

**Mosman
COUNCIL**

MOSPLAN

**REVISED DELIVERY PROGRAM 2025|2029
OPERATIONAL PLAN 2026|2027**

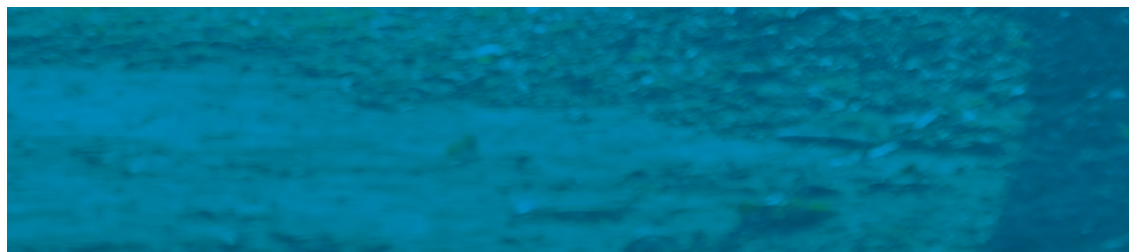
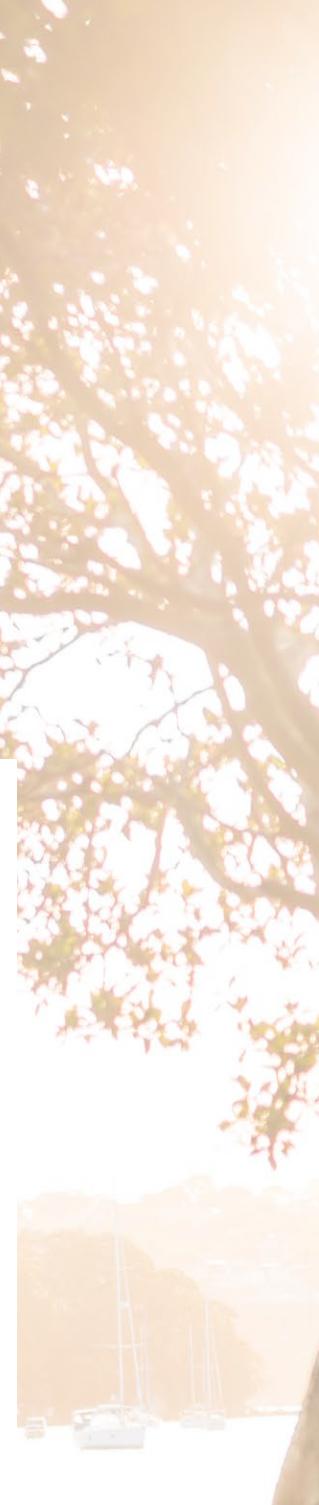
Revised 2025-2029 Delivery Program
and 2026-2027 Operational Plan
Adopted by Council Tuesday 2 June 2026

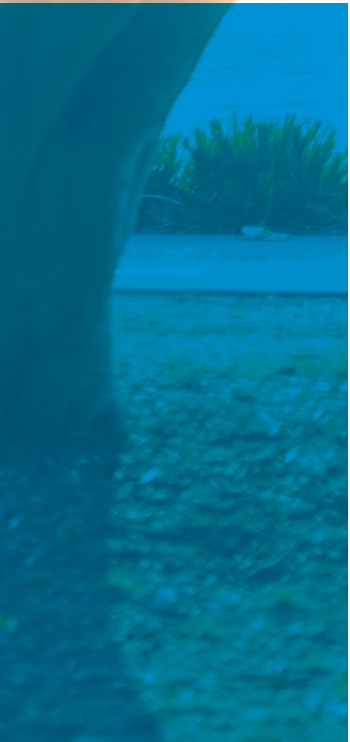
Availability
Revised MOSPLAN 2025-2029 Delivery Program
and 2026-2027 Operational Plan is available on Council's
website mosman.nsw.gov.au

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Mosman
COUNCIL





**A Plan for
Mosman's Future.**

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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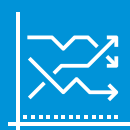
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MOSI





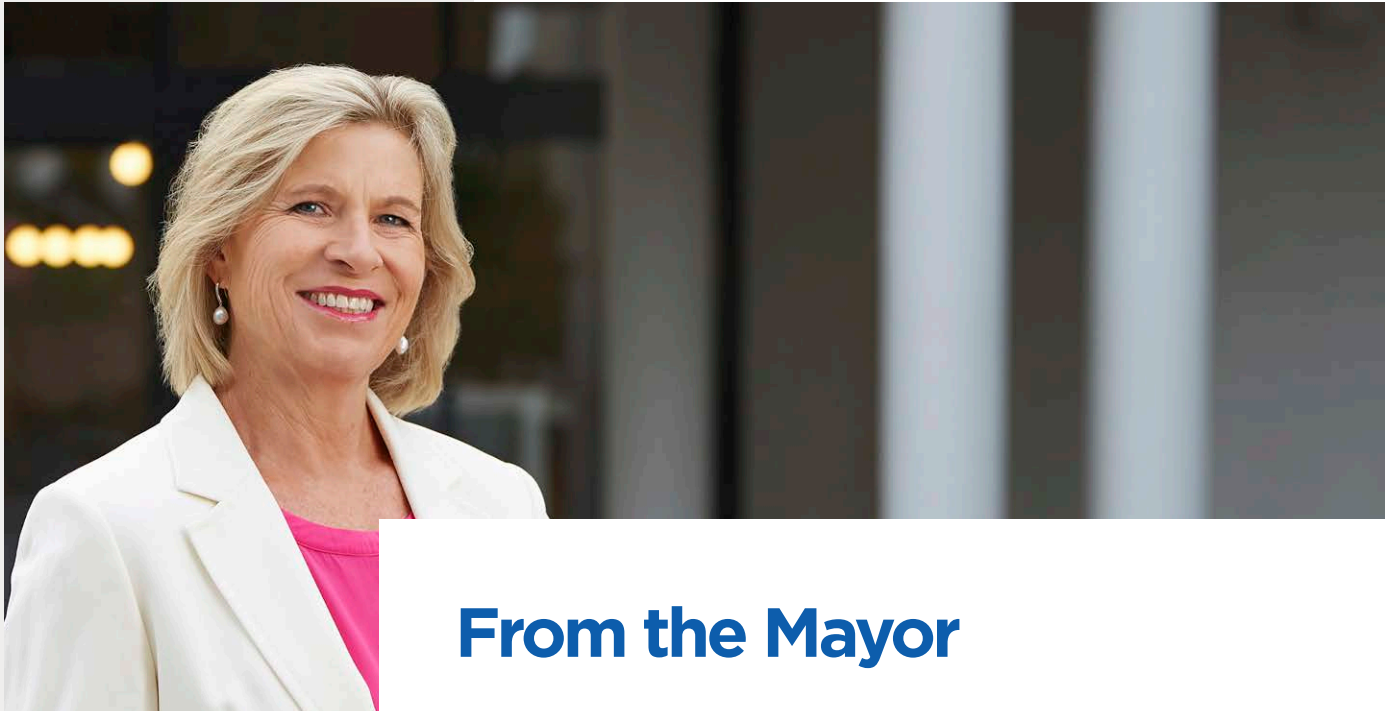
Welcome

From the Mayor
From the General Manager





Our long-term strategic Masterplan will continue to take shape, guided by community consultation, and with key priorities around environmental protection, heritage values, community wellbeing and infrastructure needs.



From the Mayor

We all take great pride in the very special place that Mosman is, with our strong sense of identity, resilience and aspirations more important than ever in the face of rapidly shifting local, national and global events.

The professionalism and dedication of Council's staff and the collective will of Councillors to represent Mosman in the community's best interests, places us in a very fortunate position. This year's budget is again predicted to deliver a modest but significant surplus - without the need for special rate variations - making us the envy of councils across Australia.

Important work already underway will continue to be a significant focus this financial year. Our long-term strategic Masterplan will continue to take shape, guided by community consultation, and with key priorities around environmental protection, heritage values, community wellbeing and infrastructure needs.

The Masterplan is also intended to support strategic investment in community assets that enhance quality of life and respond to the evolving needs of residents, key workers and visitors. We want well-planned density in the right locations, with local centres that are designed to provide lasting value for future generations.

A key project enhancing quality of life and recreation opportunities for our community is the Middle Head Oval Pavilion upgrade. Due for completion in 2027, this project represents a major investment in community and sporting infrastructure and reflects Council's commitment to providing high-quality, fit-for-purpose facilities. The upgraded pavilion will deliver contemporary, accessible and inclusive amenities to support local sporting clubs, recreational users and the wider community. The project has also been carefully designed to complement the natural surrounds of Middle Head, reinforcing Council's focus on sustainability, good design and careful management of community assets.

We also remain mindful of the broader environment in which we operate. Global and national events continue to bring uncertainty and change, influencing economic conditions, construction markets and community expectations.

Our Council is in a strong and sustainable position, with a solid financial foundation that allows us to respond to emerging challenges and changing circumstances. We have built in flexibility, that will allow Council to remain adaptable while continuing to deliver essential services, progress major projects and invest in community priorities, should circumstances beyond our control shift and change.

We look forward to an exciting year ahead, working alongside our community to deliver the high-quality projects, programs and services that Mosman expects and deserves, while continuing to build a resilient, vibrant and sustainable future.

A handwritten signature in black ink that reads "Ann Marie". The signature is fluid and cursive.

Ann Marie Kimber
Mayor

From the General Manager



Planning for Mosman's future requires a clear vision, careful prioritisation and a strong understanding of what our community values most. Our budget is the financial framework that underpins this, and through careful management and strategic long-term planning, our Council is in a healthy position to successfully deliver key projects, programs and services.

The Mosman Masterplan is one of these high priority projects and seeks to set a long-term direction for growth and development in our area, led by our community rather than a one-size-fits-all framework that applies across NSW.

This work will continue in 2026-2027 as we seek to utilise key aspects of our planning framework to guide how Council invests in infrastructure, manages growth, and protects the unique environmental and heritage qualities that define our suburb.

A major part of the master-planning work is taking a detailed look at Mosman's infrastructure - our roads, parks, transport, schools, services and more - to make sure any future planning genuinely reflects what our area can support. This will help ensure that planning decisions are not driven by short-term pressures, but by a considered and sustainable approach to meeting community needs over time.

In 2026-27, we're set to deliver a comprehensive Capital Works Program, with road renewals, footpath upgrades and streetscape improvements designed to improve safety, accessibility and connectivity across our local area. Stormwater and drainage upgrades will help strengthen resilience to weather events and protect both public and private assets, while ongoing works to marine structures and foreshore facilities ensure our coastal infrastructure remains safe and fit for purpose.

Projects such as upgrades to playgrounds, sporting fields, bushland paths and recreation spaces reflect Council's commitment to supporting an active, healthy village lifestyle. Strategic building works and renewals across Council facilities, cultural venues and sporting pavilions will ensure these important community assets continue to serve residents well into the future.

Highlights include a \$1.285 million investment in roads, more than half a million dollars for footpaths that includes work around Mosman schools, and \$1.2 million for open space projects including new fitness equipment, tree planting and other sport and recreation enhancements.

While the program is reviewed regularly and may be adjusted to respond to emerging priorities, it provides transparency and confidence about how Council is investing in Mosman's future.

With careful planning and responsible financial management, we're well-placed to deliver infrastructure that supports liveability, sustainability and resilience, for the benefit of the Mosman community.

