



SERVICE



INCLUSIVENESS



RESPECT



Our Finances

2024-25 Income Budget

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



Income (\$)	2024/2025	%
● Rates & Annual Charges	32,808,500	59.4%
● User Fees & Charges	11,055,500	20.0%
● Other Revenue	3,562,430	6.4%
● Grants & Contributions for Operating Purposes	3,106,043	5.6%
● Interest & Investment Revenue	750,000	1.4%
● Rental Income	3,795,000	6.9%
● Net Share of Interest in Joint Ventures	166,000	0.3%
Total Income	55,243,473	100%

2024-25 Expenditure Budget



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

Expenditure (\$)	2024/2025	%
Employee Costs	21,132,867	38.3%
Materials & Services	21,534,766	39.1%
Legal Costs	660,000	1.2%
Consultants	621,000	1.1%
Borrowing Costs	275,500	0.5%
Depreciation & Amortisation	6,844,100	12.4%
Other Expenses	608,100	1.1%
State Government Levies	3,130,000	5.7%
Net Loss from Disposal of Assets	305,000	0.6%
Total Expenditure	55,111,333	100%

2024-25 Expenditure Budget by Strategic Direction



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

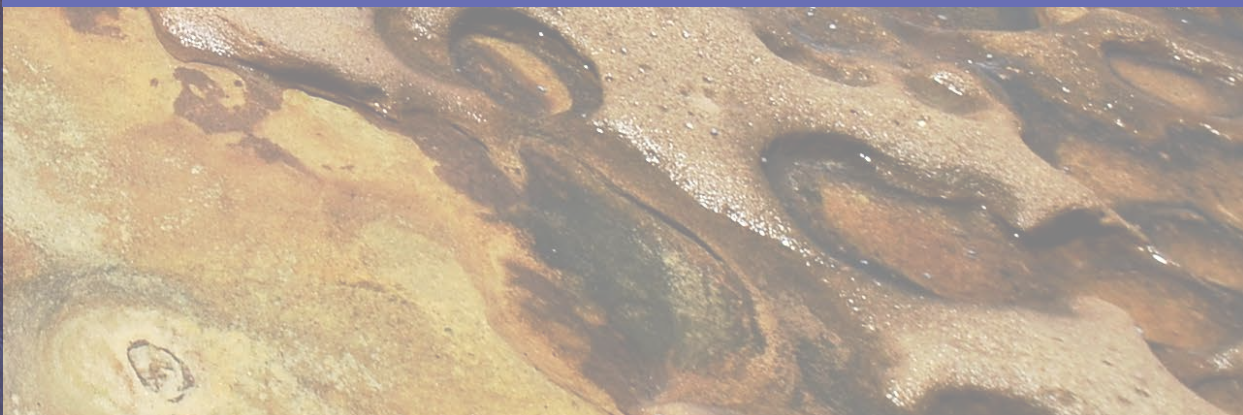
Strategic Direction (\$)	2024/2025	%
Safe, caring and inclusive community	2,563,419	4.7%
Culturally rich and vibrant community	4,951,514	9.0%
Attractive and sustainable environment	9,361,150	17.0%
Engaged, business-friendly community with strong independent civic leadership	15,030,287	27.3%
Well-designed, liveable and accessible places	15,524,053	28.2%
Healthy and active village lifestyle	7,680,910	13.9%
Total Expenditure	55,111,333	100.0%





MOSPLAN

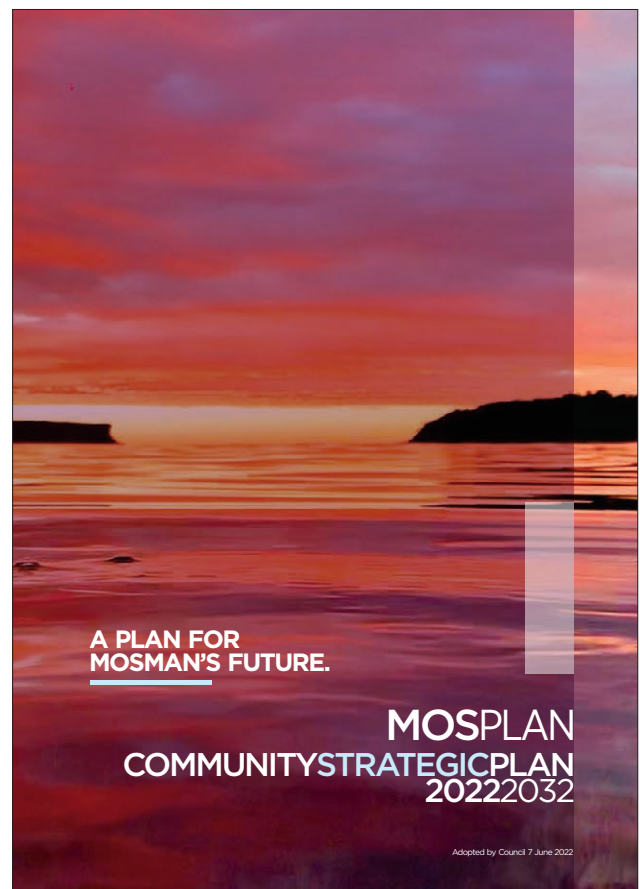
Integrated Planning and Reporting
MOSPLAN
Reading this Report



Integrated Planning and Reporting

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

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

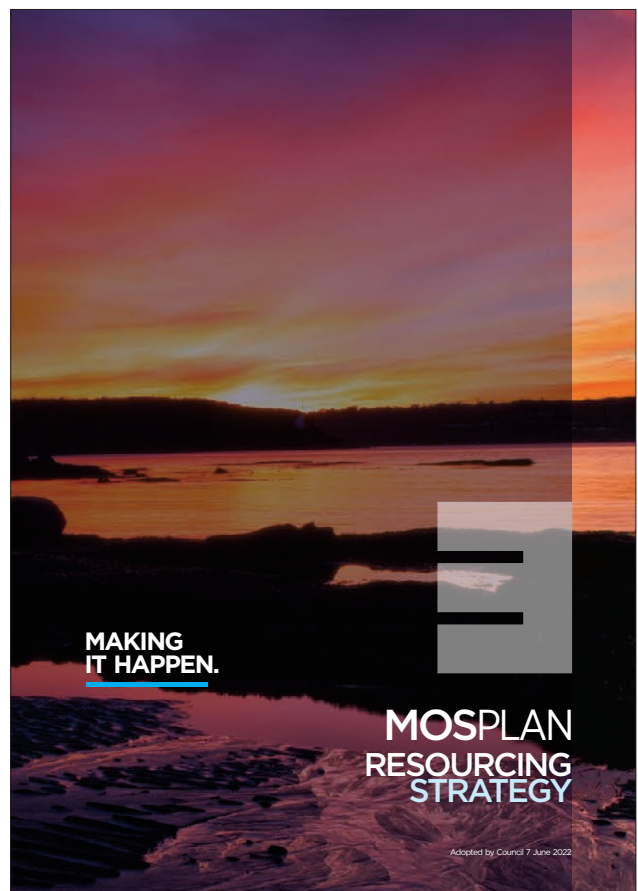


A **Community Strategic Plan** – a 10 year strategic direction for Mosman.



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

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



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

MOSPLAN

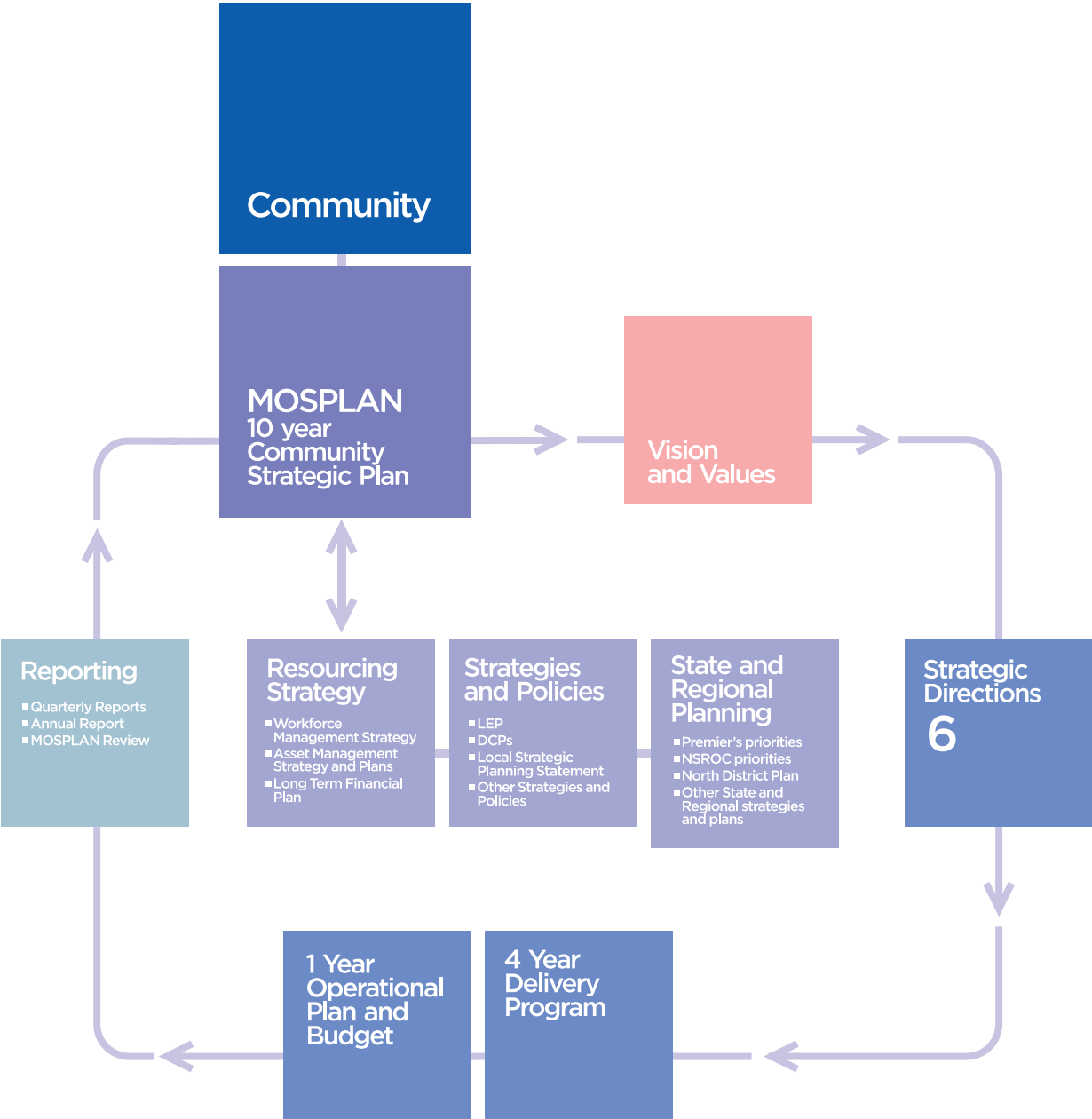
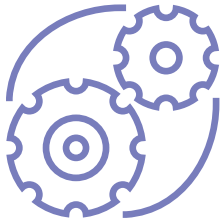
The suite of planning documents prepared by Mosman Council as part of its Integrated Planning and Reporting obligations (and more generally as a matter of good practice!) is collectively known as MOSPLAN. The current suite of documents, originally adopted in June 2022, is known as MOSPLAN 2022-2032 and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

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

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

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

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



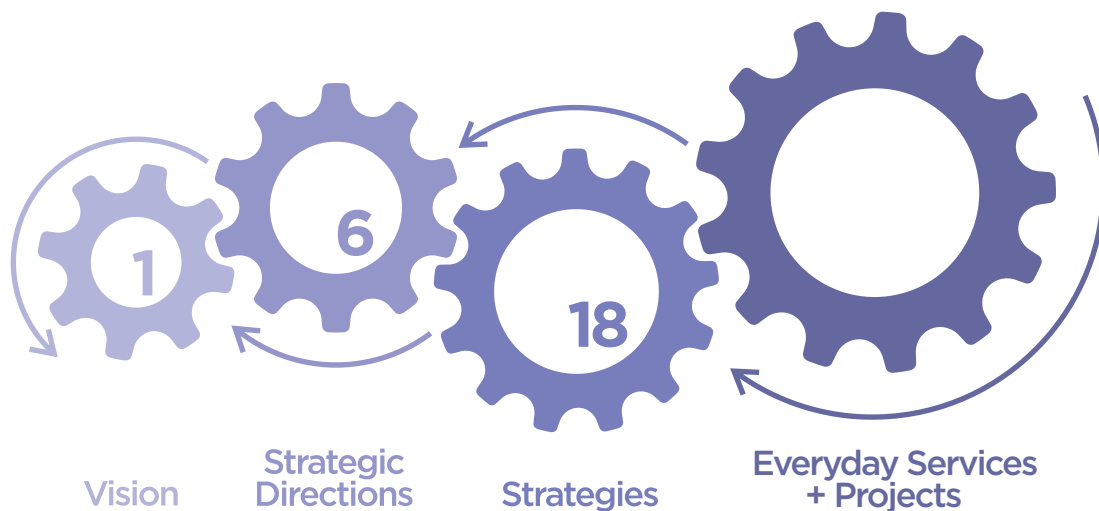
Reading this Plan

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

This document draws on the Vision for Mosman adopted in the Community Strategic Plan and the six Strategic Directions that were informed by community input in 2021-2022. The Revised 2022-2026 Delivery Program and 2024-2025 Operational Plan and Budget have also been shaped by the forecasted financial, workforce and infrastructure resources expected to be available to Council over the coming decade.

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

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





Reading this Plan



Our Strategies

Further guidance to Council in achieving the Strategic Direction

Everyday Services and Facilities

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



Strategic Direction

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

Strategic Direction 1

A safe, caring and inclusive community

A safe, caring and inclusive community



Our Projects

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

Resources

Budget

Income (\$)	22	23	24	25	26
Children's Services	28,500	25,000	16,000	16,626	16,626
Community Care	776,200	872,115	882,743	919,290	919,290
Youth Services	3,000	2,800	4,330	4,499	4,499
Total Income	807,700	899,915	903,073	938,415	938,415

Expenditure (\$)	22	23	24	25	26
Children's Services	163,400	225,567	157,700	163,790	163,790
Community Care	1,300,200	1,234,926	1,351,616	1,403,814	1,403,814
Community Services	514,900	583,393	617,154	640,967	640,967
Youth Services	403,000	419,814	436,969	453,844	453,844
Total Expenditure	2,381,500	2,463,700	2,563,419	2,662,415	2,662,415
Operating Surplus / Deficit	(1,573,800)	(1,563,785)	(1,660,346)	(1,724,000)	(1,724,000)

Our Projects

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

Resources

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

Strategic Direction 1

A safe, caring and inclusive community

A safe, caring and inclusive community



Resources Youth Services

	23 24	24 25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	1200	2730
Grants & Cont for Operating Purposes	1600	1600
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	2,800	4,330
Expenditure (\$)		
Employee Costs	344,814	365,524
Materials & Services	74,200	71,445
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	800	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	419,814	436,969
Operating Result Before Capital Grants & Contributions	(417,014)	(432,639)
FTE Staff		3.0

How we'll measure performance...

KPIs

Key Performance Indicators and Targets

	%	#
% Project Milestones achieved - Safe, caring and inclusive community	No. of volunteers in Council services	
Annual Target	Annual Target	
22-23 23-24 24-25 25-26	22-23 23-24 24-25 25-26	
50% 90% 50% 90%	345 345 345 345	
#	#	%
No. of hours social support provided per annum	No. of meals delivered by Meals on Wheels per annum	No. of meals served at Community Care programs per annum
Annual Target	Annual Target	Annual Target
22-23 23-24 24-25 25-26	22-23 23-24 24-25 25-26	22-23 23-24 24-25 25-26
1,450 1,450 1,450 1,450	18,000 18,500 19,000 19,500	1,000 1,000 1,000 1,000
#	#	%
No. of Community Transport trips per annum	No. of occasions of service for young people engaging with Mosman Youth Service and Programs	% Young people satisfied with programs and events coordinated by Youth Services
Annual Target	Annual Target	Annual Target
22-23 23-24 24-25 25-26	22-23 23-24 24-25 25-26	22-23 23-24 24-25 25-26
3,350 3,350 3,350 3,350	13,000 13,500 14,000 14,500	85% 85% 85% 85%
Level of resident satisfaction with overall range and quality of community facilities and activities	Level of resident satisfaction with access to Council information and Council support	Level of resident satisfaction with services and facilities for people from culturally and linguistically diverse backgrounds
Annual Target	Annual Target	Annual Target
22-23 23-24 24-25 25-26	22-23 23-24 24-25 25-26	22-23 23-24 24-25 25-26
7.48* 7.92* 7.92* 7.92*	6.90* 6.95* 6.95* 6.95*	6.19* 6.20* 6.20* 6.20*

Resources

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

Key Performance Indicators

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







Vision

**A Vision for Mosman
Strategic Directions**



A Vision for Mosman

What kind of future does our community want for Mosman?