Craig Covich
General Manager



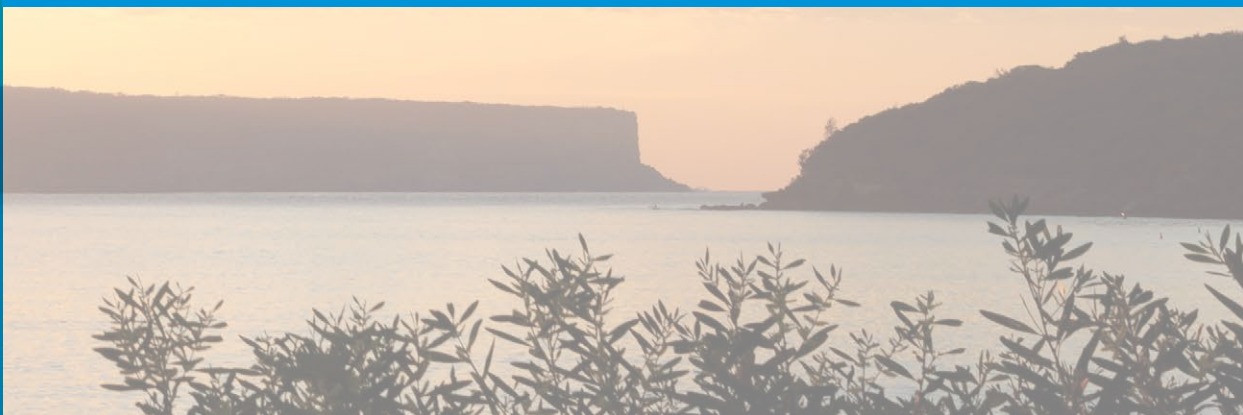
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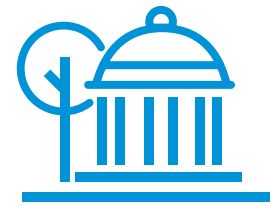


Mosman

Our Place
Our Community
Snapshot of Mosman
Our Organisation
Our Finances







Our Place

Mosman is a place of great history and beauty. It is located 8 kilometres to the north-east of the Central Business District (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 the 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.



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

Our Community

Mosman is home to just under 30,000* residents, having experienced a relatively small population growth in recent years. This trend is likely to continue, 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 (and particularly those 70 years and over) continues to grow.

Mosman has more female residents than male residents (54% compared to 46%), and just over 35% of our residents have moved here from another country. The median age in Mosman is 45.

Fewer residents in Mosman were born overseas compared to the Sydney average and only 13.8% of residents aged between 55 and 64 years of age speak a language other than English at home.

Mosman has a lower proportion of children (under 18) and a higher proportion of residents aged 60 years and above than Greater Sydney. The number of residents above 60 has once again increased.

Mosman is a highly mobile community. Seventy-three percent of working residents travelled outside of the area to work.

Of almost 12,000 households in Mosman, 31% were made up of lone-person households. This is now the predominant household type in Mosman, taking over from Couples with children household type.

The median weekly household income in Mosman is now \$2,894, which is higher than the median weekly household income in Greater Sydney, which is \$2,099.

The qualifications of Mosman residents is much higher than those for the average Sydney resident and significantly more Mosman residents work from home than the Sydney average.

Medium and high-density housing continues to be much higher than Greater Sydney.

The median weekly mortgage repayment in Mosman has increased significantly and is significantly higher than the median weekly mortgage repayment in Greater Sydney. The median weekly rent of \$591 is also much higher than Greater Sydney.

The unemployment rate in Mosman is 3.6%. This has remained steady over the past few years. This rate compares very well to the Greater Sydney unemployment rate of 5.1%.

Mosman has a slightly higher participation rate (population in the labour force) than Greater Sydney. This number has also remained steady over the past few years.



Snapshot of Mosman

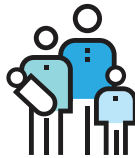


29,071*
residents

*Estimated resident population 30 June 2023



31%
live alone



28%
couples with children



13%
older couples without children

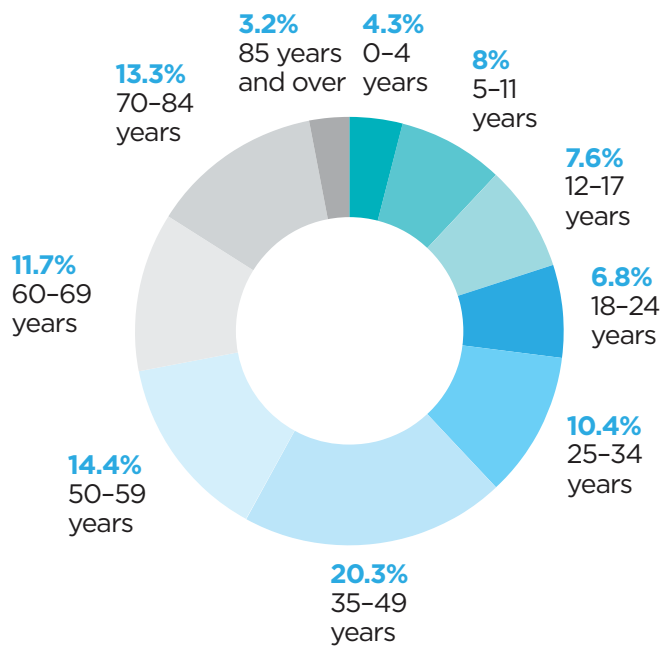


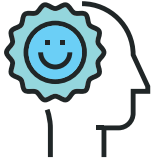
53%
have lived here more than 5 years

17%
speak a language other than English at home

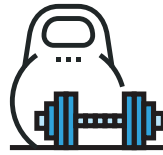
35%
were born overseas

55%
residents who identify with a religion





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



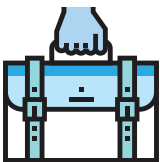
30.1%
adults 16 years and over
undertaking insufficient
physical activity



88.1 years
life expectancy
at birth



55%
residents aged 15
years and over with a
Bachelor or higher degree



14,151
workers



62%
residents in the
labour force



3,415
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

42%
proportion of housing
three or more storeys



13,404
total private
dwellings in Mosman



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 September 2024 and will conclude with the next local government election, which is scheduled for September 2028. Councillor Anne-Marie Kimber was popularly elected as a first term Mayor

Mosman's Deputy Mayor is elected annually by Councillors, and Councillor Michael Randall was elected at the Ordinary Council Meeting held on 8 October 2024. Councillor Randall will hold the position of Deputy Mayor until September 2025.

The Mosman local government area is not divided into wards - all Councillors serve as representatives of the whole municipality. Details of the Councillors elected for the 2024-2028 Council term are provided below:



Ann Marie KIMBER
Mayor 2024-2028



Roy BENDALL



Carolyn CORRIGAN



Pip FRIEDRICH



Colleen GODSELL AM



Simon MENZIES

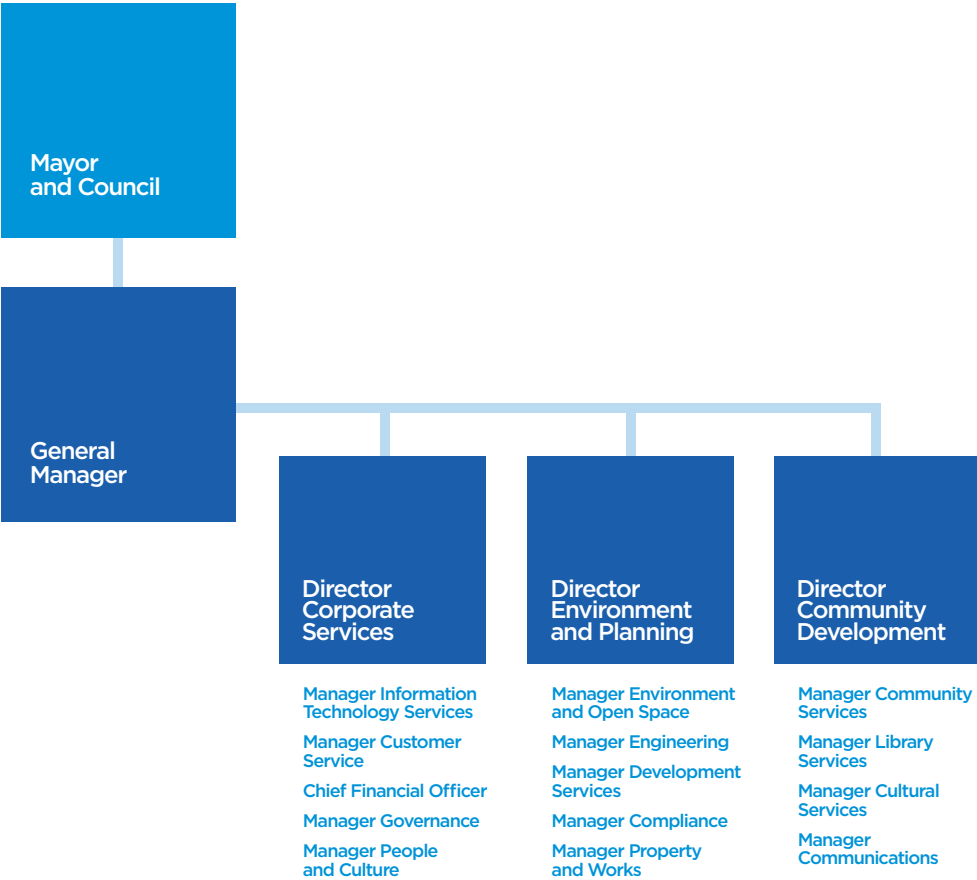


Michael RANDALL
Deputy Mayor 2025-2026



Council Management

Leadership and management of Mosman Council is a collaborative effort between the Mayor, Councillors, the General Manager and staff. The General Manager, Craig Covich, 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 163 full time equivalent) members of staff. Council’s organisational structure is illustrated below:



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.

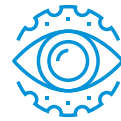
In addition to these values Council supports and advocates the social justice principles of equity, access, participation and rights in both service planning and delivery. These principles are reflected in MOSPLAN's Strategic Directions and Strategies.



LEADERSHIP



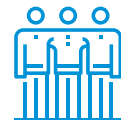
INTEGRITY



TRANSPARENCY



SERVICE



INCLUSIVENESS



RESPECT



Our Finances

2026-27 Income Budget



This table and bar chart show a breakdown of Council revenue. Sources of funds include operating revenue, sale of assets and loan borrowings.

Income (\$)	2026/2027	%
● Rates & Annual Charges	36,207,000	58.0%
● User Fees & Charges	11,371,954	18.2%
● Other Revenue	4,184,702	6.7%
● Grants & Contributions for Operating Purposes	3,454,620	5.5%
● Interest & Investment Revenue	1,360,000	2.2%
● Rental Income	5,736,690	9.2%
● Net Share of Interest in Joint Ventures	140,000	0.2%
Total Income	62,454,966	100.0%

2026-27 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, new capital expenditure, capital renewals and loan repayments.

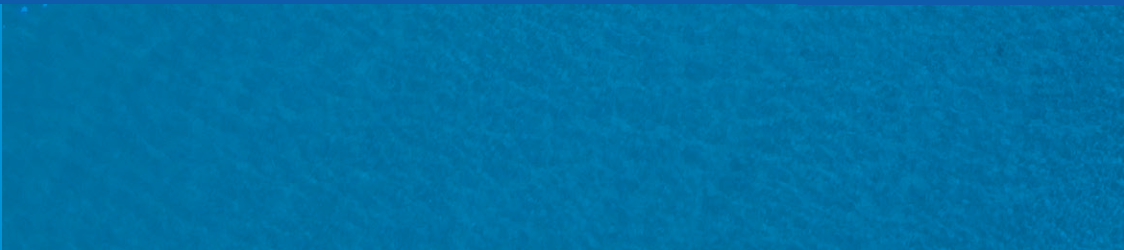
Expenditure (\$)	2026/2027	%
Employee Costs	23,044,546	37.1%
Materials & Services	24,906,799	40.1%
Legal Costs	802,000	1.3%
Consultants	1,050,000	1.7%
Borrowing Costs	162,000	0.3%
Depreciation & Amortisation	7,461,467	12.0%
Other Expenses	719,500	1.2%
State Government Levies	3,328,000	5.4%
Net Loss from Disposal of Assets	71,000	1.1%
Total Expenditure	62,185,312	100.0%

2026-27 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, new capital expenditure, capital renewals and loan repayments.

Strategic Direction (\$)	2026/2027	%
Safe, caring and inclusive community	2,658,116	4.3%
Culturally rich and vibrant community	5,685,977	9.1%
Attractive and sustainable environment	10,118,752	16.3%
Engaged, business-friendly community with strong independent civic leadership	17,511,234	28.2%
Well-designed, liveable and accessible places	17,522,326	28.2%
Healthy and active village lifestyle	8,688,907	14.0%
Total Expenditure	62,185,312	100%





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 (IP&R) 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. 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.

Service Level Reviews

In order to encourage continuous improvement across the council's operations, the Delivery Program must identify areas of service that the council intends to review during its term and how the council will engage with the community and other stakeholders to determine service level expectations and appropriate measures.