Our Vision for Mosman is:

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



Strategic Directions

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



Our six Strategic Directions are:



Strategic Direction 1
A safe, caring and inclusive community



Strategic Direction 2
A culturally rich and vibrant community



Strategic Direction 3
An attractive and sustainable environment



Strategic Direction 4
An engaged, business-friendly community with strong civic leadership

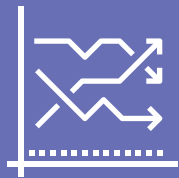


Strategic Direction 5
Well-designed, liveable and accessible places



Strategic Direction 6
A healthy and active village lifestyle



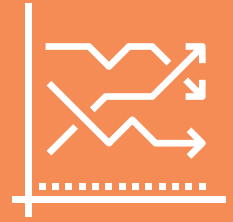


Plans

Delivery Program & Operational Plan

Strategic Directions 1-6





Strategic Direction 1

**A safe, caring
and inclusive
community**

Strategic Direction 1

A safe, caring and inclusive community

How we'll deliver...

Our Strategies

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



A safe, caring and inclusive community

Everyday Services and Facilities

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

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

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

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

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

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

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

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

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

Strategic Direction 1

A safe, caring and inclusive community

Our Projects

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



A safe, caring and inclusive community

Resources

Budget

	22	23	24	25
	23	24	25	26
Income (\$)				
Children's Services	28,500	25,000	16,000	16,626
Community Care	776,200	872,115	882,743	917,290
Youth Services	3,000	2,800	4,330	4,499
Total Income	807,700	899,915	903,073	938,415
Expenditure (\$)				
Children's Services	163,400	225,567	157,700	163,790
Community Care	1,300,200	1,234,926	1,351,616	1,403,814
Community Services	514,900	583,393	617,134	640,967
Youth Services	403,000	419,814	436,969	453,844
Total Expenditure	2,381,500	2,463,700	2,563,419	2,662,415
Operating Surplus / Deficit	(1,573,800)	(1,563,785)	(1,660,346)	(1,724,000)

Strategic Direction 1

A safe, caring and inclusive community

Resources

Community Care

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	255,200	240,000
Other Revenue	1,000	-
Grants & Cont for Operating Purposes	615,915	642,743
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	872,115	882,743
Expenditure (\$)		
Employee Costs	943,826	1,077,364
Materials & Services	268,000	270,652
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	23,100	3,600
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,234,926	1,351,616
Operating Result Before Capital Grants & Contributions	(362,810)	(468,873)
FTE Staff		10.7



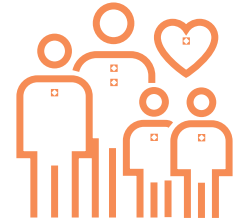
Strategic Direction 1

A safe, caring and inclusive community

Resources

Children's Services

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	25,000	16,000
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	25,000	16,000
Expenditure (\$)		
Employee Costs	203,267	133,700
Materials & Services	22,300	24,000
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	225,567	157,700
Operating Result Before Capital Grants & Contributions	(200,567)	(141,700)
FTE Staff		0.8



A safe, caring and inclusive community

Resources

Community Services

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)	23	24
	24	25
Employee Costs	389,659	402,784
Materials & Services	98,434	110,750
Legal Costs	-	-
Consultants	-	10,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	95,300	93,600
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	583,393	617,134
Operating Result Before Capital Grants & Contributions	(583,393)	(617,134)
FTE Staff		3.0

Strategic Direction 1

A safe, caring and inclusive community

Resources

Youth Services

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	1,200	2,730
Grants & Cont for Operating Purposes	1,600	1,600
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	2,800	4,330
Expenditure (\$)		
Employee Costs	344,814	365,524
Materials & Services	74,200	71,445
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	800	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	419,814	436,969
Operating Result Before Capital Grants & Contributions	(417,014)	(432,639)
FTE Staff		3.0



A safe, caring and inclusive community

How we'll measure performance...

KPIs





Key Performance Indicators and Targets

<p>KPIs</p> <p>Key Performance Indicators and Targets</p>	<p></p> <p>% Project Milestones achieved - Safe, caring and inclusive community</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </table>	22-23	23-24	24-25	25-26	90%	90%	90%	90%	<p></p> <p>No. of volunteers in Council services</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>345</td> <td>345</td> <td>345</td> <td>345</td> </tr> </table>	22-23	23-24	24-25	25-26	345	345	345	345								
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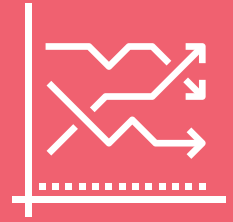


A safe, caring and inclusive community

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

*Mosman Community Survey mean score out of 10





Strategic Direction 2

**A culturally rich
and vibrant
community**

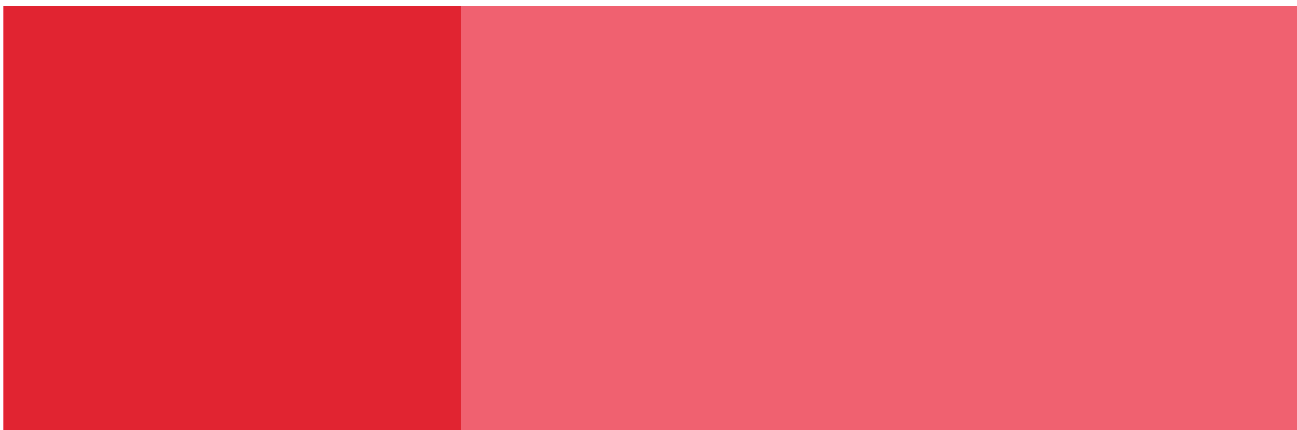
Strategic Direction 2

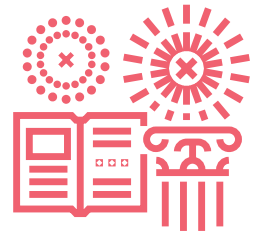
A culturally rich and vibrant community

How we'll deliver...

Our Strategies

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





A culturally rich and vibrant community

Everyday Services and Facilities

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

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

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

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

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

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

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

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

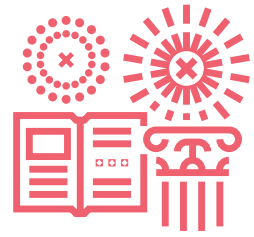
Council also supports the cultural vitality of Mosman by coordinating monthly weekend artisan markets in Mosman Square, and by delivering a regular program of events. These include the biennial Festival of Mosman and annual Pets Day Out, as well as outdoor concerts and movies, quarterly night markets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

Strategic Direction 2

A culturally rich and vibrant community

Our Projects

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



A culturally rich and vibrant community

Resources

Budget

	22	23	24	25
	23	24	25	26
Income (\$)				
Art Gallery & Community Centre	170,000	114,000	120,000	124,696
Arts Programming & Exhibitions	296,100	269,300	319,400	331,900
Events & Markets	100,800	224,850	208,000	216,140
Heritage Management	-	-	-	-
Library	195,200	196,000	196,800	204,502
Total Income	762,100	804,150	844,200	877,238
Expenditure (\$)				
Art Gallery & Community Centre	378,800	563,100	563,400	585,158
Arts Programming & Exhibitions	1,248,100	1,019,070	1,113,884	1,156,901
Events and Markets	332,500	511,480	457,110	474,763
Heritage Management	21,800	18,500	20,000	20,772
Library	2,568,300	2,679,200	2,797,120	2,905,142
Total Expenditure	4,549,500	4,791,350	4,951,514	5,142,736
Operating Surplus / Deficit	(3,787,400)	(3,987,200)	(4,107,314)	(4,265,498)

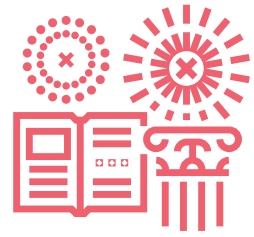
Strategic Direction 2

A culturally rich and vibrant community

Resources

Art Gallery & Community Centre

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	114,000	120,000
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	114,000	120,000
Expenditure (\$)		
Employee Costs	288,600	297,400
Materials & Services	159,900	146,000
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	114,600	120,000
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	563,100	563,400
Operating Result Before Capital Grants & Contributions	(449,100)	(443,400)
FTE Staff		2.4



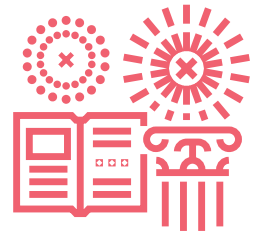
A culturally rich and vibrant community

Resources

Arts Programming & Exhibitions

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	73,500	60,200
Other Revenue	101,600	144,200
Grants & Cont for Operating Purposes	94,200	115,000
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	269,300	319,400
Expenditure (\$)		
Employee Costs	649,570	649,450
Materials & Services	366,400	458,434
Legal Costs	-	-
Consultants	3,100	6,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,019,070	1,113,884
Operating Result Before Capital Grants & Contributions	(749,770)	(794,484)
FTE Staff		5.4
Capital Expenditure (\$)	108,300	95,000





A culturally rich and vibrant community

Resources

Events and Markets

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	203,600	208,000
Other Revenue	21,250	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	224,850	208,000
Expenditure (\$)		
Employee Costs	270,630	300,210
Materials & Services	240,850	156,900
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	511,480	457,110
Operating Result Before Capital Grants & Contributions	(286,630)	(249,110)
FTE Staff		2.5

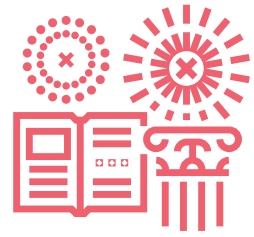
Strategic Direction 2

A culturally rich and vibrant community

Resources

Heritage Management

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)		
Employee Costs	-	-
Materials & Services	500	-
Legal Costs	-	-
Consultants	18,000	20,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	18,500	20,000
Operating Result Before Capital Grants & Contributions	(18,500)	(20,000)



A culturally rich and vibrant community

Resources

Library

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	13,400	13,500
Other Revenue	31,300	27,300
Grants & Cont for Operating Purposes	145,300	150,000
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	6,000	6,000
Total Income	196,000	196,800
Expenditure (\$)		
Employee Costs	1,860,900	1,949,900
Materials & Services	278,000	311,620
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	445,300	436,600
Other Expenses	95,000	99,000
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	2,679,200	2,797,120
Operating Result Before Capital Grants & Contributions	(2,483,200)	(2,600,320)
FTE Staff		18.9
Capital Expenditure (\$)	321,300	346,380

Strategic Direction 2

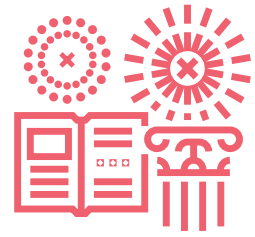
A culturally rich and vibrant community

How we'll measure performance...

KPIs

Key Performance Indicators and Targets

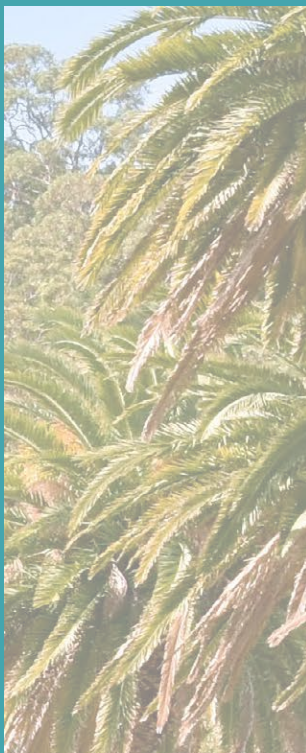
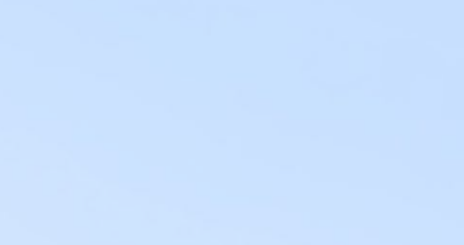
 <p>% Project Milestones achieved - Culturally rich and vibrant community</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	90%	90%	90%	90%	 <p>Level of residents satisfaction with Library services</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>7.90*</td> <td>7.95*</td> <td>7.95*</td> <td>7.95*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	7.90*	7.95*	7.95*	7.95*									
22-23	23-24	24-25	25-26																							
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 <p>No. of Library programs delivered for children and young people</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>245</td> <td>250</td> <td>250</td> <td>250</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	245	250	250	250	 <p>No. of Library programs delivered for adults</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>100</td> <td>120</td> <td>120</td> <td>120</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	100	120	120	120	 <p>No. of Library visits per capita per annum</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>9.7</td> <td>9.8</td> <td>9.9</td> <td>9.9</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	9.7	9.8	9.9	9.9
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 <p>No. Loans per capita per annum</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>9.5</td> <td>9.5</td> <td>9.5</td> <td>9.5</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	9.5	9.5	9.5	9.5	 <p>% Library users satisfied with Library services and resources</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>95%</td> <td>95%</td> <td>95%</td> <td>95%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	95%	95%	95%	95%	 <p>Total visitation per annum - Mosman Art Gallery and Community Centre</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>70,000</td> <td>75,000</td> <td>80,000</td> <td>85,000</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	70,000	75,000	80,000	85,000
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 <p>Level of resident satisfaction with Mosman Art Gallery and Community Centre</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>7.56*</td> <td>7.60*</td> <td>7.60*</td> <td>7.60*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	7.56*	7.60*	7.60*	7.60*	 <p>Utilisation rate - Community Centre, Mosman Art Gallery</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>75%</td> <td>80%</td> <td>85%</td> <td>85%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	75%	80%	85%	85%	 <p>Level of resident satisfaction with overall range of facilities and activities relevant to culture and the arts</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>7.10*</td> <td>7.15*</td> <td>7.15*</td> <td>7.15*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	7.10*	7.15*	7.15*	7.15*
22-23	23-24	24-25	25-26																							
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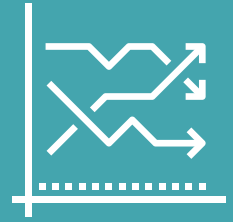


A culturally rich and vibrant community

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

*Mosman Community Survey mean score out of 10





Strategic Direction 3

An attractive and sustainable environment

Strategic Direction 3

An attractive and sustainable environment

How we'll deliver...

Our Strategies

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



An attractive and sustainable environment

Everyday Services and Facilities

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

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

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

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

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

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

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

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

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

Strategic Direction 3

An attractive and sustainable environment

Our Projects

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



An attractive and sustainable environment

Resources

Budget

	22	23	24	25
	23	24	25	26
Income (\$)				
Environmental Sustainability	190,200	157,800	181,200	188,291
Stormwater	-	-	-	-
Waste and Cleaning	7,561,500	8,142,000	8,722,500	9,063,859
Total Income	7,751,700	8,299,800	8,903,700	9,252,150
Expenditure (\$)				
Environmental Sustainability	788,700	619,200	660,650	686,164
Stormwater	729,500	846,700	943,000	979,418
Waste and Cleaning	6,680,500	7,127,500	7,757,500	8,057,086
Total Expenditure	8,198,700	8,593,400	9,361,150	9,722,667
Operating Surplus / Deficit	(447,000)	(293,600)	(457,450)	(470,517)

Strategic Direction 3

An attractive and sustainable environment

Resources

Environmental Sustainability

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	140,100	126,000
Other Revenue	17,700	55,200
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	157,800	181,200
Expenditure (\$)		
Employee Costs	460,300	507,750
Materials & Services	90,400	105,900
Legal Costs	-	-
Consultants	68,500	47,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	619,200	660,650
Operating Result Before Capital Grants & Contributions	(461,400)	(479,450)
FTE Staff		2.0



An attractive and sustainable environment

Resources

Stormwater

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)	23	24
	24	25
Employee Costs	-	-
Materials & Services	254,300	283,000
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	592,400	650,000
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	10,000
Total Expenditure	846,700	943,000
Operating Result Before Capital Grants & Contributions	(846,700)	(943,000)
Capital Expenditure (\$)	130,000	680,000

Strategic Direction 3

An attractive and sustainable environment

Resources

Waste and Cleaning

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	7,951,000	8,586,500
User Fees & Charges	190,000	135,000
Other Revenue	1,000	1,000
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	8,142,000	8,722,500
Expenditure (\$)		
Employee Costs	114,000	135,000
Materials & Services	5,529,500	5,999,000
Legal Costs	12,300	10,000
Consultants	53,500	60,000
Borrowing Costs	41,200	32,500
Depreciation & Amortisation	227,000	271,000
Other Expenses	-	-
State Government Levies	1,150,000	1,250,000
Net Loss from Disposal of Assets	-	-
Total Expenditure	7,127,500	7,757,500
Operating Result Before Capital Grants & Contributions	1,014,500	965,000
FTE Staff		1.0
Capital Expenditure (\$)	185,000	180,000
















An attractive and sustainable environment

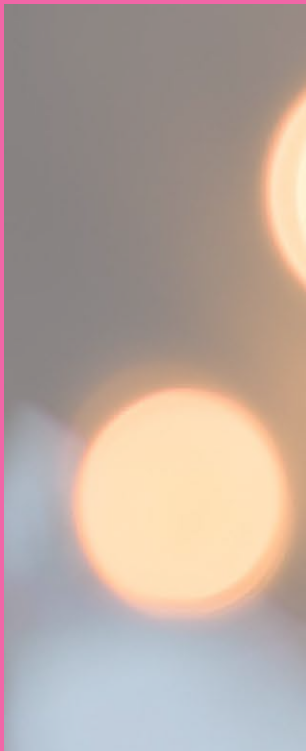
How we'll measure performance...

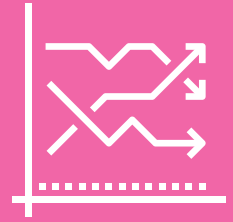
KPIs

Key Performance Indicators and Targets

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

*Mosman Community Survey mean score out of 10





Strategic Direction 4

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

Strategic Direction 4

An engaged, business-friendly community
with strong civic leadership

How we'll deliver...

Our Strategies

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

An engaged, business-friendly community with strong civic leadership



Everyday Services and Facilities

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

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

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

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

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

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

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

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

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

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

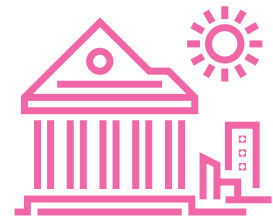
Strategic Direction 4

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Our Projects

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

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Resources

Budget

	22	23	24	25
	23	24	25	26
Income (\$)				
Assets and Services Management	3,400	3,500	4,000	4,157
Compliance	717,500	859,700	770,900	801,069
Finance	23,387,791	24,698,312	25,806,500	26,816,448
Governance Support & Risk	1,000	12,000	2,000	2,078
Human Resources	85,600	50,000	60,000	62,348
Total Income	24,195,291	25,623,512	26,643,400	27,686,101
Expenditure (\$)				
Assets and Services Management	334,100	338,700	710,650	738,094
Communication and Engagement	1,018,000	1,068,100	1,117,390	1,160,542
Compliance	1,653,200	1,779,100	1,727,180	1,793,882
Customer Service	488,300	560,256	636,900	661,496
Finance	1,732,091	1,776,106	1,880,867	1,953,504
Governance Support & Risk	1,739,300	1,730,074	2,141,800	2,224,514
Human Resources	1,357,900	1,272,340	1,344,650	1,396,579
Information Technology	2,923,600	3,148,147	3,060,850	3,179,057
Leadership Group	1,889,700	2,360,387	2,410,000	2,503,071
Total Expenditure	13,136,191	14,033,210	15,030,287	15,610,739
Operating Surplus / Deficit	11,059,100	11,590,302	11,613,113	12,075,361

Strategic Direction 4

An engaged, business-friendly
community with strong civic leadership

Resources

Assets and Services Management

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	3,500	4,000
Net Share of Interest in Joint Ventures	-	-
Total Income	3,500	4,000
Expenditure (\$)		
Employee Costs	288,100	595,300
Materials & Services	35,600	95,350
Legal Costs	15,000	20,000
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	338,700	710,650
Operating Result Before Capital Grants & Contributions	(335,200)	(706,650)
FTE Staff		5.0
Capital Expenditure(\$)	65,000	50,000

An engaged, business-friendly
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Resources

Communication and Engagement

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)	23	24
	24	25
Employee Costs	620,700	709,340
Materials & Services	434,200	393,050
Legal Costs	-	-
Consultants	13,200	15,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,068,100	1,117,390
Operating Result Before Capital Grants & Contributions	(1,068,100)	(1,117,390)
FTE Staff		5.0
Capital Expenditure(\$)	50,000	-

Strategic Direction 4

An engaged, business-friendly
community with strong civic leadership

Resources

Compliance

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	839,700	740,900
Other Revenue	-	-
Grants & Cont for Operating Purposes	20,000	30,000
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	859,700	770,900
Expenditure (\$)		
Employee Costs	1,656,800	1,580,330
Materials & Services	70,800	76,850
Legal Costs	51,500	70,000
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,779,100	1,727,180
Operating Result Before Capital Grants & Contributions	(919,400)	(956,280)
FTE Staff		14.0



Strategic Direction 4

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Resources

Customer Service

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)		
Employee Costs	542,668	623,840
Materials & Services	17,588	13,060
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	560,256	636,900
Operating Result Before Capital Grants & Contributions	(560,256)	(636,900)
FTE Staff		6.0

An engaged, business-friendly
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Resources

Finance

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	22,997,600	24,222,000
User Fees & Charges	216,300	184,500
Other Revenue	17,000	20,000
Grants & Cont for Operating Purposes	600,500	630,000
Interest & Investment Revenue	865,912	750,000
Net Gain from Disposal of Assets	-	-
Rental Income	1,000	-
Net Share of Interest in Joint Ventures	-	-
Total Income	24,698,312	25,806,500
Expenditure (\$)		
Employee Costs	1,052,495	1,179,967
Materials & Services	375,300	368,900
Legal Costs	15,000	20,000
Consultants	-	-
Borrowing Costs	265,311	243,000
Depreciation & Amortisation	13,000	9,000
Other Expenses	-	-
State Government Levies	55,000	60,000
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,776,106	1,880,867
Operating Result Before Capital Grants & Contributions	22,922,206	23,925,633
FTE Staff		8.5
Loan Principal Repaid	868,000	888,000

Strategic Direction 4

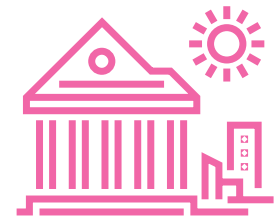
An engaged, business-friendly
community with strong civic leadership

Resources

Governance Support and Risk

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	1,000	2,000
Other Revenue	11,000	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	12,000	2,000
Expenditure (\$)		
Employee Costs	319,974	364,850
Materials & Services	1,380,100	1,696,950
Legal Costs	30,000	80,000
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,730,074	2,141,800
Operating Result Before Capital Grants & Contributions	(1,718,074)	(2,139,800)
FTE Staff		2.8

An engaged, business-friendly
community with strong civic leadership



Resources

Human Resources

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	50,000	60,000
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	50,000	60,000
Expenditure (\$)		
Employee Costs	873,990	982,200
Materials & Services	347,450	299,450
Legal Costs	10,000	10,000
Consultants	40,900	53,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,272,340	1,344,650
Operating Result Before Capital Grants & Contributions	(1,222,340)	(1,284,650)
FTE Staff		4.0

Strategic Direction 4

An engaged, business-friendly
community with strong civic leadership

Resources

Information Technology

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)	23	24
	24	25
Employee Costs	1,032,907	1,081,400
Materials & Services	1,915,140	1,781,450
Legal Costs	-	-
Consultants	62,000	60,000
Borrowing Costs	-	-
Depreciation & Amortisation	138,100	138,000
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	3,148,147	3,060,850
Operating Result Before Capital Grants & Contributions	(3,148,147)	(3,060,850)
FTE Staff		12.0
Capital Expenditure(\$)	400,000	500,000



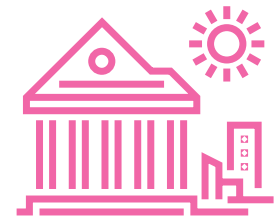
Strategic Direction 4

An engaged, business-friendly
community with strong civic leadership

Resources

Leadership Group

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)		
Employee Costs	2,210,887	2,181,200
Materials & Services	71,400	138,300
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	78,100	90,500
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	2,360,387	2,410,000
Operating Result Before Capital Grants & Contributions	(2,360,387)	(2,410,000)
FTE Staff		11.6














An engaged, business-friendly community with strong civic leadership

How we'll measure performance...

KPIs

Key Performance Indicators and Targets

	<p></p> <p>% Project Milestones achieved - Engaged, business-friendly community with strong civic leadership</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </table>	22-23	23-24	24-25	25-26	90%	90%	90%	90%	<p></p> <p>% Project Milestones achieved overall</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </table>	22-23	23-24	24-25	25-26	90%	90%	90%	90%								
22-23	23-24	24-25	25-26																							
90%	90%	90%	90%																							
22-23	23-24	24-25	25-26																							
90%	90%	90%	90%																							
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<p></p> <p>Level of resident satisfaction with access to Council information and support</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>6.90*</td> <td>6.95*</td> <td>6.95*</td> <td>6.95*</td> </tr> </table>	22-23	23-24	24-25	25-26	6.90*	6.95*	6.95*	6.95*	<p></p> <p>No. of people accessing live Council meeting webcasts</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>600</td> <td>600</td> <td>600</td> <td>600</td> </tr> </table>	22-23	23-24	24-25	25-26	600	600	600	600	<p></p> <p>No. of people accessing archived Council meeting webcasts</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>600</td> <td>600</td> <td>600</td> <td>600</td> </tr> </table>	22-23	23-24	24-25	25-26	600	600	600	600
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0	0	0	0																							

*Mosman Community Survey mean score out of 10

Strategic Direction 4

An engaged, business-friendly community with strong civic leadership

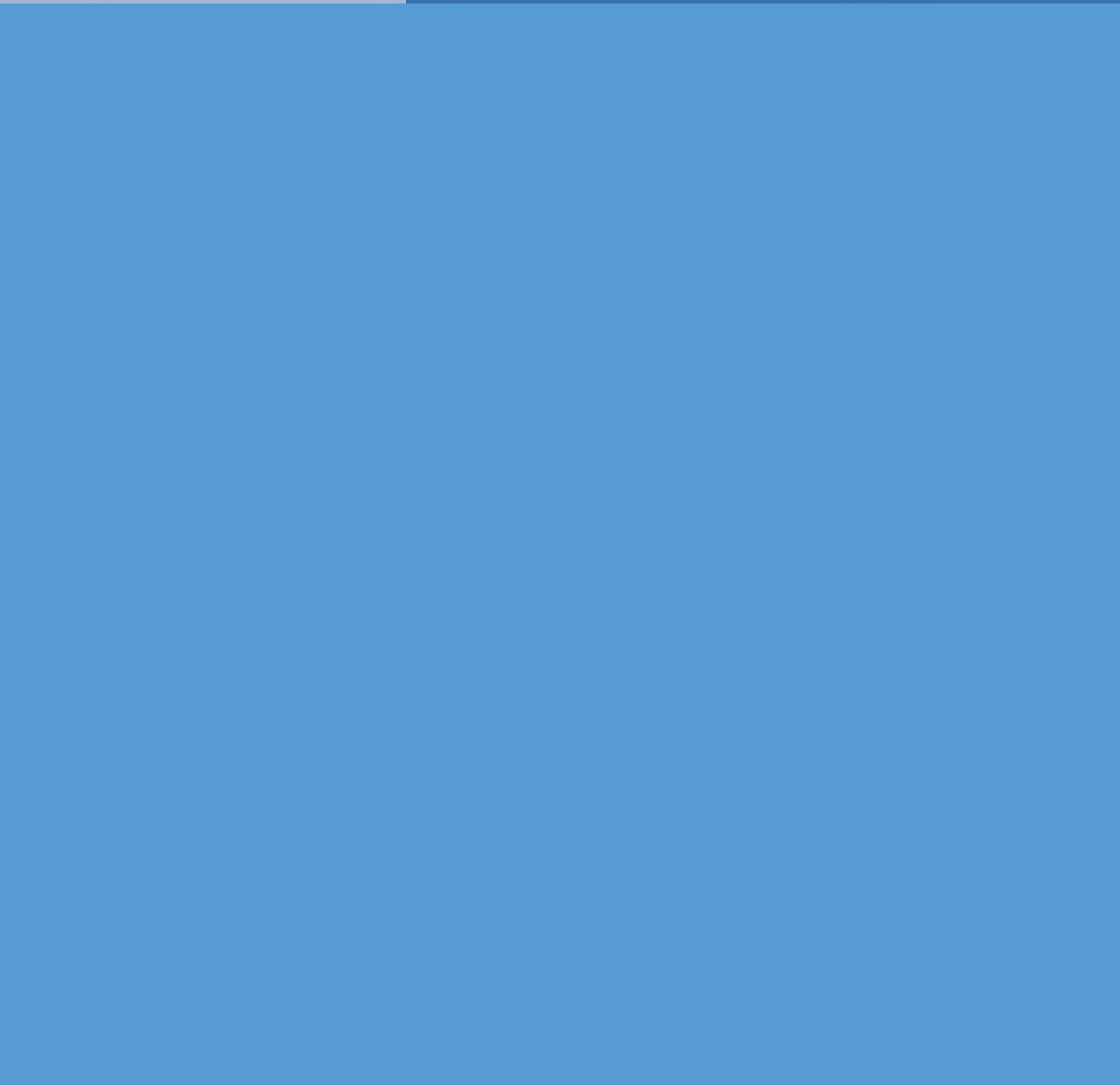
 <p>Total no. days lost due to Work Health and Safety incidents</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	0	0	0	0	 <p>Electricity use Council operations (kWh)</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>1,223,000</td> <td>1,123,000</td> <td>1,023,000</td> <td>923,000</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	1,223,000	1,123,000	1,023,000	923,000	 <p>GHG emissions from Council energy and gas use (tonnes CO2-e)</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	0	0	0	0
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 <p>Total Council potable water use (kL)</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>48,600</td> <td>48,100</td> <td>47,600</td> <td>47,100</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	48,600	48,100	47,600	47,100	 <p>Infrastructure Renewal ratio</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	100%	100%	100%	100%	 <p>No. of complaints received</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td><50</td> <td><50</td> <td><50</td> <td><50</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	<50	<50	<50	<50
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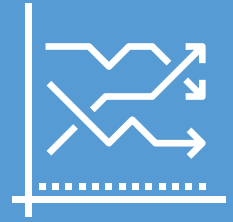
An engaged, business-friendly community with strong civic leadership



<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with Council leadership on matters important to the community</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>6.58*</td> <td>6.60*</td> <td>6.60*</td> <td>6.60*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	6.58*	6.60*	6.60*	6.60*	<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with Council advocacy on matters impacting on Mosman and neighbouring areas</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>6.92*</td> <td>6.95*</td> <td>6.95*</td> <td>6.95*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	6.92*	6.95*	6.95*	6.95*	<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with overall delivery of Council services</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>7.36*</td> <td>7.40*</td> <td>7.40*</td> <td>7.40*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	7.36*	7.40*	7.40*	7.40*
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0	0	0	0																							
<p>%</p> <p>% of waste generated from Council's open space areas and street sweeping activities diverted from landfill</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>92%</td> <td>92%</td> <td>96%</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	90%	92%	92%	96%	<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with Council assisting economic development with the business community and visitors</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>6.50*</td> <td>6.55*</td> <td>6.55*</td> <td>6.55*</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	6.50*	6.55*	6.55*	6.55*	<p>#</p> <p>No. of Council policies, codes and corporate practices reviewed and/or adopted</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>22-23</th> <th>23-24</th> <th>24-25</th> <th>25-26</th> </tr> </thead> <tbody> <tr> <td>20</td> <td>20</td> <td>20</td> <td>20</td> </tr> </tbody> </table>	22-23	23-24	24-25	25-26	20	20	20	20
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*Mosman Community Survey mean score out of 10





Strategic Direction 5

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

Strategic Direction 5

Well-designed, liveable
and accessible places

How we'll deliver...