Council intends to review the following service areas over the four-year Delivery Program 2025/2029:

- Property and Works (completed in 2024/25)
- Strategic Communications (2026/27)
- People and Culture (2027/28).

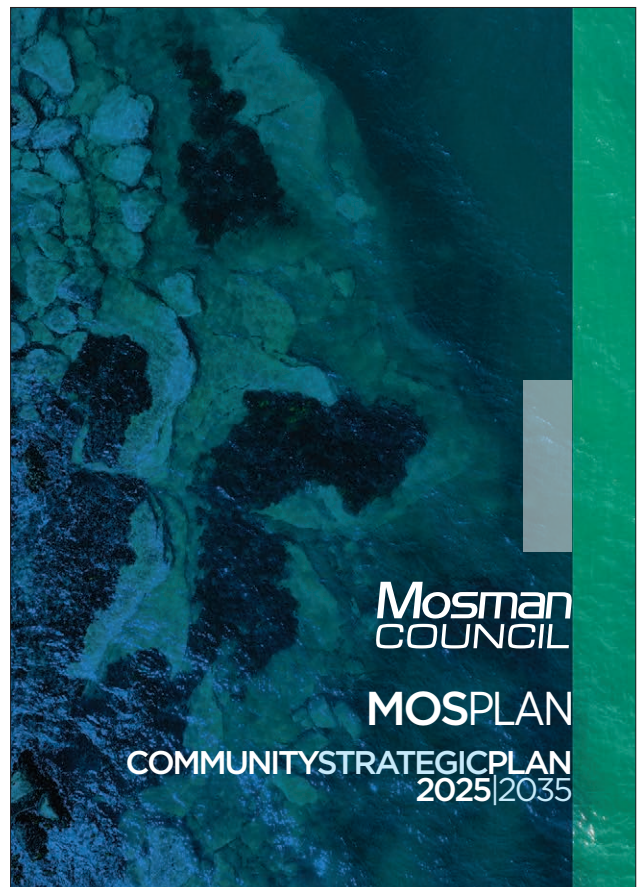
Whilst the above are part of the Operations Plan they may change as operational priorities shift.

Council undertake these reviews, utilising internal data, KPI's, data available from Council, Community Satisfaction Survey and also benchmarking against other councils.



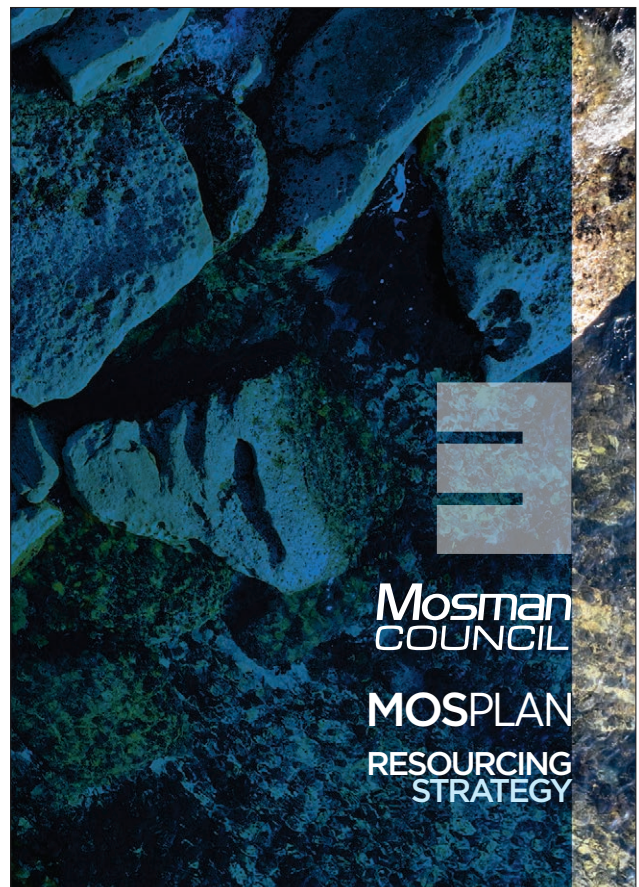
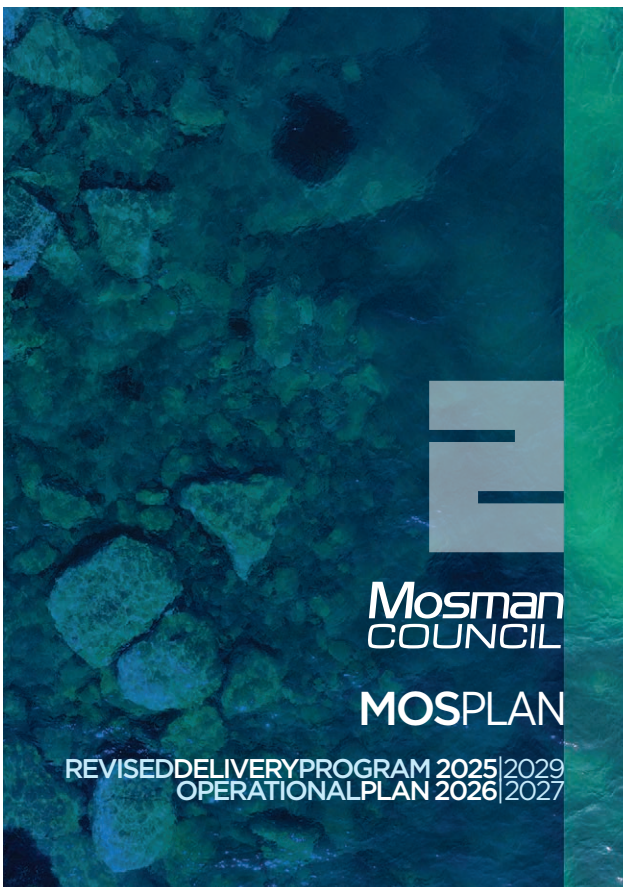
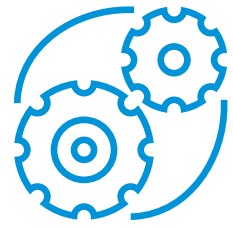
MOSPLAN 2025-2035 and includes the following:

- The 2025-2035 Community Strategic Plan
- The 2025-2029 Delivery Program, Operational Plan and Budget for the 2026/2027 Financial Year. (The Operational Plan is updated annually).
- Resourcing Strategy encompassing longer term financial, infrastructure and workforce planning.



A Plan for Mosman's Future.

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



Delivering 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 (CSP), 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.

Making it Happen.

A **Resourcing Strategy** (inclusive of 4-year Workforce Strategy, 10-year Asset Management Strategy and a 10-year Long Term Financial Plan) details 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, Delivery Program and the Operational Plan.

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, prepared for adoption in 2026, is known as MOSPLAN 2025-2035 and includes the following:

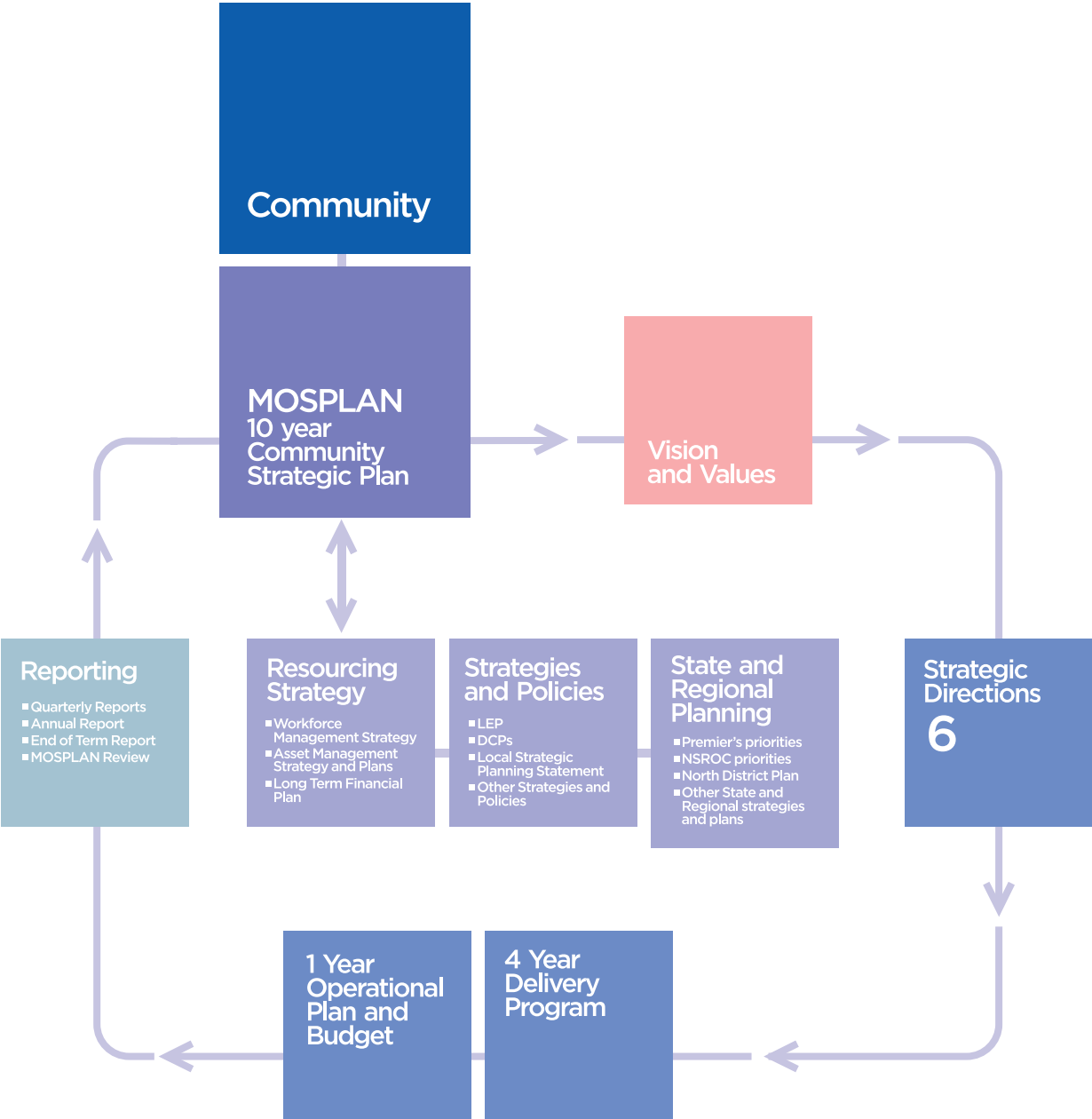
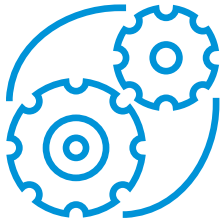
- The 2025-2035 Community Strategic Plan
- A Resourcing Strategy supporting the 2025-2035 Community Strategic Plan encompassing longer term financial, infrastructure and workforce planning
- The 2025-2029 Delivery Program
- The Operational Plan and Budget for the 2026/2027 Financial Year.

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 2025-2035 reflects the aspirations of the

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

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



Reading this Plan

This Delivery Program, provides an overview of the services and facilities that Council plans to deliver over the next four years to bring the 2025-2035 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 2024-2025. The 2025-2029 Delivery Program and 2026-2027 Operational Plan and Budget have also been shaped by the forecasted financial, workforce and infrastructure resources expected to be available to Council over the ten years commencing 1 July 2025.

The 2025-2029 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 2025-2035, this document and the 2025-2035 Community Strategic Plan will be the subject of progress reports presented to Council and the community on a regular basis, including at the beginning of the next term of Council in September 2028.





The Plan identifies key strategies and includes information on related everyday business activities. There is a focus on specific projects, their timelines and resourcing. Each strategy finishes with a detailed breakdown of KPIs and how they will be measured across the period.

Each of the six Strategic Directions are colour-coded and map out various aspects of each strategy in a clearly defined format. This layout and style flows through the MOSPLAN suite of documents to provide consistency.

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Revised Delivery Program 2025-2029
+ Operational Plan 2026-2027

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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 residents in need
- 3 Promote opportunities that develop and foster inclusion

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.

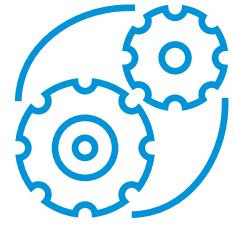
Council participates in community safety projects in collaboration with the Police Local Area Command. Regular contact is made with the State Emergency Service and other emergency services involved in planning for and responding to emergency situations in the local area.