Our Strategies

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

Well-designed, liveable and accessible places



Everyday Services and Facilities

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

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

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

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

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

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

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

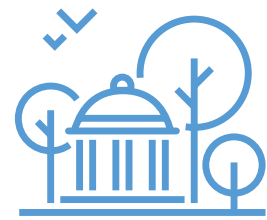
Strategic Direction 5

Well-designed, liveable
and accessible places

Our Projects

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

Well-designed, liveable
and accessible places



Resources

Budget

	22	23	24	25
Income (\$)	23	24	25	26
Car Parks	7,477,100	7,663,300	8,297,000	8,621,707
Development Services	931,100	958,000	1,095,500	1,138,373
Property Management	6,216,600	6,536,500	6,966,900	7,239,553
Roads Footpaths	934,500	1,008,100	1,189,200	1,235,740
Street Lighting	51,000	108,000	110,000	114,305
Urban Planning and Advocacy	105,000	105,300	130,000	135,088
Total Income	15,715,300	16,379,200	17,788,600	18,484,764
Expenditure (\$)	23	24	25	26
Car Parks	1,442,200	1,374,600	1,853,484	1,925,063
Development Services	2,022,800	2,047,200	2,005,950	2,083,417
Property Management	4,387,300	4,575,501	5,195,385	5,396,025
Roads Footpaths	5,284,800	5,955,815	5,256,334	5,459,328
Street Lighting	420,000	442,400	425,000	441,413
Urban Planning and Advocacy	682,900	710,400	787,900	818,328
Total Expenditure	14,240,000	15,105,916	15,524,053	16,123,574
Operating Surplus / Deficit	1,475,300	1,273,284	2,264,547	2,361,190

Strategic Direction 5

Well-designed, liveable
and accessible places

Resources

Car Parks

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	4,563,300	5,047,000
Other Revenue	3,100,000	3,250,000
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	7,663,300	8,297,000
Expenditure (\$)		
Employee Costs	404,000	749,984
Materials & Services	619,700	682,000
Legal Costs	2,000	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	78,400	96,500
Other Expenses	270,500	325,000
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,374,600	1,853,484
Operating Result Before Capital Grants & Contributions	6,288,700	6,443,516
FTE Staff		7.0
Capital Expenditure (\$)	-	270,000



Strategic Direction 5

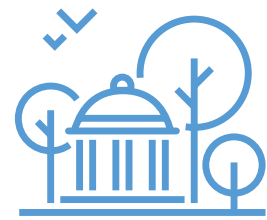
Well-designed, liveable
and accessible places

Resources

Development Services

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	958,000	1,095,500
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	958,000	1,095,500
Expenditure (\$)		
Employee Costs	1,160,700	1,059,450
Materials & Services	196,500	216,500
Legal Costs	390,000	400,000
Consultants	300,000	330,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	2,047,200	2,005,950
Operating Result Before Capital Grants & Contributions	(1,089,200)	(910,450)
FTE Staff		7.7

Well-designed, liveable
and accessible places



Resources

Property Management

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	1,869,400	2,029,400
Other Revenue	-	-
Grants & Cont for Operating Purposes	835,000	986,500
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	32,700	-
Rental Income	3,641,400	3,791,000
Net Share of Interest in Joint Ventures	158,000	160,000
Total Income	6,536,500	6,966,900
Expenditure (\$)		
Employee Costs	1,392,551	1,452,930
Materials & Services	2,365,050	2,713,555
Legal Costs	39,700	30,000
Consultants	66,200	20,000
Borrowing Costs	-	-
Depreciation & Amortisation	698,500	978,900
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	13,500	-
Total Expenditure	4,575,501	5,195,385
Operating Result Before Capital Grants & Contributions	1,960,999	1,771,515
FTE Staff		8.0
Capital Expenditure (\$)	7,225,881	2,435,000

Strategic Direction 5

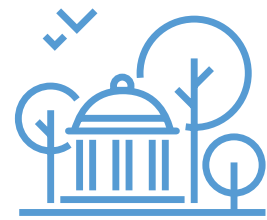
Well-designed, liveable
and accessible places

Resources

Roads and Footpaths

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	540,100	747,000
Other Revenue	1,000	2,000
Grants & Cont for Operating Purposes	467,000	440,200
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	1,008,100	1,189,200
Expenditure (\$)		
Employee Costs	1,676,000	1,207,534
Materials & Services	917,500	683,800
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	3,046,815	3,070,000
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	315,500	295,000
Total Expenditure	5,955,815	5,256,334
Operating Result Before Capital Grants & Contributions	(4,947,715)	(4,067,134)
FTE Staff		10.5
Capital Expenditure (\$)	3,272,945	2,598,000

Well-designed, liveable
and accessible places



Resources

Street Lighting

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	1,000	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	107,000	110,000
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	108,000	110,000
	23	24
	24	25
Expenditure (\$)		
Employee Costs	-	-
Materials & Services	442,400	425,000
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	442,400	425,000
Operating Result Before Capital Grants & Contributions	(334,400)	(315,000)
Capital Expenditure (\$)	100,000	100,000

Strategic Direction 5

Well-designed, liveable
and accessible places

Resources

Urban Planning and Advocacy

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	105,300	130,000
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	105,300	130,000
Expenditure (\$)		
Employee Costs	485,400	538,400
Materials & Services	27,000	29,500
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	198,000	220,000
Net Loss from Disposal of Assets	-	-
Total Expenditure	710,400	787,900
Operating Result Before Capital Grants & Contributions	(605,100)	(657,900)
FTE Staff		3.6
Capital Expenditure (\$)	-	20,000


Well-designed, liveable and accessible places



How we'll measure performance...

KPIs

Key Performance Indicators and Targets

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

*Mosman Community Survey mean score out of 10

Strategic Direction 5

Well-designed, liveable and accessible places



Level of resident satisfaction with condition of public toilets

Annual Target

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



Level of resident satisfaction with enforcement of parking restrictions

Annual Target

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



Level of resident satisfaction with provision of car parking

Annual Target

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



Level of resident satisfaction with traffic management

Annual Target

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



Level of resident satisfaction with managing development - land use planning

Annual Target

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



Level of resident satisfaction with development approvals process

Annual Target

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



Level of resident satisfaction with protection of heritage values and buildings

Annual Target

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



Median gross time for DA and Modification determinations (days)

Annual Target

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



No. of DAs and Modifications determined

Annual Target

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



% Outstanding DAs and Modifications over 100 days

Annual Target

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



% DA appeals on hand compared to DAs and Modifications determined

Annual Target

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

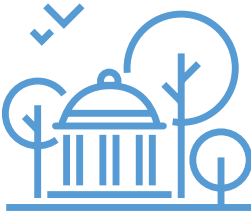








No. of DA related appeals determined

Annual Target

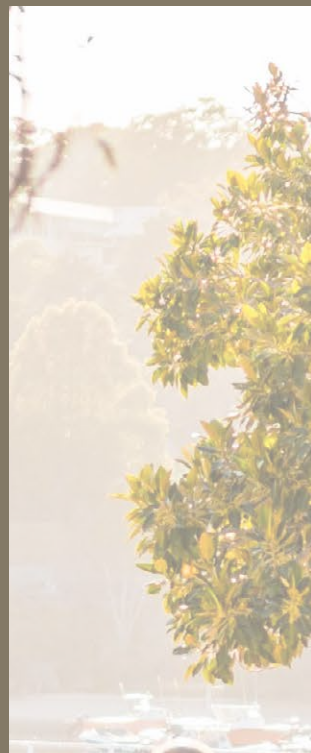
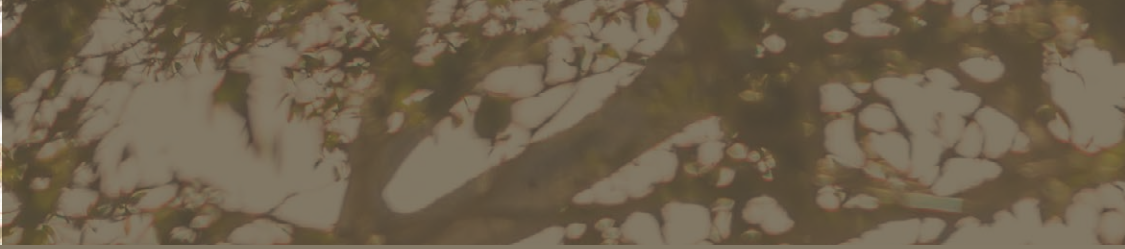
22-23	23-24	24-25	25-26
20	20	20	20

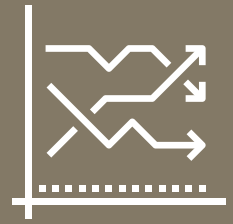
Well-designed, liveable and accessible places



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

*Mosman Community Survey mean score out of 10





Strategic Direction 6

A healthy and active village lifestyle

Strategic Direction 6

A healthy and active village lifestyle

How we'll deliver...

Our Strategies

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



A healthy and active village lifestyle

Everyday Services and Facilities

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

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

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

Council regularly engages with the community during the planning and

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

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

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

Strategic Direction 6

A healthy and active village lifestyle

Our Projects

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

A healthy and active village lifestyle



Resources

Budget

	22	23	24	25
Income (\$)	23	24	25	26
Emergency and Depot	-	-	-	-
Open Space Foreshore and Sporting Fields	121,100	134,200	160,500	166,781
Total Income	121,100	134,200	160,500	166,781
	22	23	24	25
Expenditure (\$)	23	24	25	26
Emergency and Depot	1,347,300	1,634,800	1,903,000	1,862,325
Open Space Foreshore and Sporting Fields	5,100,000	5,368,100	5,777,910	6,115,212
Total Expenditure	6,447,300	7,002,900	7,680,910	7,977,538
Operating Surplus / Deficit	(6,326,200)	(6,868,700)	(7,520,410)	(7,810,757)

Strategic Direction 6

A healthy and active village lifestyle

Resources

Emergency and Depot

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	-	-
Expenditure (\$)		
Employee Costs	-	-
Materials & Services	155,800	303,000
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	1,479,000	1,600,000
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,634,800	1,903,000
Operating Result Before Capital Grants & Contributions	(1,634,800)	(1,903,000)



Strategic Direction 6

A healthy and active village lifestyle

Resources

Open Space Foreshore and Sporting Fields

	23	24
	24	25
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	134,200	160,500
Other Revenue	-	-
Grants & Cont for Operating Purposes	-	-
Interest & Investment Revenue	-	-
Net Gain from Disposal of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	134,200	160,500
Expenditure (\$)		
Employee Costs	870,200	1,007,060
Materials & Services	3,608,400	3,680,350
Legal Costs	22,500	20,000
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	867,000	1,070,500
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	5,368,100	5,777,910
Operating Result Before Capital Grants & Contributions	(5,233,900)	(5,617,410)
FTE Staff		9.0
Capital Expenditure (\$)	3,687,700	957,000














A healthy and active village lifestyle

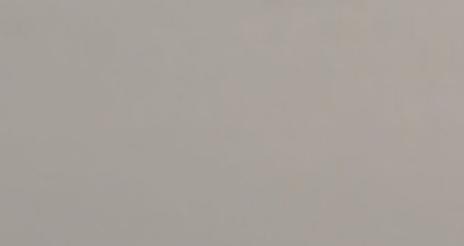
How we'll measure performance...

KPIs

Key Performance Indicators and Targets

<p>Key Performance Indicators and Targets</p>	<p></p> <p>% Project Milestones achieved - Healthy and active village lifestyle</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </table>	22-23	23-24	24-25	25-26	90%	90%	90%	90%	<p></p> <p>No. of groups per annum - Marie Bashir Mosman Sports Centre</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>25</td> <td>25</td> <td>25</td> <td>25</td> </tr> </table>	22-23	23-24	24-25	25-26	25	25	25	25								
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<p></p> <p>% Users satisfied - Sporting fields</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>80%</td> <td>80%</td> <td>80%</td> <td>80%</td> </tr> </table>	22-23	23-24	24-25	25-26	80%	80%	80%	80%	<p></p> <p>Level of resident satisfaction with sport and recreational facilities</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>7.68*</td> <td>7.70*</td> <td>7.70*</td> <td>7.70*</td> </tr> </table>	22-23	23-24	24-25	25-26	7.68*	7.70*	7.70*	7.70*	<p></p> <p>Utilisation rate - Council ovals</p> <p>Annual Target</p> <table border="1"> <tr> <td>22-23</td> <td>23-24</td> <td>24-25</td> <td>25-26</td> </tr> <tr> <td>50%</td> <td>50%</td> <td>50%</td> <td>50%</td> </tr> </table>	22-23	23-24	24-25	25-26	50%	50%	50%	50%
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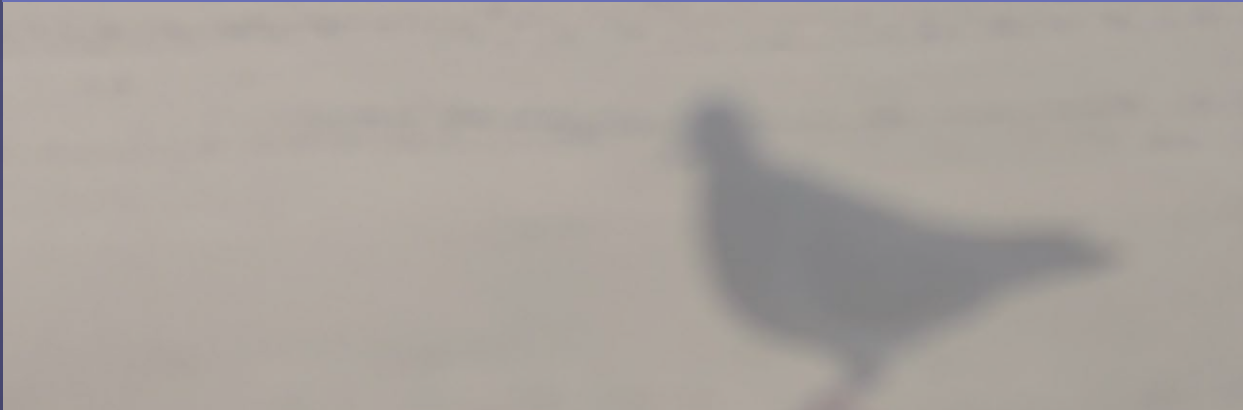
*Mosman Community Survey mean score out of 10





Financial Management

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

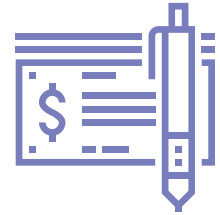


Budget and Delivery Program

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

Mosman Council's financial position is currently sound. The 2024-25 budget provides for an operating surplus of \$2.3 million after allowing for the depreciation expense on Council's portfolio of depreciable assets such as roads, footpaths, open space, drainage and buildings, valued at close to \$400 million. If capital grants and contributions are excluded, the operating results remains with a surplus of \$132,140.

The assumptions incorporated in Council's 2024-25 Budget, being the third annual budget for the current Delivery Program, and longer-term financial forecasts, are detailed on the following pages.



Key Revenue Assumptions and Sources

Rates and Annual Charges

Total revenue raised from the levying of land rates is subject to a cap set by the State Government. The Independent Pricing and Regulatory Tribunal (IPART) determines the maximum allowable increase in general income, known as the 'rate peg', for each year.

Recently, IPART has reviewed and updated its method for establishing the rate peg. The revised model, namely Base Cost Index (BCC), considers factors such as projected employee cost increases, forecasted inflation, and changes in the Emergency Services Levy contribution. As a result, the new rate peg for 2024-25 is set at a 5.3% increase for Council.

It should be noted that due to the change-over of methodologies, IPART has made an adjustment to compensate Council for the past changes in the superannuation guarantee rate that were not included in the previous years' rate-pegs.

Further, a Stormwater Levy continues to be included in the Budget and is estimated to raise \$240,000 in 2024-25 for allocation to important stormwater capital infrastructure initiatives.

Rating Categories

There are two categories of rates:

- Residential
- Business

Council operates a base rating system, where 50% of residential rate revenue comes from a rate in the dollar (ad valorem) calculation, based on the total rateable land value within the LGA. The remaining 50% is generated from a base rate, calculated by dividing the remaining rate revenue by the number of assessable properties. A similar system is applied to businesses, with a split of 60% ad valorem and 40% base rate.