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

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Revised Delivery Program 2025-2029
+ Operational Plan 2026-2027

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Strategic Direction 1

A safe, caring and inclusive community

A safe, caring and inclusive community



Our Projects

Project (\$)	25 26	26 27	27 28	28 29	Total
Dementia Support Initiative (Stage 2) Manager Community Services	40,000	-	-	-	40,000
Domestic Violence Community Awareness Project Manager Community Services	10,000	15,000	-	-	25,000
Mosman After Dark Series Manager Community Services	14,260	14,260	14,260	14,260	57,040
Pedestrian Safety and Walk to School Program Manager Engineering	411,633	167,600	100,000	100,000	779,233
Community Pantry Project Manager Community Services	10,000	1,000	1,000	1,000	13,000
New Mothers Support Program Manager Community Services	-	-	-	-	other funding
40kph Speed Limit Project (Stage 2) Manager Engineering	150,000	20,000	50,000	-	220,000
Total	635,893	217,860	165,260	115,260	1,134,273

Resources

Budget

Income (\$)	25 26	26 27	27 28	28 29
Community Care	947,000	974,084	1,040,675	1,080,863
Children's Services	16,000	16,160	17,285	17,920
Youth Services	6,050	6,302	6,733	6,988
Total Income	969,150	996,546	1,064,673	1,105,071
Expenditure (\$)	25 26	26 27	27 28	28 29
Community Care	1,418,993	1,556,697	1,634,093	1,693,263
Children's Services	200,049	205,872	216,108	223,933
Community Services	567,480	467,617	490,866	508,640
Youth Services	436,154	453,971	476,542	493,797
Total Expenditure	2,622,676	2,684,157	2,817,608	2,919,632
Operating Surplus / (Deficit)	(1,653,526)	(1,687,611)	(1,752,935)	(1,814,561)

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

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

58
Revised Delivery Program 2025-2029
+ Operational Plan 2026-2027
59

Strategic Direction 1

A safe, caring and inclusive community

Resources
Youth Services

	25	26	27
Income (\$)			
Rates & Annual Charges	-	-	-
User Fees & Charges	2,000	2,200	-
Other Revenue	1,050	1,102	-
Grants & Cont for Operating Purposes	3,000	3,000	-
Interest & Investment Revenue	-	-	-
Net Gain from Disposal Of Assets	-	-	-
Rental Income	-	-	-
Net Share of Interest in Joint Ventures	-	-	-
Total Income	6,050	6,302	-
Expenditure (\$)			
Employee Costs	388,454	395,771	-
Materials & Services	47,700	58,200	-
Legal Costs	-	-	-
Consultants	-	-	-
Borrowing Costs	-	-	-
Depreciation & Amortisation	-	-	-
Other Expenses	-	-	-
State Government Levies	-	-	-
Net Loss from Disposal of Assets	-	-	-
Total Expenditure	436,154	453,971	-
Operating Result Before Capital Grants & Contributions	(430,104)	(447,669)	-
FTE Staff		3.0	

Strategic Direction 1

A safe, caring and inclusive community

How we'll measure performance...

KPIs

Key Performance Indicators and Targets

<p>#</p> <p>No. of new volunteers in Council services</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Annual Target</th> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td></td> <td>50</td> <td>50</td> <td>50</td> <td>50</td> </tr> </tbody> </table>	Annual Target	25-26	26-27	27-28	28-29		50	50	50	50	<p>%</p> <p>% Project Milestones achieved - Safe, caring and inclusive community</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Annual Target</th> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td></td> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	Annual Target	25-26	26-27	27-28	28-29		90%	90%	90%	90%	<p>#</p> <p>No. of volunteers in Council services</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Annual Target</th> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td></td> <td>310</td> <td>315</td> <td>320</td> <td>320</td> </tr> </tbody> </table>	Annual Target	25-26	26-27	27-28	28-29		310	315	320	320
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Annual Target	25-26	26-27	27-28	28-29																												
	3,450	3,450	3,450	3,450																												
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	1,668	1,668	1,668	1,668																												
Annual Target	25-26	26-27	27-28	28-29																												
	18,695	18,695	18,695	18,695																												
<p>#</p> <p>No. of meals served at Community Care programs per annum</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Annual Target</th> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td></td> <td>2,000</td> <td>2,000</td> <td>2,000</td> <td>2,000</td> </tr> </tbody> </table>	Annual Target	25-26	26-27	27-28	28-29		2,000	2,000	2,000	2,000	<p>#</p> <p>No. of Community Transport trips per annum</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Annual Target</th> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td></td> <td>5,765</td> <td>5,765</td> <td>5,765</td> <td>5,765</td> </tr> </tbody> </table>	Annual Target	25-26	26-27	27-28	28-29		5,765	5,765	5,765	5,765	<p>%</p> <p>Utilisation rate % - Mosman Youth service and programs</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Annual Target</th> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td></td> <td>80%</td> <td>80%</td> <td>80%</td> <td>80%</td> </tr> </tbody> </table>	Annual Target	25-26	26-27	27-28	28-29		80%	80%	80%	80%
Annual Target	25-26	26-27	27-28	28-29																												
	2,000	2,000	2,000	2,000																												
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<p>%</p> <p>% Young people satisfied with programs and events coordinated by Youth Services</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Annual Target</th> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td></td> <td>85%</td> <td>85%</td> <td>85%</td> <td>85%</td> </tr> </tbody> </table>	Annual Target	25-26	26-27	27-28	28-29		85%	85%	85%	85%	<p>%</p> <p>Level of resident satisfaction with overall range and quality of community facilities and activities</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Annual Target</th> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td></td> <td>750*</td> <td>750*</td> <td>750*</td> <td>750*</td> </tr> </tbody> </table>	Annual Target	25-26	26-27	27-28	28-29		750*	750*	750*	750*											
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	750*	750*	750*	750*																												

*Mosman Community Survey mean score out of 10

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.**

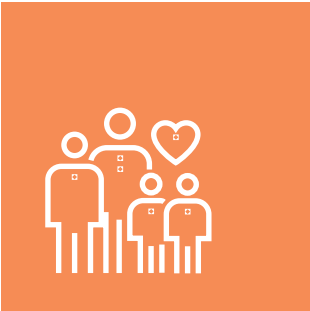


Strategic Directions

What we will 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



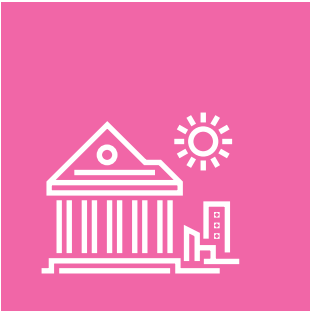
Strategic Direction 2

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

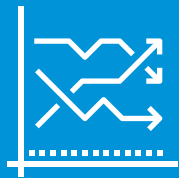
Well-designed, liveable and accessible places



Strategic Direction 6

A healthy and active village lifestyle



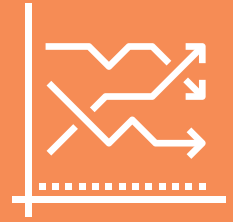
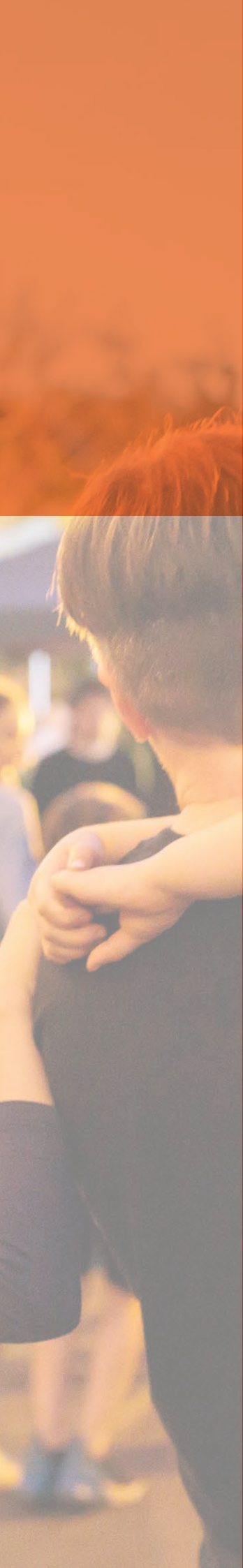


Plans

Delivery Program & Operational Plan

Strategic Directions 1-6





Strategic Direction 1

**A safe, caring
and inclusive
community**

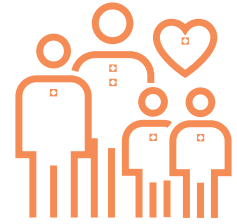
Strategic Direction 1

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 residents in need
- 3 Promote opportunities that develop and foster inclusion



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.

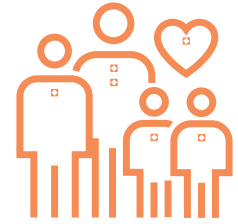
Council participates in community safety projects in collaboration with the Police Local Area Command. Regular contact is made with the State Emergency Service and other emergency services involved in planning for and responding to emergency situations in the local area.

Strategic Direction 1

A safe, caring and inclusive community

Our Projects

Project (\$)	25 26	26 27	27 28	28 29	Total
Dementia Support Initiative (Stage 2) Manager Community Services	40,000	-	-	-	40,000
Domestic Violence Community Awareness Project Manager Community Services	10,000	15,000	-	-	25,000
Mosman After Dark Series Manager Community Services	14,260	14,260	14,260	14,260	57,040
Pedestrian Safety and Walk to School Program Manager Engineering	411,633	167,600	100,000	100,000	779,233
Community Pantry Project Manager Community Services	10,000	1,000	1,000	1,000	13,000
New Mothers Support Program Manager Community Services					other funding
40kph Speed Limit Project (Stage 2) Manager Engineering	150,000	20,000	50,000	-	220,000
Total	635,893	217,860	165,260	115,260	1,134,273



A safe, caring and inclusive community

Resources

Budget

	25	26	27	28
	26	27	28	29
Income (\$)				
Community Care	947,100	974,084	1,040,675	1,080,163
Children's Services	16,000	16,160	17,265	17,920
Youth Services	6,050	6,302	6,733	6,988
Total Income	969,150	996,546	1,064,673	1,105,071
Expenditure (\$)				
Community Care	1,418,993	1,556,697	1,634,093	1,693,263
Children's Services	200,049	205,872	216,108	223,933
Community Services	567,480	467,617	490,866	508,640
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Operating Surplus / (Deficit)	(1,653,526)	(1,687,611)	(1,752,935)	(1,814,561)

Strategic Direction 1

A safe, caring and inclusive community

Resources

Community Care

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	278,100	287,064
Other Revenue	-	-
Grants & Cont for Operating Purposes	669,000	687,020
Interest & Investment Revenue	-	-
Net Gain from Disposal Of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	947,100	974,084
Expenditure (\$)		
Employee Costs	1,059,893	1,263,944
Materials & Services	328,500	272,610
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	30,600	31,100
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,418,993	1,567,654
Operating Result Before Capital Grants & Contributions	(471,893)	(593,570)
FTE Staff		10.6



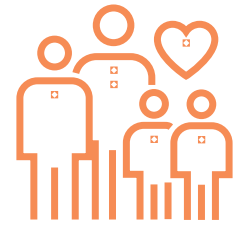
Strategic Direction 1

A safe, caring and inclusive community

Resources

Children's Services

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	16,000	16,160
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	16,000	16,160
Expenditure (\$)		
Employee Costs	164,939	158,405
Materials & Services	35,110	36,510
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	200,049	194,915
Operating Result Before Capital Grants & Contributions	(184,049)	(178,755)
FTE Staff		0.8



A safe, caring and inclusive community

Resources

Community Services

	25	26
	26	27
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	417,100	308,119
Materials & Services	63,780	53,498
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	86,600	106,000
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	567,480	467,617
Operating Result Before Capital Grants & Contributions	(567,480)	(467,617)
FTE Staff		2.0

Strategic Direction 1

A safe, caring and inclusive community

Resources

Youth Services

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	2,000	2,200
Other Revenue	1,050	1,102
Grants & Cont for Operating Purposes	3,000	3,000
Interest & Investment Revenue	-	-
Net Gain from Disposal Of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	6,050	6,302
Expenditure (\$)		
Employee Costs	388,454	395,771
Materials & Services	47,700	58,200
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	436,154	453,971
Operating Result Before Capital Grants & Contributions	(430,104)	(447,669)
FTE Staff		3.0



A safe, caring and inclusive community

How we'll measure performance...

KPIs

Key Performance Indicators and Targets

	<p></p> <p>% Project Milestones achieved - Safe, caring and inclusive community</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	90%	90%	90%	90%	<p></p> <p>No. of volunteers in Council services</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>310</td> <td>315</td> <td>320</td> <td>320</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	310	315	320	320								
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25-26	26-27	27-28	28-29																							
50	50	50	50																							
25-26	26-27	27-28	28-29																							
3,450	3,450	3,450	3,450																							
25-26	26-27	27-28	28-29																							
1,168	1,168	1,168	1,168																							
<p></p> <p>No. of meals delivered by Meals on Wheels per annum</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>18,695</td> <td>18,695</td> <td>18,695</td> <td>18,695</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	18,695	18,695	18,695	18,695	<p></p> <p>No. of meals served at Community Care programs per annum</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>2,000</td> <td>2,000</td> <td>2,000</td> <td>2,000</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	2,000	2,000	2,000	2,000	<p></p> <p>No. of Community Transport trips per annum</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>5,755</td> <td>5,755</td> <td>5,755</td> <td>5,755</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	5,755	5,755	5,755	5,755
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<p></p> <p>Utilisation rate % - Mosman Youth service and programs</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>80%</td> <td>80%</td> <td>80%</td> <td>80%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	80%	80%	80%	80%	<p></p> <p>% Young people satisfied with programs and events coordinated by Youth Services</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>85%</td> <td>85%</td> <td>85%</td> <td>85%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	85%	85%	85%	85%	<p></p> <p>Level of resident satisfaction with overall range and quality of community facilities and activities</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.50*</td> <td>7.50*</td> <td>7.50*</td> <td>7.50*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.50*	7.50*	7.50*	7.50*
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*Mosman Community Survey mean score out of 10



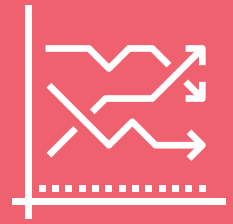


A safe, caring and inclusive community

<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with access to Council information and Council support</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>6.95*</td> <td>6.95*</td> <td>6.95*</td> <td>6.95*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	6.95*	6.95*	6.95*	6.95*	<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with services and facilities for people from culturally and linguistically diverse backgrounds</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>6.20*</td> <td>6.20*</td> <td>6.20*</td> <td>6.20*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	6.20*	6.20*	6.20*	6.20*	<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with services and facilities for older people</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.40*</td> <td>7.40*</td> <td>7.40*</td> <td>7.40*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.40*	7.40*	7.40*	7.40*
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7.40*	7.40*	7.40*	7.40*																							
<p>✓ ✓ ✓</p> <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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>6.85*</td> <td>6.85*</td> <td>6.85*</td> <td>6.85*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	6.85*	6.85*	6.85*	6.85*	<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with services and facilities for children and families</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.55*</td> <td>7.55*</td> <td>7.55*</td> <td>7.55*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.55*	7.55*	7.55*	7.55*	<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with services for young people</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>6.80*</td> <td>6.80*</td> <td>6.80*</td> <td>6.80*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	6.80*	6.80*	6.80*	6.80*
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25-26	26-27	27-28	28-29																							
6.80*	6.80*	6.80*	6.80*																							
<p>✓ ✓ ✓</p> <p>Level of residents' sense of safety in their local community</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>9.20*</td> <td>9.20*</td> <td>9.20*</td> <td>9.20*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	9.20*	9.20*	9.20*	9.20*	<p></p> <p>Utilisation rate % - Of service for older people engaging with Mosman Seniors services and programs</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>80%</td> <td>80%</td> <td>80%</td> <td>80%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	80%	80%	80%	80%	<p></p> <p>Utilisation rate % - Connections playgroup</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>95%</td> <td>95%</td> <td>95%</td> <td>95%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	95%	95%	95%	95%
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80%	80%	80%	80%																							
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95%	95%	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 Honour and promote Mosman's unique identity and heritage
- 2 Support and expand cultural and creative endeavours
- 3 Provide further opportunities for creativity, connection and cultural expression



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 (\$)	25 26	26 27	27 28	28 29	Total
Art Works in Public Places Manager Cultural Services	50,000	25,000	25,000	25,000	125,000
Nightlife in Mosman Program Manager Cultural Services	34,000	34,000	34,000	34,000	136,000
Library Site Redevelopment Studies and Design Manager Library Services	50,000	50,000	150,000	150,000	400,000
Artist Residency @ Depot Program Manager Cultural Services	20,000	10,000	10,000	10,000	50,000
Library: Mosman Room Renewal Manager Library Services	-	50,000	50,000	-	100,000
Neil Balnaves AO Fellowship Program Manager Cultural Services					other funding
Curlew Artist Camp Signage Manager Cultural Services	-	10,000	10,000	40,000	60,000
Total	154,000	179,000	279,000	259,000	871,000



A culturally rich and vibrant community

Resources

Budget

	25	26	27	28
	26	27	28	29
Income (\$)				
Art Gallery and Community Centre	125,000	150,000	160,254	166,335
Arts Programming and Exhibitions	404,500	223,550	238,833	247,895
Events & Markets	372,500	357,600	382,047	396,543
Heritage Management	12,500	12,500	13,355	13,861
Library	183,600	166,500	177,882	184,632
Total Income	1,098,100	910,150	972,371	1,009,266
Expenditure (\$)				
Art Gallery and Community Centre	594,053	554,301	582,361	603,448
Arts Programming and Exhibitions	1,285,330	1,389,925	1,460,285	1,513,162
Events and Markets	880,779	774,420	813,623	843,083
Heritage Management	92,500	152,500	160,220	166,021
Library	2,745,405	2,865,597	3,010,659	3,119,673
Total Expenditure	5,598,067	5,736,743	6,027,147	6,245,387
Operating Surplus / (Deficit)	(4,499,967)	(4,826,593)	(5,054,776)	(5,236,121)

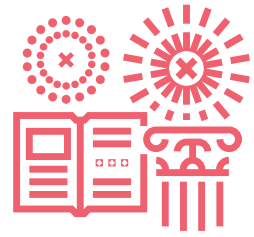
Strategic Direction 2

A culturally rich and vibrant community

Resources

Art Gallery and Community Centre

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	125,000	150,000
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	125,000	150,000
Expenditure (\$)		
Employee Costs	311,553	272,126
Materials & Services	157,500	155,925
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	125,000	126,250
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	594,053	554,301
Operating Result Before Capital Grants & Contributions	(469,053)	(404,301)
FTE Staff		1.8



A culturally rich and vibrant community

Resources

Arts Programming and Exhibitions

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	106,300	69,050
Other Revenue	188,200	144,500
Grants & Cont for Operating Purposes	110,000	10,000
Interest & Investment Revenue	-	-
Net Gain from Disposal Of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	404,500	223,550
Expenditure (\$)		
Employee Costs	761,690	929,353
Materials & Services	517,640	458,572
Legal Costs	-	-
Consultants	6,000	2,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,285,330	1,389,925
Operating Result Before Capital Grants & Contributions	(880,830)	(1,166,375)
FTE Staff		7.6
Capital Expenditure (\$)	120,000	95,000

#australiaday
#reflectrespectcelebrate

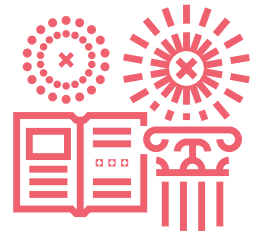


Australia Day
Reflect. Respect. Celebrate.



WE'RE ALL PART
OF THE STORY.





A culturally rich and vibrant community

Resources

Events and Markets

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	227,500	217,600
Other Revenue	20,000	10,000
Grants & Cont for Operating Purposes	125,000	130,000
Interest & Investment Revenue	-	-
Net Gain from Disposal Of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	372,500	357,600
Expenditure (\$)		
Employee Costs	362,474	397,772
Materials & Services	518,305	376,648
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	880,779	774,420
Operating Result Before Capital Grants & Contributions	(508,279)	(416,820)
FTE Staff		2.8

Strategic Direction 2

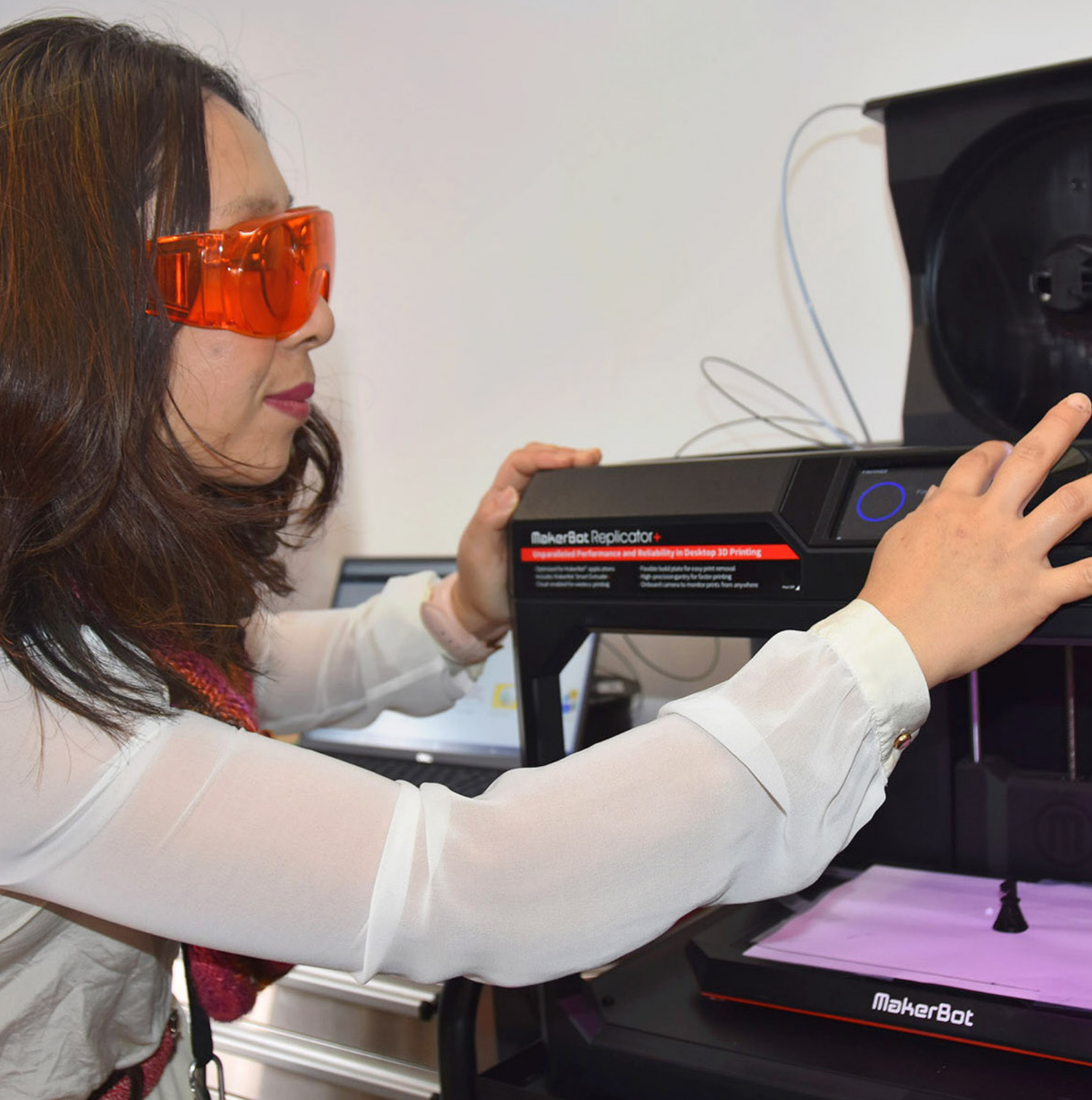
A culturally rich and vibrant community

Resources

Heritage Management

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	12,500	12,500
Interest & Investment Revenue	-	-
Net Gain from Disposal Of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	12,500	12,500
Expenditure (\$)		
Employee Costs	-	-
Materials & Services	-	-
Legal Costs	-	25,000
Consultants	92,500	127,500
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	92,500	152,500
Operating Result Before Capital Grants & Contributions	(80,000)	(140,000)



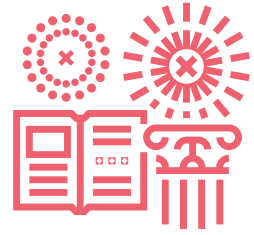


MakerBot Replicator+

Unparalleled Performance and Reliability in Desktop 3D Printing

Unparalleled Performance and Reliability in Desktop 3D Printing

MakerBot



A culturally rich and vibrant community

Resources

Library

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	27,500	21,500
Other Revenue	7,100	5,000
Grants & Cont for Operating Purposes	149,000	140,000
Interest & Investment Revenue	-	-
Net Gain from Disposal Of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	183,600	166,500
Expenditure (\$)		
Employee Costs	1,952,465	2,054,699
Materials & Services	286,940	281,198
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	404,000	419,700
Other Expenses	102,000	110,000
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	2,745,405	2,865,597
Operating Result Before Capital Grants & Contributions	(2,561,805)	(2,699,097)
FTE Staff		18.7
Capital Expenditure (\$)	373,605	390,000

Strategic Direction 2

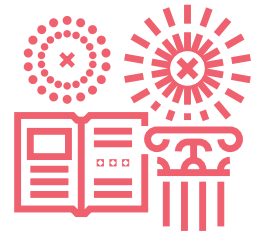
A culturally rich and vibrant community

How we'll measure performance...