	Residential	Business
Rateable Valuations	27,034,775,626	1,014,091,476
Number of Properties	12,879	586
Rate in \$	0.00040470	0.00129900
Base amount	849	1,495
Total income	21,875,018	2,193,778
Average Rate	1,699	3,744

Domestic Waste Management Service

The Domestic Waste Management Service is provided on a full-cost recovery basis. An 8% increase in this charge is included for 2024/25. Residents have a choice of the following size bins/fee structure in 2024/25:

1 × 80 litre mobile garbage bin	\$457
1 × 120 litre mobile garbage bin	\$750
1 × 240 litre mobile garbage bin*	\$1,564

*Available only to existing customers

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

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

Pension Subsidy

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

Council also offers a voluntary rebate to Australian Service Veterans who do not qualify for a pensioner rate rebate up to a maximum of \$125 annually.

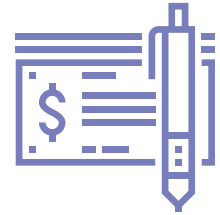
Stormwater Levy

The Stormwater Levy will be continued with the following parameters:

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

Interest Charges

Interest charges on unpaid rates and charges will accrue daily at the rate set for the 2024/25 year by the NSW Government. In accordance with Section 566 of the Local Government Act 1993, the maximum interest rate for the 2024/25 year is 9.0% per annum.



Annual Fees and Charges

In accordance with Section 608 of the Local Government Act, 1993 and other relevant legislation, Council is authorised to charge and recover approved fees and charges for any service it provides.

For 2024/25, these are included in the '2024/25 Schedule of Fees and Charges' document. This document forms part of MOSPLAN and is published separately from the Delivery Program and Operational Plan. It is available for viewing on Council's website.

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

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

Pricing Policy

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

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

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

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

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

User Charges and Fees

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

The Schedule of Fees and Charges sets out specific fee structures. It is important that Council remains competitive in the marketplace, and the current inflation rate is the mechanism that drives the pricing structure.

With limited exceptions, fees have generally been increased by 6%.

Significant income from user fees and charges includes:

	\$
Car Park Management	5,029,000
Property Administration	2,125,900
Development Assessment	1,028,000
Engineering Management	633,800
Roads	568,000
Community Care	240,000
Footpaths	190,000
Finance Management	160,000
Enforcement	144,500
Domestic Waste	135,000
Mosman Markets	130,000
Urban Planning & Advocacy	130,000
Community Centre	120,000

Interest and Investment Revenue

Council's short-term investment returns have experienced fluctuations in the past years, as the market transitioned from a low interest rate environment to a higher interest rates environment. The Reserve Bank Australia's efforts to stabilise the economy and address high inflation has led to a number of interest rate hikes. However, inflation is moderating and the pace of hikes has slowed and is expected to reach its peak by mid-2024. The 2024-25 Budget anticipates an average rate of return of 3% for the year.

Other Revenues

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

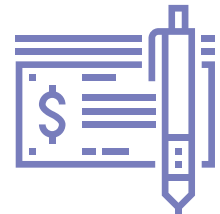
	\$
Fines - Parking	3,250,000
Art Gallery Sponsorship/ Sales of Goods and Merchandise and Commissions	142,000
Workers Compensation Rebate	60,000
Environmental Sustainability	40,000
Library Services	23,200

Rental Income

This allocation includes revenue from leasing of Council investment properties which include sites such as Bridgepoint pedestrian bridge, Mosman Square shops, Balmoral Bathers' Pavilion, Balmoral Baths, Library Walk Shops and Units, Mosman Swim Centre and Boronia.

This allocation includes:

	\$
User Charge - Commercial Property Leases	1,695,599
User Charge - Leases	1,220,131
User Charge - Residential Property Lease	87,731



Grants and Contributions for Operating Purposes

Operating grants play a significant role in strengthening the level of funding for many of Council services. The largest single component is the general component of the Financial Assistance Grant (FAG), amounting to a total of \$630,000. Furthermore, grant funding is expected to be received for community services such as Transport, Aged Care, and Youth Services.

In addition to these grants, an annual voluntary planning contribution (VPA) is anticipated for the Bridgepoint pedestrian bridge.

The following sources will provide funding in 2024-25:

	\$
VPA Contributions - Bridgepoint Bridge	986,500
Financial Assistance Grant - General	630,000
Financial Assistance - Local Roads	280,000
Social Support - CARE Program	175,924
Art Exhibition Program	100,000
Roads & Traffic	335,200
Meals on Wheels	197,777
Library Services	130,000
Street Lighting	110,000

Grants and Contributions for Capital Purposes

The budget for 2024/25 includes funding for capital projects, particularly those sourced from Roads and Maritimes Services and other State departments.

Although capital grants are not a reliable ongoing funding source, they are essential for specific projects.

The following sources will provide funding in 2024-25:

	\$
Developer Contributions	1,500,000
Open Space Improvements	300,000
Marine Structures	350,000

Key Expenses Assumptions and Allocations

Employee Benefits and On-Costs

In accordance with the 2023 Local Government (State) Award, effective from July 2023, an increase of 3.5% together with a retention bonus of \$1,000 or 0.5% (whichever is greater) and an allocation for salary step increases have been provided in the 2024/25 salaries budget.

To promote self-sufficiency in retirement, the Federal Government announced a staged increase in the Superannuation Guarantee (SG) in its 2010/2011 Budget. The SG will reach 12% effective from 1 July 2025, according to the latest revision to the superannuation timetable. The associated costs have been factored into the Council's 2024/25 budget.

Borrowing Costs

All costs associated with Council's existing and proposed borrowing requirements have been included in the 2024/25 Budget.

Council has sufficient cash reserves and does not intend to apply for new external borrowings in 2024/25.

Materials and Services

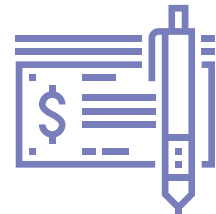
As a contracting council, Mosman outsources key services such as waste management, street and gutter cleaning, beach and reserve cleaning, amenity and building cleaning, and engineering and open space contracts to external contractors. These services are provided at market rates, meaning Mosman pays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

These contracts are indexed by the anticipated movement in the costs of services. The budget allows for an increase in service contract prices ranging between 6.0% and 8%.

Significant allocations include:

	\$
Contractors - Operational	5,479,320
Contractors - Waste Management	3,971,000
Contractors - Maintenance & Repair	2,510,400
Contractors - Cleansing	1,300,000
IT-Maintenance & Licence Agreement	1,272,000
Contractors - Other*	440,552
State Debt Recovery Office Charges	370,000
Utilities - Electricity Large Site	357,500
Materials - Other	282,595
Election Expenses	260,000
Telephones - Corporate	260,000
Contractors - Other Professional	254,100
Utilities - Water	252,160
Operating Leases - Photocopiers	245,750
Annual Management Fee - Mosman Swim Centre	206,000
Training & Development	189,600
Contractors - Maintenance	178,000
Publicity & Promotion	161,315
Bank Charges - Merchant Fees	160,000
Equipment Maintenance - Other	156,000
Utilities - Electricity	155,845
Advertising	132,600
Contractors - Plant Running	108,000
Catering - Other	105,635

*Food services, Animal Control, Community Services, Library & IT services.



Depreciation and Amortisation

The depreciation expense has been increased in line with the reported 2023/24 Financial Statements. As Council invests more funds in assets, depreciation increases.

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

Other Expenses

This item contains significant expenditures such as membership and contributions to other government organisations, community grants and doubtful debt provision (largely related to fines).

Core elements include:

	\$
Community Grants	75,000
Membership & Contributions	189,000
Bad & Doubtful Debts Provision	325,000

State Government Levies

Council contributes significant funds to the State Government including:

	\$
Levy Emergency Services	1,600,000
S88 Waste Levy	1,250,000
Contribution - Department of Planning	220,000
Valuation Fees - Valuer General	60,000

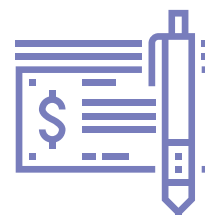
Outcomes

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

The infrastructure outcomes for the four years commencing 2022/23 are also included on pp 165-169.

Income Statement

	Revised 23/24 Budget (\$)	24/25 Budget (\$)	Draft 25/26 Budget (\$)
Income			
Rates & Annual Charges	30,948,600	32,808,500	34,365,583
User Fees & Charges	10,243,100	11,055,500	11,475,966
Other Revenue	3,354,050	3,562,430	3,643,553
Grants & Contributions for Operating Purposes	2,886,515	3,106,043	3,095,388
Interest & Investment Revenue	865,912	750,000	765,000
Net Gain from Disposal Of Assets	32,700	-	-
Rental Income	3,645,900	3,795,000	3,932,700
Net Share of Interest in Joint Ventures	164,000	166,000	127,260
Total Income	52,140,777	55,243,473	57,405,450
Expenditure			
Employee Costs	20,112,938	21,132,867	21,936,582
Materials & Services	20,362,712	21,534,766	22,496,443
Legal Costs	588,000	660,000	686,400
Consultants	625,400	621,000	645,840
Borrowing Costs	306,511	275,500	175,275
Depreciation & Amortisation	6,245,015	6,844,100	6,980,982
Other Expenses	538,900	608,100	629,698
State Government Levies	2,882,000	3,130,000	3,380,400
Net Loss from Disposal of Assets	329,000	305,000	308,050
Total Expenditure	51,990,476	55,111,333	57,239,669
Operating Result before Capital Grants & Contributions	150,301	132,140	165,780



Income Statement by Strategic Direction

Income	Revised 23/24 Budget (\$)	24/25 Budget (\$)	Draft 25/26 Budget (\$)
Safe, caring and inclusive community	899,915	903,073	938,415
Culturally rich and vibrant community	804,150	844,200	877,238
Attractive and sustainable environment	8,299,800	8,903,700	9,252,150
An engaged, business-friendly community with strong civic leadership	25,623,512	26,643,400	27,686,101
Well-designed liveable and accessible places	16,379,200	17,788,600	18,484,764
Healthy and active village lifestyle	134,200	160,500	166,781
Total Income	52,140,777	55,243,473	57,405,450

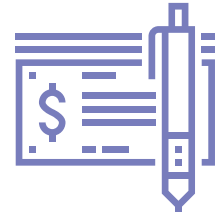
Expenditure	Revised 23/24 Budget (\$)	24/25 Budget (\$)	Draft 25/26 Budget (\$)
Safe, caring and inclusive community	2,463,700	2,563,419	2,662,415
Culturally rich and vibrant community	4,791,350	4,951,514	5,142,736
Attractive and sustainable environment	8,593,400	9,361,150	9,722,667
An engaged, business-friendly community with strong civic leadership	14,033,210	15,030,287	15,610,739
Well-designed liveable and accessible places	15,105,916	15,524,053	16,123,574
Healthy and active village lifestyle	7,002,900	7,680,910	7,977,538
Total Expenditure	51,990,476	55,111,333	57,239,669
Operating Result before Capital Grants & Contributions	150,301	132,140	165,780

Financial Ratios

Ratio	Revised 23/24 Budget (\$)	24/25 Budget (\$)	Draft 25/26 Budget (\$)
Operating Performance Ratio > 0%	0.54%	0.49%	0.61%
Own Source Operating Revenue Ratio > 60%	90.30%	90.82%	91.00%
Unrestricted Current Ratio > 1.5%	1.63	1.62	1.59
Debt Service Cover Ratio > 2x	5.31	5.78	6.23
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage < 5%	3.37%	3.38%	3.38%
Cash Expense Cover Ratio > 3 months	5.63	5.35	5.31
Building & Infrastructure Renewals Ratio	121.35%	118.78%	97.15%
Infrastructure Backlog Ratio	0	0	0
Asset Maintenance Ratio	1	1	1
Capital Expenditure Ratio	2.46	1.16	1.16

Balance Sheet

Assets	Revised 23/24 Budget (\$)	24/25 Budget (\$)	Draft 25/26 Budget (\$)
Current Assets			
Cash & Cash Equivalents	2,579,413	2,531,176	2,283,855
Investments	19,000,000	19,000,000	20,000,000
Receivables	2,994,046	3,178,097	3,275,677
Inventories	264,659	280,876	291,820
Contract assets and contract cost assets	93,000	93,000	93,000
Total Current Assets	24,931,118	25,083,148	25,944,352
Non-Current Assets			
Receivables	329,821	348,087	364,973
Contract assets and contract cost assets	93,000	93,000	93,000
Infrastructure, Property, Plant & Equipment	582,687,911	583,886,191	585,105,359
Investment Property	52,974,000	52,974,000	52,974,000
Intangible Assets	172,000	172,000	172,000
Right of use assets	603,900	487,900	369,580
Investments Accounted for using the equity method	1,604,000	1,770,000	1,897,260
Total Non-Current Assets	638,464,633	639,731,178	640,976,173
TOTAL ASSETS	663,395,751	664,814,326	666,920,524



Balance Sheet

Liabilities

	Revised 23/24 Budget (\$)	24/25 Budget (\$)	Draft 25/26 Budget (\$)
Current Liabilities			
Bank Overdraft	-	-	-
Payables	14,821,875	14,352,229	14,484,917
Contract liabilities	1,748,824	1,849,872	1,891,219
Lease liabilities	115,494	119,901	124,475
Borrowings	888,352	909,192	882,336
Employee benefit provisions	4,374,156	4,853,666	5,352,356
Total Current Liabilities	21,948,701	22,084,860	22,735,304
Non-Current Liabilities			
Lease liabilities	542,085	422,184	297,709
Borrowings	3,852,745	2,943,553	2,061,217
Employee benefit provisions	267,918	297,288	327,833
Other provisions	-	-	-
Total Non-Current Liabilities	4,662,748	3,663,025	2,686,759
TOTAL LIABILITIES	26,611,449	25,747,885	25,422,063
Net Assets	636,784,301	639,066,441	641,498,461

Equity

	Revised 23/24 Budget (\$)	24/25 Budget (\$)	Draft 25/26 Budget (\$)
Retained Earnings	297,630,301	299,912,441	302,344,462
Revaluation Reserves	339,154,000	339,154,000	339,154,000
Other Reserves	-	-	-
Council Equity Interest	636,784,301	639,066,441	641,498,462
Non-controlling equity interests	-	-	-
Total Equity	636,784,301	639,066,441	641,498,462

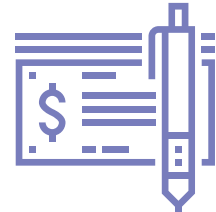
Cash Flow Statement

Cash Flows – Operating Activities

	Revised 23/24 Budget (\$)	24/25 Budget (\$)	Draft 25/26 Budget (\$)
Receipts:			
Rates & Annual Charges	30,813,591	32,633,666	34,324,134
User Charges & Fees	9,945,741	11,248,609	11,486,067
Investment & Interest Revenue Received	1,018,015	744,202	758,732
Grants & Contributions	3,839,200	5,255,674	5,365,351
Bonds & Deposits Received	-	-	-
Other	7,168,175	7,261,757	7,549,695
Payments:			
Employee Benefits & On-Costs	(19,601,753)	(20,570,336)	(21,393,516)
Materials & Contracts	(21,715,311)	(22,752,101)	(23,742,764)
Borrowing Costs	(287,023)	(280,338)	(180,738)
Bonds & Deposits Refunded	-	-	-
Other	(3,389,417)	(3,726,230)	(4,008,687)
Net Cash provided (or used in) Operating Activities	7,791,219	9,814,903	10,158,274

Cash Flows – Investing Activities

	Revised 23/24 Budget (\$)	24/25 Budget (\$)	Draft 25/26 Budget (\$)
Receipts:			
Sale of Investment Securities	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-
Other Investing Activity Receipts	-	-	-
Payments:			
Purchase of Investment Securities	-	-	(1,000,000)
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(15,962,482)	(8,859,295)	(8,376,503)
Other Investing Activity Payments	-	-	-
Net Cash provided (or used in) Investing Activities	(15,962,482)	(8,859,295)	(9,376,503)



Cash Flow Statement

Cash Flows – Financing Activities

	Revised 23/24 Budget (\$)	24/25 Budget (\$)	Draft 25/26 Budget (\$)
Receipts:			
Proceeds from Borrowings & Advances	-	-	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	-	-	-
Payments:			
Repayment of Borrowings & Advances	(867,904)	(888,352)	(909,192)
Repayment of lease liabilities (principal repayments)	(111,421)	(115,494)	(119,901)
Net Cash Flow provided (used in) Financing Activities	(979,325)	(1,003,846)	(1,029,093)
Net Increase/(Decrease) in Cash & Cash Equivalents	(9,150,587)	(48,238)	(247,321)
plus: Cash & Cash Equivalents - beginning of year	11,730,000	2,579,413	2,531,176
Cash & Cash Equivalents - end of the year	2,579,413	2,531,176	2,283,855
Investments - end of the year	19,000,000	19,000,000	20,000,000
Cash, Cash Equivalents & Investments - end of the year	21,579,413	21,531,176	22,283,855

Representing

	Revised 23/24 Budget (\$)	24/25 Budget (\$)	Draft 25/26 Budget (\$)
- External Restrictions	7,832,290	8,367,466	8,901,250
- Internal Restrictions	10,349,401	11,293,401	12,238,061
- Unrestricted	3,397,722	1,870,309	1,144,543
	21,579,413	21,531,176	22,283,855

Equity Statement

	Revised 23/24 Budget (\$)	24/25 Budget (\$)	Draft 25/26 Budget (\$)
Restated opening Balance (as at 1/7)	634,254,000	636,784,301	639,066,441
Other Comprehensive Income	-	-	-
Restated Net Operating Result for the Year	2,530,301	2,282,140	2,432,020
Total Comprehensive Income	2,530,301	2,282,140	2,432,020
Distributions to/(Contributions from) Minority Interests	-	-	-
Transfers between Equity	-	-	-
Equity - Balance at end of the reporting period	636,784,301	639,066,441	641,498,462



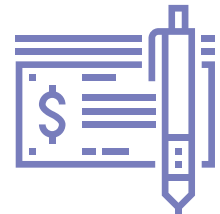
Revised Long Term Financial Plan

The Long-Term Financial Plan (LTFP) is an essential component of councils resourcing strategy, and community strategic plan (MOSPLAN). It provides a strategic framework that includes ten-year forward projections and reflects Council ability to achieve financial sustainability while delivering on the strategies, initiatives, and works outlined in our 2024/25 Budget, revised 4-year Delivery Program, and 1-year Operational Plan.