KPIs

Key Performance Indicators and Targets

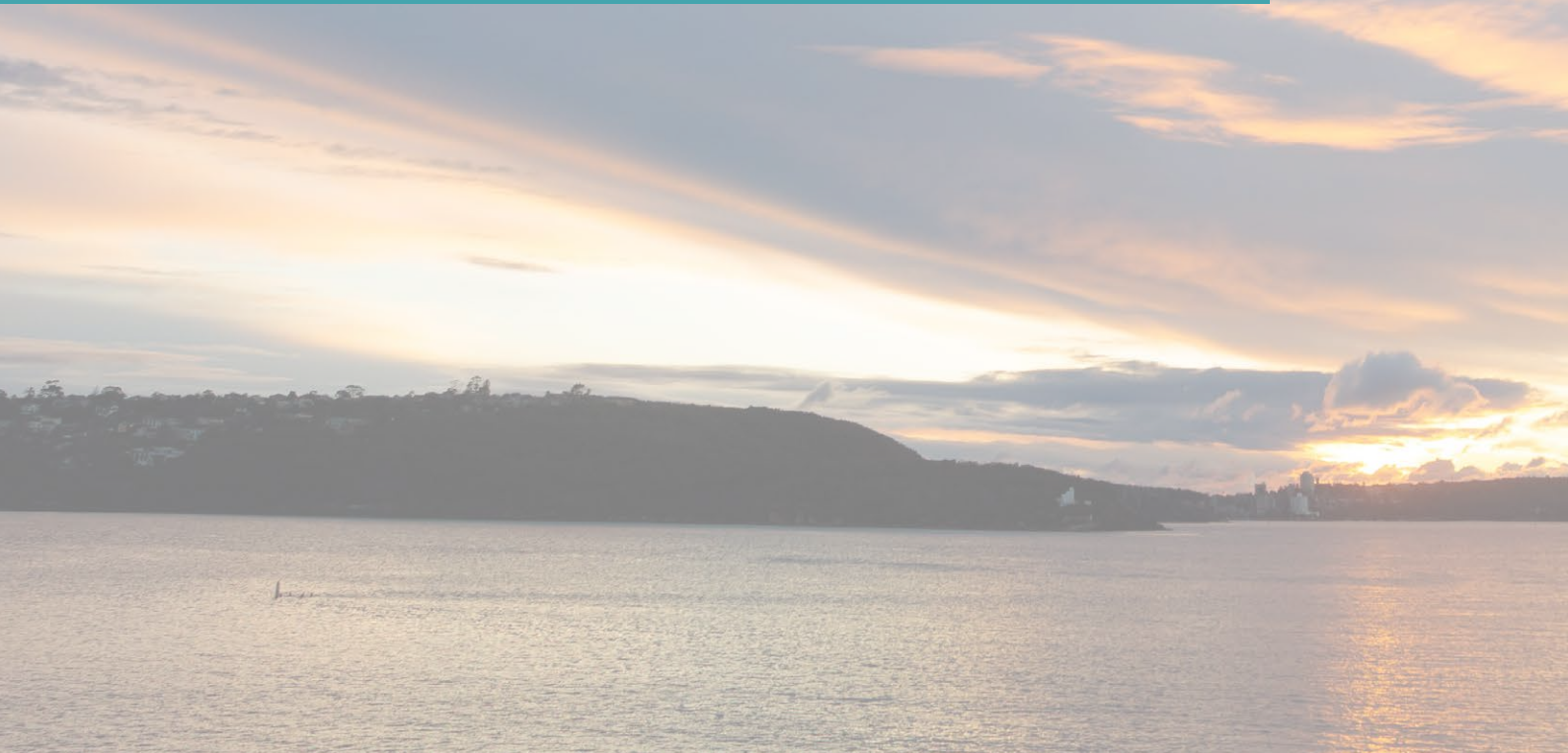
	 <p>% Project Milestones achieved - Culturally rich and vibrant community</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	90%	90%	90%	90%	 <p>Level of residents satisfaction with Library services</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.95*</td> <td>7.95*</td> <td>7.95*</td> <td>7.95*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.95*	7.95*	7.95*	7.95*								
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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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>360</td> <td>360</td> <td>360</td> <td>360</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	360	360	360	360	 <p>No. of Library programs delivered for adults</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>125</td> <td>125</td> <td>125</td> <td>125</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	125	125	125	125	 <p>No. of Library visits per capita per annum</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>9.9</td> <td>9.9</td> <td>9.9</td> <td>9.9</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	9.9	9.9	9.9	9.9
25-26	26-27	27-28	28-29																							
360	360	360	360																							
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125	125	125	125																							
25-26	26-27	27-28	28-29																							
9.9	9.9	9.9	9.9																							
 <p>No. loans per capita per annum</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>9.5</td> <td>9.5</td> <td>9.5</td> <td>9.5</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>95%</td> <td>95%</td> <td>95%</td> <td>95%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>87,000</td> <td>89,000</td> <td>90,000</td> <td>92,000</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	87,000	89,000	90,000	92,000
25-26	26-27	27-28	28-29																							
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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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.60*</td> <td>7.60*</td> <td>7.60*</td> <td>7.60*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.60*	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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>85%</td> <td>85%</td> <td>85%</td> <td>85%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	85%	85%	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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.15*</td> <td>7.20*</td> <td>7.20*</td> <td>7.20*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.15*	7.20*	7.20*	7.20*
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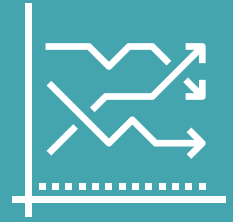


A culturally rich and vibrant community

<p>#</p> <p>No. of Gallery Members 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>485</td> <td>485</td> <td>490</td> </tr> </table>	22-23	23-24	24-25	25-26	480	485	485	490	<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>25-26</td> <td>26-27</td> <td>27-28</td> <td>28-29</td> </tr> <tr> <td>150</td> <td>150</td> <td>150</td> <td>150</td> </tr> </table>	25-26	26-27	27-28	28-29	150	150	150	150	<p>#</p> <p>No. of members of the Gallery Donor Program</p> <p>Annual Target</p> <table border="1"> <tr> <td>25-26</td> <td>26-27</td> <td>27-28</td> <td>28-29</td> </tr> <tr> <td>53</td> <td>55</td> <td>57</td> <td>59</td> </tr> </table>	25-26	26-27	27-28	28-29	53	55	57	59
22-23	23-24	24-25	25-26																							
480	485	485	490																							
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<p>\$</p> <p>Value of cash donations and contributions to Mosman Art Gallery</p> <p>Annual Target</p> <table border="1"> <tr> <td>25-26</td> <td>26-27</td> <td>27-28</td> <td>28-29</td> </tr> <tr> <td>\$130,000</td> <td>\$140,000</td> <td>\$150,000</td> <td>\$160,000</td> </tr> </table>	25-26	26-27	27-28	28-29	\$130,000	\$140,000	\$150,000	\$160,000	<p>\$</p> <p>Value of In kind donations and contributions to Mosman Art Gallery</p> <p>Annual Target</p> <table border="1"> <tr> <td>25-26</td> <td>26-27</td> <td>27-28</td> <td>28-29</td> </tr> <tr> <td>\$130,000</td> <td>\$140,000</td> <td>\$150,000</td> <td>\$160,000</td> </tr> </table>	25-26	26-27	27-28	28-29	\$130,000	\$140,000	\$150,000	\$160,000	<p>%</p> <p>% Users satisfied - Mosman Market</p> <p>Annual Target</p> <table border="1"> <tr> <td>25-26</td> <td>26-27</td> <td>27-28</td> <td>28-29</td> </tr> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </table>	25-26	26-27	27-28	28-29	90%	90%	90%	90%
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<p>#</p> <p>No. of community events per annum</p> <p>Annual Target</p> <table border="1"> <tr> <td>25-26</td> <td>26-27</td> <td>27-28</td> <td>28-29</td> </tr> <tr> <td>12</td> <td>8</td> <td>12</td> <td>8</td> </tr> </table>	25-26	26-27	27-28	28-29	12	8	12	8	<p>#</p> <p>No. of attendees at community events per annum</p> <p>Annual Target</p> <table border="1"> <tr> <td>25-26</td> <td>26-27</td> <td>27-28</td> <td>28-29</td> </tr> <tr> <td>25,000</td> <td>9,500</td> <td>25,000</td> <td>9,500</td> </tr> </table>	25-26	26-27	27-28	28-29	25,000	9,500	25,000	9,500	<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with local festivals and events</p> <p>Annual Target</p> <table border="1"> <tr> <td>25-26</td> <td>26-27</td> <td>27-28</td> <td>28-29</td> </tr> <tr> <td>7.45*</td> <td>7.50*</td> <td>7.50*</td> <td>7.50*</td> </tr> </table>	25-26	26-27	27-28	28-29	7.45*	7.50*	7.50*	7.50*
25-26	26-27	27-28	28-29																							
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25,000	9,500	25,000	9,500																							
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7.45*	7.50*	7.50*	7.50*																							

*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 Preserve, restore and enhance Mosman's natural spaces and local biodiversity
- 2 Take proactive measures to address climate change and strengthen community resilience to natural disasters
- 3 Use and encourage sustainable practices to conserve energy and water usage and to reduce waste



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.