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

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

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



Current and Projected Financial Positions

The Council is in a strong financial position, with net assets totaling \$634 million as of June 2023, and forecasted cash and investments of \$21.5 million by June 2024, with \$3.3 million being unrestricted cash. Over the years, the Council has consistently achieved surpluses and is projecting a net surplus of \$0.132 million for 2024-25, after allowing for a depreciation expense of \$6.8 million and before capital grants and contributions totaling \$2.15 million.

The budget for 2024-25 provides sufficient funds for ongoing operations and allocates \$8.2 million for capital works projects, all without necessitating additional borrowings.

Council has implemented several cost-reducing measures, including proactive management of employee entitlements and the introduction or enhancement of systems and processes aimed at reducing operating costs.

Inflation is moderating and is projected to reach 3% by late 2025. While goods prices have declined, service price inflation remains high due to excess demand and strong cost pressures, both in labor and non-labor input costs such as construction, insurance, energy, and IT expenses. This inflationary environment has led to increases in the Council's costs such as waste, levies and other business cost hikes.

The Council faces the challenge of maintaining financial sustainability over the long term amidst various obstacles, including cost-shifting from the state government, rising interest rates, skilled labor shortages, increased economic uncertainty stemming from conflicts in Ukraine and the Middle East, post-pandemic recovery efforts, and addressing climate change issues.

Despite the impact of these factors on the Council's current and future financial performance, the revised LTFP demonstrates a commitment to maintaining services, achieving a modest surplus each year, and preserving acceptable cash reserves for funding ongoing operations and capital works.

The revised plan also reflects an accumulation of cash in preparation for major library and surrounds renewal works in the future. Additionally, it incorporates the cost of providing additional food waste services mandated by the government in 2030.

Furthermore, for the 2024-25 budgeted year, the Council does not intend to increase parking fees, nor does it plan to apply for a Special Rates Variation. Council aims to keep borrowing at a minimum level, unless necessary, to maintain asset standards.

Key Performance Indicators

The budget in the revised 2022-2026 Delivery Program and 2024-2025 Operational Plan assumes that the Base scenario outlined in Council's revised Long Term Financial Plan is implemented by Council. The Base scenario indicates that Council will achieve the key objectives of balanced budgets/operational surpluses, continuous financial improvement, and financial sustainability benchmarks for the duration of the Long Term Financial Plan.

This Base scenario, including projected KPIs, is outlined on pp 152-155. Alternate 'Best' and 'Worst' scenarios are included on pp 156-163.

10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - GENERAL FUND

BASE SCENARIO	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years			2030/31	2031/32	2032/33	2033/34
							2028/29	2029/30	2032/33				
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	29,643,000	30,853,600	32,678,500	34,365,583	35,925,573	37,428,579	38,998,927	40,639,858	42,237,769	43,900,382	45,630,402	47,430,648	
User Charges & Fees	9,532,000	10,331,600	11,214,500	11,475,966	11,743,777	12,018,092	12,299,077	12,586,901	12,881,736	13,183,761	13,493,158	13,810,114	
Other Revenues	3,746,000	3,354,550	3,537,430	3,643,553	3,752,859	3,865,445	3,981,409	4,120,758	4,264,984	4,414,259	4,568,758	4,728,665	
Grants & Contributions provided for Operating Purposes	3,861,000	2,886,515	3,106,043	3,095,388	3,116,442	3,137,707	3,159,184	3,191,722	3,246,237	3,303,904	3,361,190	3,419,899	
Grants & Contributions provided for Capital Purposes	3,834,000	2,380,000	2,150,000	2,266,240	2,894,652	3,008,532	3,126,261	3,242,965	3,368,669	3,498,604	3,568,576	3,639,948	
Interest & Investment Revenue	1,066,000	865,912	750,000	765,000	780,300	795,906	811,824	828,061	844,622	861,514	878,745	896,319	
Other Income:													
Net Gains from the Disposal of Assets	28,000	32,700	-	-	-	-	-	-	-	-	-	-	
Fair value increment on investment properties expensed	2,764,000	-	-	-	-	-	-	-	-	-	-	-	
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-	
Other Income	4,429,000	3,645,900	3,795,000	3,932,700	4,075,485	4,223,546	4,377,080	4,508,393	4,643,644	4,782,954	4,926,442	5,074,235	
Joint Ventures & Associated Entities - Gain	153,000	164,000	166,000	127,260	128,533	129,818	131,116	133,738	136,413	139,141	141,924	144,763	
Total Income from Continuing Operations	59,056,000	54,514,777	57,397,473	59,671,690	62,417,620	64,607,624	66,884,878	69,252,394	71,624,074	74,084,520	76,569,195	79,144,592	
Expenses from Continuing Operations													
Employee Benefits & On-Costs	17,731,000	20,162,938	21,092,867	21,936,582	22,704,362	23,499,015	24,321,480	25,172,732	25,927,914	26,705,752	27,506,924	28,332,132	
Borrowing Costs	305,000	306,511	275,000	175,275	134,449	96,613	67,275	94,876	92,119	71,022	53,383	46,815	
Materials & Contracts	19,820,000	21,520,112	22,870,266	23,828,683	24,800,862	25,689,001	26,559,638	27,403,392	28,343,113	29,368,918	30,432,140	31,534,166	
Depreciation & Amortisation	6,190,000	6,245,015	6,844,100	6,980,982	7,120,602	7,263,014	7,408,274	7,556,439	7,707,568	7,861,720	8,018,954	8,179,333	
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-	
Impairment of receivables	353,000	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	2,705,000	3,420,900	3,728,100	4,010,098	4,314,168	4,642,062	4,974,236	5,330,843	5,688,931	6,071,634	6,480,660	6,917,838	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	-	329,000	305,000	308,050	308,050	308,050	308,050	308,050	308,050	308,050	308,050	308,050	
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-	
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	47,104,000	51,984,476	55,115,333	57,239,669	59,382,493	61,497,755	63,638,953	65,866,331	68,067,696	70,387,094	72,800,111	75,318,333	
Operating Result from Continuing Operations	11,952,000	2,530,301	2,282,140	2,432,020	3,035,128	3,109,869	3,245,925	3,386,062	3,556,378	3,697,426	3,769,085	3,826,258	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	11,952,000	2,530,301	2,282,140	2,432,020	3,035,128	3,109,869	3,245,925	3,386,062	3,556,378	3,697,426	3,769,085	3,826,258	
Net Operating Result before Grants and Contributions provided for													
Capital Purposes	8,118,000	150,301	132,140	165,780	140,476	101,338	119,864	143,098	187,709	198,821	200,508	186,310	

10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - GENERAL FUND

BASE SCENARIO

	Actuals 2022/23	Current Year 2023/24	Projected Years										2033/34	
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33			
ASSETS														
Current Assets														
Cash & Cash Equivalents	11,730,000	2,579,413	2,531,176	2,283,855	2,650,377	3,417,309	5,431,812	4,144,081	2,855,344	2,887,143	2,621,444	4,081,375		
Investments	19,000,000	19,000,000	19,000,000	20,000,000	21,000,000	22,000,000	22,000,000	24,000,000	26,000,000	28,000,000	30,000,000	32,000,000		
Receivables	3,077,000	2,994,046	3,178,097	3,275,677	3,421,565	3,521,656	3,625,591	3,732,040	3,841,523	3,957,388	4,070,293	4,211,233		
Inventories	202,000	264,659	280,876	291,820	303,776	314,699	326,021	337,627	349,799	362,415	375,490	389,043		
Contract assets and contract cost assets	186,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000		
Total Current Assets	34,195,000	24,931,118	25,083,148	25,944,352	27,466,718	29,346,664	31,476,424	32,306,748	33,139,667	35,299,946	37,160,228	40,774,551		
Non-Current Assets														
Receivables	336,000	329,821	348,087	364,973	380,588	395,632	411,350	427,774	443,768	460,409	477,726	474,745		
Contract assets and contract cost assets	-	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000		
Infrastructure, Property, Plant & Equipment	573,443,000	582,687,911	583,886,191	585,105,359	586,374,574	587,591,091	588,752,109	591,854,773	594,996,513	596,860,793	599,587,844	600,427,371		
Investment Property	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000		
Intangible Assets	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000		
Right of use assets	719,000	603,900	487,900	369,580	248,894	125,793	231	1,072,188	941,523	808,276	672,363	533,732		
Investments Accounted for using the equity method	1,440,000	1,604,000	1,770,000	1,897,260	2,028,793	2,155,611	2,286,727	2,420,465	2,556,878	2,696,020	2,837,944	2,982,707		
Total Non-Current Assets	629,084,000	638,464,633	639,731,178	640,976,173	642,268,848	643,507,126	644,689,416	649,014,170	652,177,653	654,064,498	656,814,877	657,657,555		
TOTAL ASSETS	663,279,000	663,395,751	664,814,326	666,920,525	669,737,566	672,853,790	676,165,841	681,320,918	685,317,350	689,354,444	693,975,105	698,432,106		
LIABILITIES														
Current Liabilities														
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-		
Payables	15,269,000	14,821,875	14,352,229	14,484,917	14,626,642	14,756,593	14,890,826	15,200,482	15,351,799	15,398,183	15,633,452	15,643,376		
Contract liabilities	3,333,000	1,748,824	1,849,872	1,891,219	1,900,461	2,036,402	2,083,541	2,132,526	2,185,578	2,240,238	2,289,408	2,339,750		
Lease liabilities	111,000	115,494	119,901	124,475	129,224	134,154	34,331	84,474	100,301	106,487	113,055	120,028		
Borrowings	888,000	888,352	909,192	882,336	607,243	567,866	295,369	295,369	295,369	295,369	-	-		
Employee benefit provisions	3,868,000	4,374,156	4,853,666	5,352,356	5,868,501	6,402,710	6,955,617	7,527,876	8,117,302	8,724,412	9,349,734	9,993,816		
Total Current Liabilities	23,449,000	21,948,701	22,084,860	22,735,304	23,222,071	23,897,725	24,259,685	25,250,727	26,050,349	26,469,319	27,385,649	28,096,970		
Non-Current Liabilities														
Lease liabilities	658,000	542,085	422,184	297,709	168,465	34,331	-	1,038,291	937,990	831,503	718,449	598,421		
Borrowings	4,741,000	3,852,745	2,943,553	2,061,217	1,453,974	886,108	590,739	295,369	-	-	-	-		
Employee benefit provisions	177,000	267,918	297,288	327,833	359,447	392,167	426,033	461,084	497,186	534,372	572,673	612,123		
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-		
Total Non-Current Liabilities	5,576,000	4,662,748	3,663,025	2,686,759	1,981,906	1,312,606	1,016,772	1,794,744	1,435,176	1,365,875	1,291,122	1,210,544		
TOTAL LIABILITIES	29,025,000	26,611,449	25,747,885	25,422,063	25,203,977	25,210,331	25,276,457	27,045,471	27,485,525	27,835,194	28,676,771	29,307,514		
Net Assets	634,254,000	636,784,301	639,066,441	641,498,462	644,533,590	647,943,469	650,889,384	654,275,447	657,831,824	661,529,250	665,298,334	669,124,593		
EQUITY														
Retained Earnings	285,100,000	297,630,301	299,912,441	302,344,462	305,379,590	308,489,459	311,735,384	315,121,447	318,677,824	322,375,250	326,144,334	329,970,593		
Revaluation Reserves	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000		
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-		
Council Equity Interest	634,254,000	636,784,301	639,066,441	641,498,462	644,533,590	647,943,469	650,889,384	654,275,447	657,831,824	661,529,250	665,298,334	669,124,593		
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-		
Total Equity	634,254,000	636,784,301	639,066,441	641,498,462	644,533,590	647,943,469	650,889,384	654,275,447	657,831,824	661,529,250	665,298,334	669,124,593		

BASE SCENARIO

10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - GENERAL FUND

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	29,468,000	30,813,591	32,633,666	34,324,134	35,887,247	37,391,653	38,960,346	40,599,543	42,198,511	43,859,535	45,587,899	47,386,419
User Charges & Fees	9,649,000	9,945,741	11,248,609	11,486,067	11,754,123	12,028,690	12,309,933	12,598,020	12,893,126	13,195,429	13,505,111	13,822,359
Investment & Interest Revenue Received	897,000	1,018,015	744,202	758,732	772,855	787,993	803,100	821,822	838,511	852,481	870,149	883,938
Grants & Contributions	8,963,000	3,839,200	5,255,674	5,365,351	6,033,993	6,151,003	6,290,353	6,439,948	6,621,260	6,809,123	6,934,253	7,064,434
Bonds & Deposits Received	2,075,000	-	-	-	-	-	-	-	-	-	-	-
Other	7,354,000	7,188,175	7,261,757	7,549,695	7,790,324	8,060,560	8,329,308	8,597,756	8,875,826	9,163,449	9,461,799	9,768,580
Payments:												
Employee Benefits & On-Costs	(17,861,000)	(19,601,753)	(20,570,336)	(21,393,516)	(22,144,018)	(22,919,059)	(23,721,226)	(24,551,468)	(25,290,006)	(26,048,706)	(26,830,167)	(27,635,073)
Materials & Contracts	(19,602,000)	(21,715,311)	(22,752,101)	(23,742,764)	(24,707,332)	(25,599,414)	(26,467,411)	(27,307,519)	(28,243,884)	(29,265,115)	(30,323,529)	(31,420,498)
Borrowing Costs	(346,000)	(287,023)	(280,338)	(180,738)	(139,751)	(100,262)	(70,687)	(96,650)	(93,894)	(72,797)	(53,383)	(46,815)
Bonds & Deposits Refunded	(1,424,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(2,663,000)	(3,389,417)	(3,726,230)	(4,008,687)	(4,312,736)	(4,640,653)	(4,972,782)	(5,329,335)	(5,687,457)	(6,070,100)	(6,479,065)	(6,916,180)
Net Cash provided (or used in) Operating Activities	16,510,000	7,791,219	9,814,903	10,158,274	10,934,706	11,160,510	11,460,934	11,772,116	12,111,994	12,423,299	12,673,067	12,907,166
Cash Flows from Investing Activities												
Receipts:												
Sale of Infrastructure, Property, Plant & Equipment	285,000	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	57,000	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	35,000,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Purchase of Investment Property	(9,793,000)	(15,962,482)	(8,859,295)	(8,376,503)	(8,561,372)	(8,657,112)	(8,744,412)	(10,662,912)	(11,010,887)	(9,995,830)	(10,832,278)	(9,334,261)
Purchase of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(43,000,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(17,451,000)	(15,962,482)	(8,859,295)	(9,376,503)	(9,561,372)	(9,657,112)	(8,744,412)	(12,662,912)	(13,010,887)	(11,995,830)	(12,832,278)	(11,334,261)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(1,384,000)	(867,904)	(888,352)	(909,192)	(882,336)	(607,243)	(567,866)	(295,369)	(295,369)	(295,369)	(295,369)	(295,369)
Repayment of lease liabilities (principal repayments)	(107,000)	(11,421)	(115,494)	(119,901)	(124,475)	(129,224)	(134,154)	(101,567)	(94,474)	(100,301)	(106,487)	(113,055)
Net Cash Flow provided (used in) Financing Activities	(1,491,000)	(979,325)	(1,003,846)	(1,029,093)	(1,006,811)	(736,467)	(702,020)	(396,936)	(389,843)	(395,670)	(406,487)	(413,055)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,432,000)	(9,150,587)	(48,238)	(247,321)	366,523	766,932	2,014,503	(1,287,732)	(1,288,736)	31,799	(265,699)	1,459,830
plus: Cash & Cash Equivalents - beginning of year	14,162,000	11,730,000	2,579,413	2,531,176	2,283,855	2,650,377	3,417,309	5,431,812	4,144,081	2,855,344	2,887,143	2,621,444
Cash & Cash Equivalents - end of the year	11,730,000	2,579,413	2,531,176	2,283,855	2,650,377	3,417,309	5,431,812	4,144,081	2,855,344	2,887,143	2,621,444	4,081,275
Cash & Cash Equivalents - end of the year	11,730,000	2,579,413	2,531,176	2,283,855	2,650,377	3,417,309	5,431,812	4,144,081	2,855,344	2,887,143	2,621,444	4,081,275
Investments - end of the year	19,000,000	19,000,000	19,000,000	20,000,000	21,000,000	22,000,000	22,000,000	24,000,000	26,000,000	28,000,000	30,000,000	32,000,000
Cash, Cash Equivalents & Investments - end of the year	30,730,000	21,579,413	21,531,176	22,283,855	23,650,377	25,417,309	27,431,812	28,144,081	28,855,344	30,887,143	32,621,444	36,081,275
Representing:												
- External Restrictions	9,582,000	7,832,290	8,367,466	8,901,250	9,482,446	10,064,819	10,647,931	9,231,318	7,814,488	8,396,926	8,978,084	9,567,390
- Internal Restrictions	14,117,000	10,349,401	11,293,401	12,238,061	13,183,391	14,129,401	15,076,101	16,023,501	16,971,613	17,920,446	18,870,012	19,820,321
- Unrestricted	7,031,000	3,397,722	1,870,309	1,144,543	984,541	1,223,090	1,707,780	2,889,262	4,069,244	4,569,772	4,773,348	6,031,564
30,730,000	21,579,413	21,531,176	22,283,855	23,650,377	25,417,309	27,431,812	28,144,081	28,144,081	28,855,344	30,887,143	32,621,444	36,081,275

10 Year Financial Plan for the Years ending 30 June 2034
KEY PERFORMANCE INDICATORS - GENERAL FUND

BASE SCENARIO	Year	Projected Years										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
Council's Target Benchmarks												
Operating Performance Ratio 1)	0.54%	0.49%	0.61%	0.54%	0.45%	0.47%	0.48%	0.53%	0.52%	0.50%	0.46%	
Own Source Operating Revenue Ratio 1)	90.30%	90.82%	91.00%	90.35%	90.47%	90.58%	90.69%	90.75%	90.80%	90.93%	91.06%	
Unrestricted Current Ratio	1.63	1.62	1.59	1.66	1.72	1.85	1.94	2.05	2.17	2.18	2.35	
Debt Service Cover Ratio 1)	5.31	5.78	6.23	6.64	9.17	10.10	16.20	16.93	17.79	52.79	53.64	
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	3.37%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%	
Cash Expense Cover Ratio 1)	5.63	5.35	5.31	5.43	5.65	5.89	5.86	5.80	5.99	6.14	6.55	

Within benchmark
 Not within benchmark
 Within green benchmark
 above amber maximum
 below amber minimum

10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - GENERAL FUND

BEST SCENARIO

	Actuals	Current Year	2022/23	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS													
Current Assets													
Cash & Cash Equivalents	11,730,000	2,579,413	2,531,176	2,516,923	3,378,343	4,922,675	8,018,899	8,140,334	8,612,701	10,783,473	13,062,076	17,500,593	
Investments	19,000,000	19,000,000	19,000,000	20,000,000	21,000,000	22,000,000	22,000,000	24,000,000	26,000,000	28,000,000	30,000,000	32,000,000	
Receivables	3,077,000	2,994,046	3,178,097	3,282,173	3,435,652	3,544,433	3,658,234	3,775,803	3,897,747	4,027,503	4,155,824	4,313,904	
Inventories	202,000	264,659	280,876	291,820	303,776	314,699	326,021	337,627	349,799	362,415	375,490	389,043	
Contract assets and contract cost assets	186,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	
Total Current Assets	34,195,000	24,931,118	25,083,148	26,183,917	28,210,771	30,874,806	34,086,154	36,346,765	38,953,247	43,266,390	47,686,390	54,296,440	
Non-Current Assets													
Receivables	336,000	329,821	348,087	367,377	385,624	403,507	422,283	441,198	461,529	481,967	503,357	504,741	
Contract assets and contract cost assets	-	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	
Infrastructure, Property, Plant & Equipment	573,443,000	582,687,911	583,886,191	585,105,359	586,374,574	587,591,091	588,752,109	591,854,773	594,996,513	596,860,793	599,587,844	600,427,371	
Investment Property	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	
Intangible Assets	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	
Right of use assets	719,000	603,900	487,900	369,580	248,894	125,793	231	1,072,188	941,523	808,276	672,363	533,732	
Investments Accounted for using the equity method	1,440,000	1,604,000	1,770,000	1,897,260	2,025,793	2,156,611	2,286,727	2,420,465	2,556,878	2,696,020	2,837,944	2,982,707	
Total Non-Current Assets	629,084,000	638,464,633	639,731,178	640,978,577	642,273,884	643,515,002	644,700,350	649,028,394	652,195,444	654,086,056	656,840,508	657,687,551	
TOTAL ASSETS	663,279,000	663,395,751	664,814,326	667,162,493	670,484,655	674,389,807	678,796,504	685,375,159	691,148,690	697,352,447	704,526,898	711,983,991	
LIABILITIES													
Current Liabilities													
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	
Payables	15,269,000	14,821,875	14,352,229	14,486,720	14,630,421	14,762,501	14,899,029	15,211,154	15,365,124	15,414,357	15,652,681	15,665,880	
Contract liabilities	3,333,000	1,748,824	1,849,872	1,891,219	1,900,461	2,036,402	2,083,541	2,132,526	2,185,578	2,240,238	2,289,408	2,339,750	
Lease liabilities	111,000	115,494	119,901	124,475	129,224	134,154	34,331	84,474	100,301	106,487	113,055	120,028	
Borrowings	868,000	888,352	909,192	882,336	607,243	567,866	295,369	295,369	295,369	-	-	-	
Employee benefit provisions	3,868,000	4,374,156	4,853,666	5,352,356	5,868,501	6,402,710	6,955,617	7,527,876	8,117,302	8,724,412	9,349,734	9,993,816	
Total Current Liabilities	23,449,000	21,948,701	22,084,860	22,737,108	23,225,849	23,903,633	24,267,887	25,281,399	26,063,674	26,485,493	27,404,878	28,119,474	
Non-Current Liabilities													
Lease liabilities	658,000	542,085	422,184	297,709	168,485	34,331	-	1,038,291	937,990	831,503	718,449	598,421	
Borrowings	4,741,000	3,852,745	2,943,553	2,061,217	1,453,974	886,108	590,739	295,369	-	-	-	-	
Employee benefit provisions	177,000	267,918	297,288	327,833	359,447	392,167	426,033	461,084	497,186	534,372	572,673	612,123	
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Liabilities	5,576,000	4,662,748	3,663,025	2,686,759	1,981,906	1,312,606	1,016,772	1,794,744	1,435,176	1,365,875	1,291,122	1,210,544	
TOTAL LIABILITIES	29,025,000	26,611,449	25,747,885	25,423,867	25,207,755	25,216,239	25,284,659	27,076,143	27,498,850	27,851,367	28,696,000	29,330,018	
Net Assets	634,254,000	636,784,301	639,066,441	641,738,627	645,276,900	649,173,568	653,511,845	658,319,016	663,649,840	669,501,079	675,830,898	682,653,973	
EQUITY													
Retained Earnings	295,100,000	297,630,301	299,912,441	302,584,627	306,122,900	310,019,568	314,357,845	319,165,016	324,495,840	330,347,079	336,676,898	343,499,973	
Revaluation Reserves	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	634,254,000	636,784,301	639,066,441	641,738,627	645,276,900	649,173,568	653,511,845	658,319,016	663,649,840	669,501,079	675,830,898	682,653,973	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	634,254,000	636,784,301	639,066,441	641,738,627	645,276,900	649,173,568	653,511,845	658,319,016	663,649,840	669,501,079	675,830,898	682,653,973	

BEST SCENARIO

**10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - GENERAL FUND**

	Actuals	Current Year	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	29,468,000	30,813,591	32,633,666	34,558,399	36,383,932	38,171,483	40,045,191	42,012,575	43,964,277	46,004,028	48,138,636	50,372,523	
User Charges & Fees	9,649,000	9,945,741	11,248,609	11,486,067	11,754,123	12,028,690	12,309,933	12,598,020	12,893,126	13,195,429	13,505,111	13,822,389	
Investment & Interest Revenue Received	897,000	1,018,015	744,202	757,535	771,068	785,563	799,977	817,956	833,848	846,962	863,713	876,521	
Grants & Contributions	8,963,000	3,839,200	5,255,674	5,365,351	6,033,993	6,151,003	6,290,353	6,439,948	6,612,260	6,809,123	6,934,253	7,064,434	
Bonds & Deposits Received	2,075,000	-	-	-	-	-	-	-	-	-	-	-	
Other	7,354,000	7,168,175	7,261,757	7,549,695	7,790,324	8,060,560	8,329,308	8,597,756	8,875,826	9,163,449	9,461,799	9,768,580	
Payments:													
Employee Benefits & On-Costs	(17,861,000)	(19,601,753)	(20,570,336)	(21,393,516)	(22,144,018)	(22,919,059)	(23,721,226)	(24,551,468)	(25,290,008)	(26,048,706)	(26,830,167)	(27,635,073)	
Materials & Contracts	(19,602,000)	(21,715,311)	(22,752,101)	(23,742,764)	(24,707,332)	(25,599,414)	(26,467,411)	(27,307,519)	(28,243,884)	(29,203,529)	(30,323,529)	(31,420,498)	
Borrowing Costs	(346,000)	(287,023)	(280,338)	(180,738)	(139,751)	(100,262)	(70,887)	(96,650)	(93,894)	(72,797)	(53,383)	(46,815)	
Bonds & Deposits Refunded	(1,424,000)	-	-	-	-	-	-	-	-	-	-	-	
Other	(2,663,000)	(3,389,417)	(3,726,230)	(4,008,687)	(4,312,736)	(4,640,653)	(4,972,782)	(5,329,335)	(5,687,457)	(6,070,100)	(6,479,065)	(6,916,180)	
Net Cash provided (or used in) Operating Activities	16,510,000	7,791,219	9,814,903	10,391,342	11,429,604	11,937,910	12,542,657	13,181,283	13,873,096	14,562,272	15,217,368	15,885,852	
Cash Flows from Investing Activities													
Receipts:													
Sale of Infrastructure, Property, Plant & Equipment	285,000	-	-	-	-	-	-	-	-	-	-	-	
Distributions Received from Joint Ventures & Associates	57,000	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Receipts	35,000,000	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Purchase of Investment Securities	-	-	-	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	
Purchase of Investment Property	(9,793,000)	(15,962,482)	(8,859,295)	(8,376,503)	(8,561,372)	(8,657,112)	(8,744,412)	(10,662,912)	(11,010,887)	(9,995,830)	(10,832,278)	(9,334,281)	
Purchase of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	
Contributions Paid to Joint Ventures & Associates	(43,000,000)	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) investing Activities	(17,451,000)	(15,962,482)	(8,859,295)	(9,376,503)	(9,561,372)	(9,657,112)	(8,744,412)	(12,662,912)	(13,010,887)	(11,995,830)	(12,832,278)	(11,334,281)	
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Repayment of Borrowings & Advances	(1,384,000)	(867,904)	(888,352)	(909,192)	(882,336)	(607,243)	(567,866)	(295,369)	(295,369)	(295,369)	(295,369)	(295,369)	
Repayment of lease liabilities (principal repayments)	(107,000)	(111,421)	(115,494)	(119,901)	(124,475)	(129,224)	(134,154)	(101,567)	(94,474)	(100,301)	(106,487)	(113,055)	
Net Cash Flow provided (used in) Financing Activities	(1,491,000)	(979,325)	(1,003,846)	(1,029,093)	(1,006,811)	(736,467)	(702,020)	(396,936)	(389,843)	(395,670)	(106,487)	(113,055)	
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,432,000)	(9,150,587)	(48,238)	(14,253)	861,420	1,544,331	3,096,225	121,435	472,366	2,170,773	2,278,603	4,438,517	
plus: Cash & Cash Equivalents - beginning of year	14,162,000	11,730,000	2,579,413	2,531,176	2,516,923	3,378,343	4,922,675	8,018,899	8,140,334	8,612,701	10,783,473	13,062,076	
Cash & Cash Equivalents - end of the year	11,730,000	2,579,413	2,531,176	2,516,923	3,378,343	4,922,675	8,018,899	8,140,334	8,612,701	10,783,473	13,062,076	17,500,593	
Cash, Cash Equivalents & Investments - end of the year													
Cash, Cash Equivalents - end of the year	11,730,000	2,579,413	2,531,176	2,516,923	3,378,343	4,922,675	8,018,899	8,140,334	8,612,701	10,783,473	13,062,076	17,500,593	
Investments - end of the year	19,000,000	19,000,000	19,000,000	20,000,000	21,000,000	22,000,000	22,000,000	24,000,000	26,000,000	28,000,000	30,000,000	32,000,000	
Cash, Cash Equivalents & Investments - end of the year	30,730,000	21,579,413	21,531,176	22,516,923	24,378,343	26,922,675	30,018,899	32,140,334	34,612,701	38,783,473	43,062,076	49,500,593	
Representing:													
- External Restrictions	9,582,000	7,832,290	8,367,466	8,901,250	9,482,446	10,064,819	10,647,931	9,231,318	7,814,488	8,396,926	8,978,084	9,557,390	
- Internal Restrictions	14,117,000	10,349,401	11,293,401	12,238,061	13,183,391	14,129,401	15,076,101	16,023,501	16,971,613	17,920,446	18,870,012	19,820,321	
- Unrestricted	7,031,000	3,397,722	1,870,309	1,377,612	1,712,507	2,728,455	4,294,868	6,885,515	9,826,600	12,465,102	15,213,980	20,122,862	
30,730,000	21,579,413	21,531,176	22,516,923	24,378,343	26,922,675	30,018,899	32,140,334	34,612,701	38,783,473	43,062,076	49,500,593		

10 Year Financial Plan for the Years ending 30 June 2034
KEY PERFORMANCE INDICATORS - GENERAL FUND

BEST SCENARIO	Year	Projected Years										
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Council's Target Benchmarks	Operating Performance Ratio 1)	0.54%	0.49%	1.02%	1.37%	1.71%	2.15%	2.58%	3.05%	3.47%	3.88%	4.27%
	Own Source Operating Revenue Ratio 1)	90.30%	90.82%	91.03%	90.43%	90.58%	90.74%	90.88%	90.97%	91.06%	91.23%	91.39%
	Unrestricted Current Ratio	1.63	1.62	1.62	1.72	1.85	2.08	2.28	2.52	2.81	2.98	3.36
	Debt Service Cover Ratio 1)	5.31	5.78	6.43	7.08	10.11	11.52	19.09	20.61	22.40	68.80	72.39
	Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	3.37%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%
	Cash Expense Cover Ratio 1)	5.63	5.35	5.37	5.59	5.98	6.44	6.69	6.96	7.52	8.10	8.98
			● Within benchmark	● Not within benchmark	— Within green benchmark	↑ above amber maximum	↓ below amber minimum					