Council also manages 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 (\$)	25 26	26 27	27 28	28 29	Total
Subsidised Additional Green Bin Manager Environment and Open Space	37,500	37,500	37,500	37,500	150,000
Heritage Strategy and Grants Program Director Environment and Planning	60,000	60,000	60,000	60,000	240,000
Sustainable Nature Strip Program Manager Environment and Open Space	5,000	5,000	5,000	5,000	20,000
Additional eWaste and other waste type collection days Manager Environment and Open Space	5,000	5,000	5,000	5,000	20,000
Urban Tree Canopy Study Manager Environment and Open Space	35,000	-	-	-	35,000
EV Charger Works Program Manager Environment and Open Space	50,000	25,000	25,000	25,000	125,000
Mosman LGA Flood Study - Implementation Works Manager Engineering	90,000	90,000	90,000	90,000	360,000
Total	282,500	222,500	222,500	222,500	950,000



An attractive and sustainable environment

Resources

Budget

	25	26	27	28
	26	27	28	29
Income (\$)				
Environmental Sustainability	70,000	65,000	69,444	72,079
Waste and Cleaning	9,357,000	10,199,000	10,896,235	11,309,682
Total Income	9,427,000	10,264,000	10,965,679	11,381,760
Expenditure (\$)				
Environmental Sustainability	422,170	432,691	458,464	475,064
Stormwater	1,075,000	1,152,050	1,220,670	1,264,870
Waste and Cleaning	7,905,000	8,538,200	9,046,764	9,374,342
Total Expenditure	9,402,170	10,122,941	10,725,897	11,114,276
Operating Surplus / (Deficit)	24,830	141,059	239,781	267,484

Strategic Direction 3

An attractive and sustainable environment

Resources

Environmental Sustainability

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	10,000	25,000
Other Revenue	60,000	40,000
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	70,000	65,000
Expenditure (\$)		
Employee Costs	262,170	276,891
Materials & Services	105,000	97,800
Legal Costs	-	-
Consultants	55,000	58,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	422,170	432,691
Operating Result Before Capital Grants & Contributions	(352,170)	(367,691)
FTE Staff		2.0



An attractive and sustainable environment

Resources

Stormwater

	25	26
	26	27
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	-	-
	25	26
	26	27
Expenditure (\$)		
Employee Costs	-	-
Materials & Services	470,000	467,050
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	600,000	680,000
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	5,000	5,000
Total Expenditure	1,075,000	1,152,050
Operating Result Before Capital Grants & Contributions	(1,075,000)	(1,152,050)
Capital Expenditure (\$)	700,000	775,000

Strategic Direction 3

An attractive and sustainable environment

Resources

Waste and Cleaning

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	9,225,000	10,067,000
User Fees & Charges	132,000	132,000
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	9,357,000	10,199,000
Expenditure (\$)	25	26
	26	27
Employee Costs	-	-
Materials & Services	6,301,318	6,805,200
Legal Costs	5,000	5,000
Consultants	30,000	45,000
Borrowing Costs	32,500	32,000
Depreciation & Amortisation	239,000	251,000
Other Expenses	-	-
State Government Levies	1,297,182	1,400,000
Net Loss from Disposal of Assets	-	-
Total Expenditure	7,905,000	8,538,200
Operating Result Before Capital Grants & Contributions	1,452,000	1,660,800
Capital Expenditure (\$)	210,000	310,000



UNITED RESOURCE MANAGEMENT

XN 66UU














An attractive and sustainable environment

How we'll measure performance...

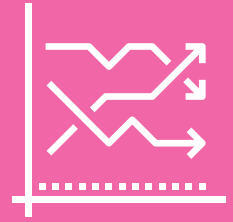
KPIs

Key Performance Indicators and Targets

	 <p>% Project Milestones achieved - Attractive and sustainable environment</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>8.20*</td> <td>8.20*</td> <td>8.20*</td> <td>8.20*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	8.20*	8.20*	8.20*	8.20*								
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25-26	26-27	27-28	28-29																							
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 <p>Level of resident satisfaction with waste and recycling collection services</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.70*</td> <td>7.70*</td> <td>7.70*</td> <td>7.70*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.70*	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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>8.20*</td> <td>8.20*</td> <td>8.20*</td> <td>8.20*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	8.20*	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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>8.05*</td> <td>8.05*</td> <td>8.05*</td> <td>8.05*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	8.05*	8.05*	8.05*	8.05*
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 <p>Level of resident satisfaction with litter control and rubbish dumping</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.75*</td> <td>7.75*</td> <td>7.75*</td> <td>7.75*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.75*	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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.90*</td> <td>7.90*</td> <td>7.90*</td> <td>7.90*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.90*	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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>>5,000</td> <td>>5,000</td> <td>>5,000</td> <td>>5,000</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	>5,000	>5,000	>5,000	>5,000
25-26	26-27	27-28	28-29																							
7.75*	7.75*	7.75*	7.75*																							
25-26	26-27	27-28	28-29																							
7.90*	7.90*	7.90*	7.90*																							
25-26	26-27	27-28	28-29																							
>5,000	>5,000	>5,000	>5,000																							
 <p>% of domestic waste recycled</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>>40%</td> <td>>42%</td> <td>>44%</td> <td>>46%</td> </tr> </tbody> </table>				25-26	26-27	27-28	28-29	>40%	>42%	>44%	>46%															
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*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 Foster transparent communications and active engagement with residents and businesses
- 2 Provide efficient, accessible and user-focused services to customers and the community
- 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.

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

An engaged, business-friendly
community with strong civic leadership

Our Projects

Project (\$)	25 26	26 27	27 28	28 29	Total
Talks and Ideas Series Manager Communications	10,000	15,000	10,000	-	35,000
Community Engagement Program Manager Communications	10,000	5,000	5,000	5,000	25,000
Kimbriki Tour Day Program Manager Environment and Open Space	5,000	5,000	5,000	5,000	20,000
Mosman West Entry Sign Design and Installation Manager Environment and Open Space	5,000	50,000	-	-	55,000
Total	30,000	75,000	20,000	10,000	135,000

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community with strong civic leadership



Resources

Budget

	25	26	27	28
	26	27	28	29
Income (\$)				
Assets and Services Management	4,030	4,100	4,395	4,562
Compliance	1,438,300	1,665,800	1,785,610	1,853,363
Finance	27,184,000	28,276,500	30,310,234	31,460,325
People and Culture	133,000	60,600	64,959	67,423
Information Technology	2,500	3,000	3,216	3,338
Total Income	28,761,830	30,010,000	32,168,413	33,389,010
Expenditure (\$)				
Assets and Services Management	777,700	641,076	686,829	711,698
Communication and Engagement	1,321,923	1,353,076	1,449,643	1,502,134
Compliance	2,006,048	2,576,695	2,760,590	2,860,549
Customer Service	688,812	695,599	745,243	772,228
Finance	1,970,857	1,951,394	2,090,662	2,166,364
Governance Support & Risk	2,034,750	2,120,434	2,271,766	2,354,026
People and Culture	1,535,280	1,594,818	1,708,638	1,770,507
Information Technology	3,462,280	3,605,674	3,863,006	4,002,883
Leadership Group	2,400,766	2,786,685	2,985,567	3,093,672
Total Expenditure	16,198,416	17,325,451	18,561,943	19,234,061
Operating Surplus / (Deficit)	12,563,414	12,684,549	13,606,469	14,154,949

Strategic Direction 4

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Resources

Assets and Services Management

	25	26
	26	27
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 (Mosman Bowling Club)	4,030	4,100
Net Share of Interest in Joint Ventures	-	-
Total Income	4,030	4,100
Expenditure (\$)		
Employee Costs	525,200	333,078
Materials & Services	222,500	157,998
Legal Costs	30,000	30,000
Consultants	-	120,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	777,700	641,076
Operating Result Before Capital Grants & Contributions	(773,670)	(636,976)
FTE Staff		2.0
Capital Expenditure (\$)	10,000	70,000

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Resources

Communication and Engagement

	25	26
	26	27
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 (\$)	25	26
	26	27
Employee Costs	869,643	904,578
Materials & Services	442,280	428,498
Legal Costs	-	-
Consultants	10,000	20,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,321,923	1,353,076
Operating Result Before Capital Grants & Contributions	(1,321,923)	(1,353,076)
FTE Staff		6.0

Strategic Direction 4

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Resources

Compliance

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	1,406,800	1,527,300
Other Revenue	6,500	123,500
Grants & Cont for Operating Purposes	25,000	15,000
Interest & Investment Revenue	-	-
Net Gain from Disposal Of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	1,438,300	1,665,800
Expenditure (\$)		
Employee Costs	1,784,648	2,352,205
Materials & Services	121,400	124,490
Legal Costs	100,000	100,000
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	2,006,048	2,576,695
Operating Result Before Capital Grants & Contributions	(567,748)	(910,895)
FTE Staff		17.0



Mosman
COUNCIL

RANGER
MOSMAN COUNCIL

RANGER
MOSMAN COUNCIL

MOSMAN
COUNCIL



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Resources

Customer Service

	25	26
	26	27
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 (\$)	25	26
	26	27
Employee Costs	640,496	643,813
Materials & Services	23,316	26,786
Legal Costs	-	-
Consultants	25,000	25,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	688,812	695,599
Operating Result Before Capital Grants & Contributions	(688,812)	(695,599)
FTE Staff		7.0

Strategic Direction 4

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Resources

Finance

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	25,162,000	26,140,000
User Fees & Charges	192,000	120,000
Other Revenue	-	-
Grants & Cont for Operating Purposes	650,000	656,500
Interest & Investment Revenue	1,180,000	1,360,000
Net Gain from Disposal Of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	27,184,000	28,276,500
Expenditure (\$)		
Employee Costs	1,197,000	1,217,198
Materials & Services	417,857	422,196
Legal Costs	20,000	22,000
Consultants	25,000	30,000
Borrowing Costs	228,000	130,000
Depreciation & Amortisation	10,000	11,000
Other Expenses	5,000	51,000
State Government Levies	68,000	68,000
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,970,857	1,951,394
Operating Result Before Capital Grants & Contributions	25,213,143	26,325,106
FTE Staff		8.5
Loan Principal Repaid	909,200	900,000



Strategic Direction 4

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Resources

Governance Support and Risk

	25	26
	26	27
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	-	-
	25	26
	26	27
Expenditure (\$)		
Employee Costs	338,200	368,684
Materials & Services	1,571,550	1,596,750
Legal Costs	100,000	130,000
Consultants	25,000	25,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	2,034,750	2,120,434
Operating Result Before Capital Grants & Contributions	(2,034,750)	(2,120,434)
FTE Staff		1.9

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Resources

People and Culture

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	60,000	60,600
Grants & Cont for Operating Purposes	73,000	-
Interest & Investment Revenue	-	-
Net Gain from Disposal Of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	133,000	60,600
Expenditure (\$)		
Employee Costs	1,024,000	1,086,820
Materials & Services	427,280	437,998
Legal Costs	10,000	20,000
Consultants	74,000	50,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,535,280	1,594,818
Operating Result Before Capital Grants & Contributions	(1,402,280)	(1,534,218)
FTE Staff		4.0

Strategic Direction 4

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Resources

Information Technology

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	2,500	3,000
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	2,500	3,000
Expenditure (\$)		
Employee Costs	1,145,500	1,199,676
Materials & Services	2,111,780	2,130,998
Legal Costs	-	-
Consultants	5,000	5,000
Borrowing Costs	-	-
Depreciation & Amortisation	200,000	270,000
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	3,462,280	3,605,674
Operating Result Before Capital Grants & Contributions	(3,459,780)	(3,602,674)
FTE Staff		12.0
Capital Expenditure(\$)	500,000	500,000



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Resources

Leadership Group

	25	26
	26	27
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	2,250,146	2,315,993
Materials & Services	70,620	378,192
Legal Costs	-	-
Consultants	-	10,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	80,000	82,500
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	2,400,766	2,786,685
Operating Result Before Capital Grants & Contributions	(2,400,766)	(2,786,685)
FTE Staff		11.0













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"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	90%	90%	90%	90%	<p></p> <p>% Project Milestones achieved overall</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	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"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>6.95*</td> <td>6.95*</td> <td>6.95*</td> <td>6.95*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	6.95*	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"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>800</td> <td>800</td> <td>800</td> <td>800</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	800	800	800	800	<p></p> <p>No. of people accessing archived Council meeting webcasts</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>700</td> <td>700</td> <td>700</td> <td>700</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	700	700	700	700
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800	800	800	800																							
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<p></p> <p>% of Council meetings webcast</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	100%	100%	100%	100%	<p></p> <p>Total no. of downloads - MyMosman app</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>850</td> <td>850</td> <td>850</td> <td>850</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	850	850	850	850	<p></p> <p>Days lost per Work Health and Safety incident</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	0	0	0	0
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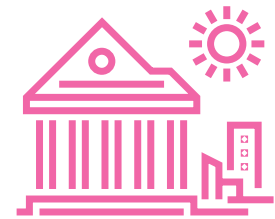
*Mosman Community Survey mean score out of 10