10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - GENERAL FUND

WORST SCENARIO	Actuals 2022/23	Current Year 2023/24	Projected Years																
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34							
Income from Continuing Operations																			
Revenue:																			
Rates & Annual Charges	29,643,000	30,853,600	32,678,500	34,365,583	35,925,573	37,428,579	38,998,927	40,639,858	42,237,769	43,900,382	45,630,402	47,430,648							
User Charges & Fees	9,532,000	10,331,600	11,214,500	11,475,966	11,743,777	12,018,092	12,299,077	12,586,901	12,881,736	13,183,761	13,493,158	13,810,114							
Other Revenues	3,746,000	3,354,550	3,537,430	3,643,553	3,752,859	3,865,445	3,981,409	4,120,758	4,264,984	4,414,259	4,568,758	4,728,665							
Grants & Contributions provided for Operating Purposes	3,861,000	2,886,515	3,106,043	3,095,388	3,116,442	3,137,707	3,159,184	3,191,722	3,246,237	3,303,904	3,361,190	3,419,899							
Grants & Contributions provided for Capital Purposes	3,834,000	2,380,000	2,150,000	2,266,240	2,894,652	3,008,532	3,126,261	3,242,965	3,368,669	3,498,604	3,628,576	3,763,948							
Interest & Investment Revenue	1,066,000	865,912	750,000	765,000	780,300	795,906	811,824	828,061	844,622	861,514	878,745	896,319							
Other Income:																			
Net Gains from the Disposal of Assets	28,000	32,700	-	-	-	-	-	-	-	-	-	-							
Fair value increment on investment properties expensed	2,764,000	-	-	-	-	-	-	-	-	-	-	-							
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-							
Other Income	4,429,000	3,645,900	3,795,000	3,932,700	4,075,485	4,223,546	4,377,080	4,508,393	4,643,644	4,782,954	4,926,442	5,074,235							
Joint Ventures & Associated Entities - Gain	153,000	164,000	166,000	127,260	129,533	129,818	131,116	133,738	136,413	139,141	141,924	144,763							
Total Income from Continuing Operations	59,056,000	54,514,777	57,397,473	59,671,690	62,417,620	64,607,624	66,884,878	69,252,394	71,624,074	74,084,520	76,569,195	79,144,592							
Expenses from Continuing Operations																			
Employee Benefits & On-Costs	17,731,000	20,162,938	21,092,867	22,147,510	23,144,149	24,185,635	25,273,989	26,411,318	27,467,771	28,566,482	29,709,141	30,897,507							
Borrowing Costs	305,000	306,511	275,000	175,275	134,449	96,613	67,275	94,876	92,119	71,022	53,383	46,815							
Materials & Contracts	19,820,000	21,520,112	22,870,266	24,056,635	25,277,715	26,434,767	27,595,566	28,751,640	30,027,967	31,415,793	32,867,996	34,387,587							
Depreciation & Amortisation	6,190,000	6,245,015	6,844,100	6,980,982	7,120,602	7,263,014	7,408,274	7,556,439	7,707,568	7,861,720	8,018,954	8,179,333							
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-							
Impairment of receivables	353,000	-	-	-	-	-	-	-	-	-	-	-							
Other Expenses	2,705,000	3,420,900	3,728,100	4,047,379	4,394,743	4,772,694	5,161,922	5,583,576	6,014,446	6,479,152	6,980,377	7,521,016							
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-							
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-							
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-							
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-							
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-							
Total Expenses from Continuing Operations	47,104,000	51,984,476	55,115,333	57,715,832	60,379,707	63,060,773	65,815,075	68,705,899	71,617,921	74,702,219	77,937,901	81,340,308							
Operating Result from Continuing Operations	11,952,000	2,530,301	2,282,140	1,955,858	2,037,913	1,546,851	1,069,803	546,494	6,153	(617,699)	(1,368,706)	(2,195,716)							
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-							
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-							
Net Operating Result for the Year	11,952,000	2,530,301	2,282,140	1,955,858	2,037,913	1,546,851	1,069,803	546,494	6,153	(617,699)	(1,368,706)	(2,195,716)							
Net Operating Result before Grants and Contributions provided for Capital Purposes	8,118,000	150,301	132,140	(310,382)	(656,739)	(1,461,681)	(2,056,459)	(2,696,470)	(3,362,516)	(4,116,303)	(4,937,282)	(5,835,664)							

10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - GENERAL FUND

WORST SCENARIO	Actuals 2022/23	Current Year 2023/24	Projected Years										2033/34		
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33				
ASSETS															
Current Assets															
Cash & Cash Equivalents	11,730,000	2,531,176	1,836,616	1,243,723	494,831	390,485	22,000,000	20,331,294	17,571,782	15,380,111	12,081,305	9,637,741			
Investments	19,000,000	19,000,000	20,000,000	21,000,000	22,000,000	22,000,000	3,615,178	3,715,904	3,818,221	3,925,365	4,027,879	4,156,631			
Receivables	3,077,000	3,178,097	3,274,752	3,418,688	3,515,618	3,615,178	3,715,904	3,818,221	3,925,365	4,027,879	4,156,631	4,284,135			
Inventories	202,000	280,876	294,623	309,640	323,870	338,761	354,208	370,520	387,587	405,447	424,135	442,800			
Contract assets and contract cost assets	186,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000			
Total Current Assets	34,195,000	24,931,118	25,498,991	26,065,021	26,427,319	26,437,423	24,494,406	21,853,523	19,766,064	16,607,631	14,311,508				
Non-Current Assets															
Receivables	336,000	348,087	364,973	380,588	395,632	411,350	427,774	443,768	460,409	477,726	495,100	512,425			
Contract assets and contract cost assets	-	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000			
Infrastructure, Property, Plant & Equipment	573,443,000	583,886,191	585,105,359	586,374,574	587,591,091	588,752,109	591,854,773	594,996,513	596,860,793	599,587,844	600,427,371	602,289,408			
Investment Property	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000	52,974,000			
Intangible Assets	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000			
Right of use assets	719,000	487,900	369,580	248,894	125,793	231	1,072,188	941,523	808,276	672,363	533,732	400,000			
Investments Accounted for using the equity method	1,440,000	1,770,000	1,897,260	2,025,793	2,155,611	2,286,727	2,420,465	2,556,878	2,696,020	2,837,944	2,982,707	3,131,900			
Total Non-Current Assets	629,084,000	638,464,633	640,976,173	642,268,848	643,507,126	644,689,416	649,014,170	652,177,683	654,064,498	656,814,877	659,527,555	662,200,000			
TOTAL ASSETS	663,279,000	664,814,326	666,475,164	668,333,869	669,934,446	671,126,840	673,508,575	674,031,206	673,850,562	673,422,508	671,969,063				
LIABILITIES															
Current Liabilities															
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-			
Payables	15,269,000	14,821,875	14,510,630	14,680,623	14,841,379	15,009,099	15,355,100	15,545,690	15,634,569	15,915,783	15,975,344	16,034,905			
Contract liabilities	3,333,000	1,849,872	1,891,219	1,990,461	2,036,402	2,083,541	2,132,526	2,185,578	2,240,238	2,289,408	2,339,750	2,390,092			
Lease liabilities	111,000	119,901	124,475	129,224	134,154	139,073	144,000	149,000	154,000	159,000	164,000	169,000			
Borrowings	888,000	909,192	882,336	607,243	567,866	295,369	295,369	295,369	295,369	295,369	295,369	295,369			
Employee benefit provisions	3,868,000	4,374,156	4,853,666	5,357,152	5,883,294	6,433,113	7,008,089	7,608,089	8,232,521	8,881,931	9,557,317	10,259,718			
Total Current Liabilities	23,449,000	21,948,701	22,765,812	23,290,844	24,012,913	24,430,013	25,485,558	26,359,459	26,863,225	27,875,563	28,694,840	29,519,810			
Non-Current Liabilities															
Lease liabilities	658,000	542,085	297,709	168,485	34,331	-	-	-	-	-	-	-			
Borrowings	4,741,000	2,943,553	2,061,217	1,453,974	886,108	590,739	295,369	-	-	-	-	-			
Employee benefit provisions	177,000	297,288	328,126	360,363	394,029	429,221	465,997	504,243	544,020	585,387	628,410	671,700			
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-			
Total Non-Current Liabilities	5,576,000	4,662,748	4,662,052	4,662,052	4,662,052	4,662,052	4,662,052	4,662,052	4,662,052	4,662,052	4,662,052	4,662,052			
TOTAL LIABILITIES	29,025,000	26,611,449	27,427,864	27,952,896	28,674,965	29,092,065	30,147,610	31,017,511	31,525,277	32,537,615	33,356,892	34,181,862			
Net Assets	634,254,000	638,202,877	639,007,300	640,341,073	645,461,581	646,696,827	648,018,965	647,853,695	647,025,285	646,384,893	642,502,211	637,767,201			
EQUITY															
Retained Earnings	295,100,000	297,630,301	301,868,299	303,906,213	305,453,064	306,522,866	307,069,361	307,075,514	306,457,815	305,089,109	302,893,393	300,708,679			
Revaluation Reserves	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000	339,154,000			
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-			
Council Equity Interest	634,254,000	638,202,877	639,007,300	640,341,073	645,461,581	646,696,827	648,018,965	647,853,695	647,025,285	646,384,893	642,502,211	637,767,201			
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-			
Total Equity	634,254,000	638,202,877	639,007,300	640,341,073	645,461,581	646,696,827	648,018,965	647,853,695	647,025,285	646,384,893	642,502,211	637,767,201			

10 Year Financial Plan for the Years ending 30 June 2034

WORST SCENARIO

	Year	Projected Years										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
Council's Target Benchmarks												
Operating Performance Ratio 1)	0.54%	0.49%	-0.23%	-1.14%	-2.09%	-2.95%	-3.83%	-4.68%	-5.60%	-6.55%	-7.53%	
Own Source Operating Revenue Ratio 1)	90.30%	90.82%	91.00%	90.35%	90.47%	90.58%	90.69%	90.75%	90.80%	90.93%	91.06%	
Unrestricted Current Ratio	1.63	1.62	1.55	1.52	1.45	1.39	1.26	1.11	0.90	0.57	0.35	
Debt Service Cover Ratio 1)	5.31	5.78	5.83	5.76	7.29	7.27	10.43	9.56	8.54	20.65	15.97	
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	3.37%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%	3.38%	
Cash Expense Cover Ratio 1)	5.63	5.35	5.16	5.01	4.86	4.63	4.04	3.34	2.79	2.11	1.61	

● Within benchmark
● Not within benchmark
— Within green benchmark
↑ above amber maximum
↓ below amber minimum

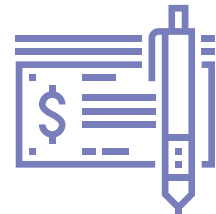
Capital Works Program

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

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

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

The table on page 165 details the Capital Works Program for 2022-2023 to 2025-2026. Further details of the 2024-2025 Capital Works Program are provided on pages 166-169.

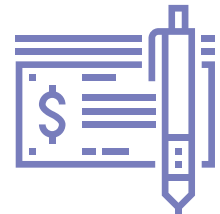


Capital Works Program 2022-23 to 2025-26

Asset Class	Asset Category	Year	\$
Roads and Other Road Assets	Road Pavements, Kerb and Gutter, Retaining Walls	2022/23	5,143,000
		2023/24	2,551,182
		2024/25	1,613,000
		2025/26	2,018,000
Footpaths	Footpaths, Paving and Associated Landscaping	2022/23	410,000
		2023/24	460,000
		2024/25	1,130,000
		2025/26	410,000
Stormwater	Pits and Stormwater Devices, Pipes, Open Channels, Other Stormwater Related Assets	2022/23	570,000
		2023/24	605,000
		2024/25	680,000
		2025/26	560,000
Marine Structures	Wharfs, Decking, Piles, Seawalls	2022/23	410,000
		2023/24	465,000
		2024/25	282,000
		2025/26	282,000
Open Space	Parks and Reserves, Sporting Fields, Bushland, Playgrounds	2022/23	1,370,000
		2023/24	2,405,000
		2024/25	820,000
		2025/26	810,000
Buildings	Council Offices/Administration Centre, Cultural Facilities, Childcare Centres, Investment Buildings, Other Buildings, Pavilions, Amenities and Sports Related Buildings	2022/23	1,975,000
		2023/24	1,659,509
		2024/25	2,585,000
		2025/26	3,535,000

2024/25 Capital Works Program

Asset Class	Detail	\$
Roads and Other Road Assets	Active Transport: Cycling Facilities	50,000
	Active Transport: Studies, design and implementation	55,000
	Walk to School: Footpath and access improvements to schools	50,000
	40KMH Speed Limit Project	20,000
	Asset Management	50,000
	EV Charging Stations	20,000
	Fencing / Guardrail Renewals	100,000
	Retaining Walls Renewal	100,000
	Streetblade Upgrades	75,000
	Kerb and Gutter Renewals	70,000
	Lines and Signs Renewal	30,000
	Traffic Facilities Renewals	63,000
	Road Opening Reinstatements	190,000
	Road Renewals: Awaba Street	30,000
	Road Renewals: Cobblestone Renewals	109,000
	Road Renewals: Concrete Roads	100,000
	Road Renewals: Macpherson Street	120,000
	Road Renewals: Muston Street	80,000
	Road Renewals: Prince Albert Street	63,000
	General Carparks Program	100,000
General Roads Works Program	138,000	
	Total	1,613,000

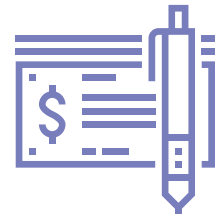


2024/25 Capital Works Program

Asset Class	Detail	\$
Footpaths	Accessibility Works	60,000
	Balmoral Promenade Lighting Upgrade	500,000
	Footpath Renewal: Canrobert Street	30,000
	Footpath Renewal: Dalton Road	50,000
	Footpath Renewal: Gladstone Avenue	35,000
	Footpath Renewal: Muston Street	65,000
	Footpath Renewal: Prince Albert Street	30,000
	Footpath Renewal: Spit Road	75,000
	Military Road Brick Paving	50,000
	Missing Links and Permeable Paving - Holt Ave, Dalton Road	80,000
	Pedestrian Safety: Renewal of Look Out Stamps	15,000
	Pedestrian Safety: Review and Implementation	25,000
	Steps Renewals	75,000
General Footpath Works Program	40,000	
	Total	1,130,000
Marine Structures and Stormwater	Balmoral Baths & Jetty Pile replacements	182,000
	Sharknet Patching and Replacement	50,000
	Military Road Drainage Improvements - Between Gouldsbury St and Almora St	350,000
	Mosman LGA Flood Study - Implementation	95,000
	Open Conduits Renewals	50,000
	Pits and Lintels Renewals	40,000
	Review and implement SQID audit recommendations	55,000
	General Marine Structure Works Program	50,000
	General Stormwater Works Program	90,000
		Total

2024/25 Capital Works Program

Asset Class	Detail	\$
Open Space	Bushland Paths	25,000
	Bay Street and Clifton Gardens Park Edging	75,000
	Park Furniture Upgrades	25,000
	Reid Park Playground Upgrades	200,000
	Military Road Public Garden and Flowers	35,000
	Public Garden Upgrades	75,000
	Sport Fields Playing Surface Renewals	80,000
	Street and Park Tree Planting	70,000
	Spit and Military Road Street Furniture Replacements	65,000
	LED Acceleration Program	100,000
	Art in Public Places	25,000
	Digital Community Noticeboards	25,000
	Plans of Management	20,000
	Total	820,000
Buildings and Planning	Vista Street Lift Upgrade	300,000
	Library Walk Main Switchboard Replacement	60,000
	Art Gallery Works: Chiller and Roof	350,000
	Civic Centre Chiller Replacement	250,000
	Civic Centre Main Switchboard Replacement	250,000
	Library Air Conditioning Renewal	350,000
	Middle Head Oval Redevelopment Design	75,000
	Public Amenities Refurbishment: Tramshed, Rosherville, Bathers, Clifton Garden	100,000
	Rawson Oval Pavilion - External renewal works	500,000
	Vista Street Carpark Ventilation	150,000
	General Building Works Program	200,000
Total	2,585,000	



Capital Expenditure

Capital expenditure summary by Strategic Direction in 2024-25 includes:

	24-25 Budget
Culturally Rich & Vibrant Community	
Arts Programming and Exhibitions	95,000
Library	346,380
Total Culturally Rich & Vibrant Community	441,380
Attractive & Sustainable Environment	
Stormwater	680,000
Waste and Cleaning	180,000
Total Attractive & Sustainable Environment	860,000
Engaged Business Friendly Community with Strong Civic Leadership	
Assets and Services Management	50,000
Finance (Loan Repayments)	888,000
Information Technology	500,000
Total Engaged Business Friendly Community with Strong Leadership	1,438,000
Well-designed Liveable & Accessible Places	
Car Parks	270,000
Property Management	2,435,000
Roads Footpaths	2,598,000
Street Lighting	100,000
Urban Planning	20,000
Total Well Designed Liveable & Accessible Places	5,423,000
Healthy & Active Village Lifestyle	
Open Space Foreshore and Sporting Fields	957,000
Total Healthy & Active Village Lifestyle	957,000
Total	9,119,380

**DELIVERING
FOR MOSMAN.**





Mosman
COUNCIL



**DELIVERING
FOR MOSMAN.**

**MOSPLAN
REVISED
DELIVERY PROGRAM
2022-2026
OPERATIONAL PLAN
2024-2025**

**Mosman
COUNCIL**