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 <p>Total no. days lost due to Work Health and Safety incidents</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	0	0	0	0	 <p>Electricity use Council operations (kWh)</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td><923,000</td> <td><900,000</td> <td><880,000</td> <td><870,000</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	<923,000	<900,000	<880,000	<870,000	 <p>GHG emissions from Council energy and gas use (tonnes CO2-e)</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td><50</td> <td><40</td> <td><20</td> <td><10</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	<50	<40	<20	<10
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<50	<40	<20	<10																							
 <p>Total Council potable water use (kL) Reflecting an ongoing commitment to water reduction</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td><47,000</td> <td><46,500</td> <td><46,000</td> <td><45,500</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	<47,000	<46,500	<46,000	<45,500	 <p>Infrastructure Renewal ratio</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	100%	100%	100%	100%	 <p>No. of complaints received</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td><50</td> <td><50</td> <td><50</td> <td><50</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	<50	<50	<50	<50
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25-26	26-27	27-28	28-29																							
<50	<50	<50	<50																							
 <p>No. of complaints regarding non-adherence to Council's Customer Service Charter</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td><20</td> <td><20</td> <td><20</td> <td><20</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	<20	<20	<20	<20	 <p>% of complaints resolved</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	100%	100%	100%	100%	 <p>No. of compliments received</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>>60</td> <td>>60</td> <td>>60</td> <td>>60</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	>60	>60	>60	>60
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 <p>% of budgeted capital works achieved per annum</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	90%	90%	90%	90%	 <p>Budget performance - actual operating result compared to budget</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>Achieve operating surplus</td> <td>Maintain operating surplus</td> <td>Maintain operating surplus</td> <td>Maintain operating surplus</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	Achieve operating surplus	Maintain operating surplus	Maintain operating surplus	Maintain operating surplus	 <p>Level of Staff Satisfaction and Wellbeing</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>87%</td> <td>87%</td> <td>87%</td> <td>87%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	87%	87%	87%	87%
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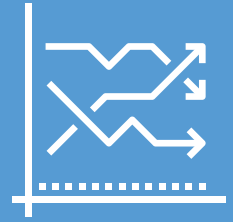
An engaged, business-friendly community with strong civic leadership



<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with Council leadership on matters important to the community</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>6.60*</td> <td>6.60*</td> <td>6.60*</td> <td>6.60*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	6.60*	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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>6.95*</td> <td>6.95*</td> <td>6.95*</td> <td>6.95*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	6.95*	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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.40*</td> <td>7.40*</td> <td>7.40*</td> <td>7.40*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.40*	7.40*	7.40*	7.40*
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<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with Councillor performance</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>6.87</td> <td>6.87</td> <td>6.87</td> <td>6.87</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	6.87	6.87	6.87	6.87	<p>✓ ✓ ✓</p> <p>Level of resident satisfaction with staff performance</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.70*</td> <td>7.70*</td> <td>7.70*</td> <td>7.70*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.70*	7.70*	7.70*	7.70*	<p>#</p> <p>No. of statutory obligations not met</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	0	0	0	0
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25-26	26-27	27-28	28-29																							
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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>>90%</td> <td>>90%</td> <td>>90%</td> <td>>90%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	>90%	>90%	>90%	>90%	<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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>6.55*</td> <td>6.55*</td> <td>6.50*</td> <td>6.60*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	6.55*	6.55*	6.50*	6.60*	<p>%</p> <p>% of Council policies, codes and corporate practices reviewed and/or adopted</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>20%</td> <td>20%</td> <td>20%</td> <td>20%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	20%	20%	20%	20%
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<p>%</p> <p>Occupancy rate of Council's retail/commercial and residential tenancies</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>95%</td> <td>95%</td> <td>95%</td> <td>95%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	95%	95%	95%	95%	<p>#</p> <p>No. of sites on public land utilised for outdoor dining purposes</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>60</td> <td>60</td> <td>60</td> <td>60</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	60	60	60	60									
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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 Provide, maintain and enhance high quality public infrastructure
- 2 Protect and strengthen the special aesthetic qualities of Mosman
- 3 Ensure inclusive and efficient 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 and 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.

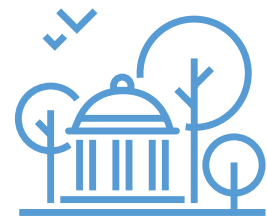
Strategic Direction 5

Well-designed, liveable
and accessible places

Our Projects

Project (\$)	25 26	26 27	27 28	28 29	Total
Clifton Gardens Baths and Jetty Detailed Design and Renewals Manager Engineering	40,000	440,000	-	-	480,000
Balmoral Skate Park Re-design and Implementation Manager Environment and Open Space	-	25,000	-	-	25,000
Accessibility Works: DDA Compliant access to Balmoral. Feasibility and Construction Manager Engineering	-	200,000	-	-	200,000
Total	40,000	665,000	-	-	705,000

Well-designed, liveable
and accessible places



Resources

Budget

	25 26	26 27	27 28	28 29
Income (\$)				
Car Parks	8,986,100	9,436,000	10,030,928	10,411,541
Development Services	1,346,000	1,512,100	1,607,436	1,668,428
Property Management	7,367,950	7,641,840	8,123,648	8,431,892
Roads Footpaths	1,279,000	1,248,280	1,326,982	1,377,333
Street Lighting	115,000	115,000	122,251	126,889
Urban Planning and Advocacy	142,000	150,000	159,457	165,508
Total Income	19,236,050	20,103,220	21,370,702	22,181,592
Expenditure (\$)				
Car Parks	1,956,000	2,025,646	2,138,358	2,215,787
Development Services	1,815,600	1,777,897	1,876,824	1,944,782
Property Management	5,550,181	6,438,961	6,797,241	7,043,365
Roads Footpaths	5,563,564	5,825,911	6,150,079	6,372,770
Street Lighting	360,000	340,000	358,918	371,915
Urban Planning and Advocacy	1,699,200	1,186,273	1,252,280	1,297,625
Total Expenditure	16,944,545	17,594,688	18,573,701	19,246,244
Operating Surplus / (Deficit)	2,291,505	2,508,532	2,797,001	2,935,347

Strategic Direction 5

Well-designed, liveable
and accessible places

Resources

Car Parks

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	5,436,100	5,636,000
Other Revenue	3,550,000	3,800,000
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	8,986,100	9,436,000
Expenditure (\$)		
Employee Costs	757,000	441,726
Materials & Services	759,000	1,113,020
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	100,000	100,900
Other Expenses	340,000	370,000
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,956,000	2,025,646
Operating Result Before Capital Grants & Contributions	7,030,100	7,410,354
FTE Staff		4.0
Capital Expenditure	110,000	205,000



Strategic Direction 5

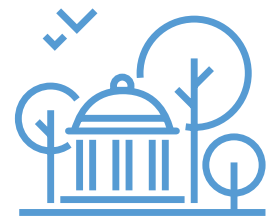
Well-designed, liveable
and accessible places

Resources

Development Services

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	1,346,000	1,512,100
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	1,346,000	1,512,100
Expenditure (\$)		
Employee Costs	1,069,200	1,127,407
Materials & Services	166,400	148,990
Legal Costs	310,000	310,000
Consultants	270,000	191,500
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,815,600	1,777,897
Operating Result Before Capital Grants & Contributions	(469,600)	(265,797)
FTE Staff		7.9

Well-designed, liveable
and accessible places



Resources

Property Management

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	675,550	742,650
Other Revenue	-	-
Grants & Cont for Operating Purposes	1,012,000	1,026,600
Interest & Investment Revenue	-	-
Net Gain from Disposal Of Assets	-	-
Rental Income	5,560,400	5,732,590
Net Share of Interest in Joint Ventures	120,000	140,000
Total Income	7,367,950	7,641,840
Expenditure (\$)		
Employee Costs	1,621,876	1,950,175
Materials & Services	2,753,305	2,994,736
Legal Costs	40,000	40,000
Consultants	45,000	40,000
Borrowing Costs	-	-
Depreciation & Amortisation	1,090,000	1,164,050
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	250,000
Total Expenditure	5,550,181	6,438,961
Operating Result Before Capital Grants & Contributions	1,817,769	1,202,879
FTE Staff		11.0
Capital Expenditure (\$)	5,485,790	1,390,000

Strategic Direction 5

Well-designed, liveable
and accessible places

Resources

Roads and Footpaths

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	638,000	589,280
Other Revenue	-	-
Grants & Cont for Operating Purposes	641,000	659,000
Interest & Investment Revenue	-	-
Net Gain from Disposal Of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	1,279,000	1,248,280
Expenditure (\$)		
Employee Costs	1,331,884	1,268,077
Materials & Services	1,028,680	1,021,104
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	2,973,000	3,286,730
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	230,000	250,000
Total Expenditure	5,563,564	5,825,911
Operating Result Before Capital Grants & Contributions	(4,284,564)	(4,577,631)
FTE Staff		9.5
Capital Expenditure (\$)	3,079,092	3,173,100

Well-designed, liveable
and accessible places



Resources

Street Lighting

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	-	-
Other Revenue	-	-
Grants & Cont for Operating Purposes	115,000	115,000
Interest & Investment Revenue	-	-
Net Gain from Disposal Of Assets	-	-
Rental Income	-	-
Net Share of Interest in Joint Ventures	-	-
Total Income	115,000	115,000
Expenditure (\$)		
Employee Costs	-	-
Materials & Services	360,000	340,000
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	-	-
Total Expenditure	360,000	340,000
Operating Result Before Capital Grants & Contributions	(245,000)	(225,000)
Capital Expenditure (\$)	50,000	50,000

Strategic Direction 5

Well-designed, liveable
and accessible places

Resources

Urban Planning and Advocacy

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	142,000	150,000
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	142,000	150,000
Expenditure (\$)		
Employee Costs	563,200	644,345
Materials & Services	30,500	30,928
Legal Costs	150,000	100,000
Consultants	740,000	201,000
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	215,500	210,000
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,699,200	1,186,273
Operating Result Before Capital Grants & Contributions	(1,557,200)	(1,036,273)
FTE Staff		4.8



Well-designed, liveable and accessible places

How we'll measure performance...

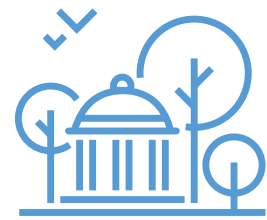
KPIs

Key Performance Indicators and Targets

	 <p>% Project Milestones achieved - Well-designed, liveable and accessible places</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	90%	90%	90%	90%	 <p>No. of (off street) public car parking spaces</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>1,360</td> <td>1,360</td> <td>1,360</td> <td>1,360</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	1,360	1,360	1,360	1,360								
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90%	90%	90%	90%																							
25-26	26-27	27-28	28-29																							
1,360	1,360	1,360	1,360																							
 <p>No. of traffic accidents reported on local roads per annum</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td><50</td> <td><50</td> <td><50</td> <td><50</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	<50	<50	<50	<50	 <p>Level of resident satisfaction with providing and maintaining local roads</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.05*</td> <td>7.05*</td> <td>7.05*</td> <td>7.05*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.05*	7.05*	7.05*	7.05*	 <p>Level of resident satisfaction with providing and maintaining footpaths</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>6.75*</td> <td>6.75*</td> <td>6.75*</td> <td>6.75*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	6.75*	6.75*	6.75*	6.75*
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25-26	26-27	27-28	28-29																							
6.75*	6.75*	6.75*	6.75*																							
 <p>Level of resident satisfaction with providing and maintaining bike paths</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>5.70*</td> <td>5.70*</td> <td>5.70*</td> <td>5.70*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	5.70*	5.70*	5.70*	5.70*	 <p>% programmed renewal works on road and storm water related assets per annum (inclusive of active transport assets)</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>95%</td> <td>95%</td> <td>95%</td> <td>95%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	95%	95%	95%	95%	 <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>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>8.20*</td> <td>8.20*</td> <td>8.20*</td> <td>8.20*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	8.20*	8.20*	8.20*	8.20*
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 <p>Level of resident satisfaction with condition of public toilets</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.20*</td> <td>7.20*</td> <td>7.20*</td> <td>7.20*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.20*	7.20*	7.20*	7.20*	 <p>Level of resident satisfaction with enforcement of parking restrictions</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>6.05*</td> <td>6.05*</td> <td>6.05*</td> <td>6.05*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	6.05*	6.05*	6.05*	6.05*	 <p>Level of resident satisfaction with provision of car parking</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>6.45*</td> <td>6.45*</td> <td>6.45*</td> <td>6.45*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	6.45*	6.45*	6.45*	6.45*
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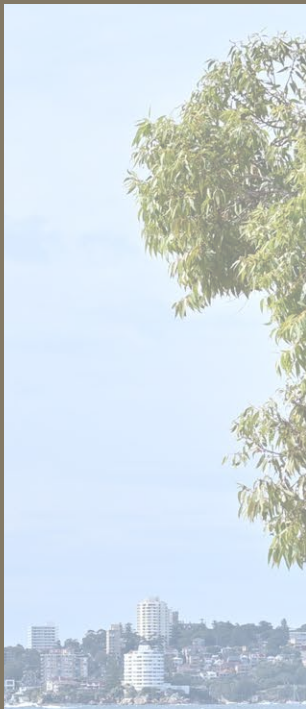
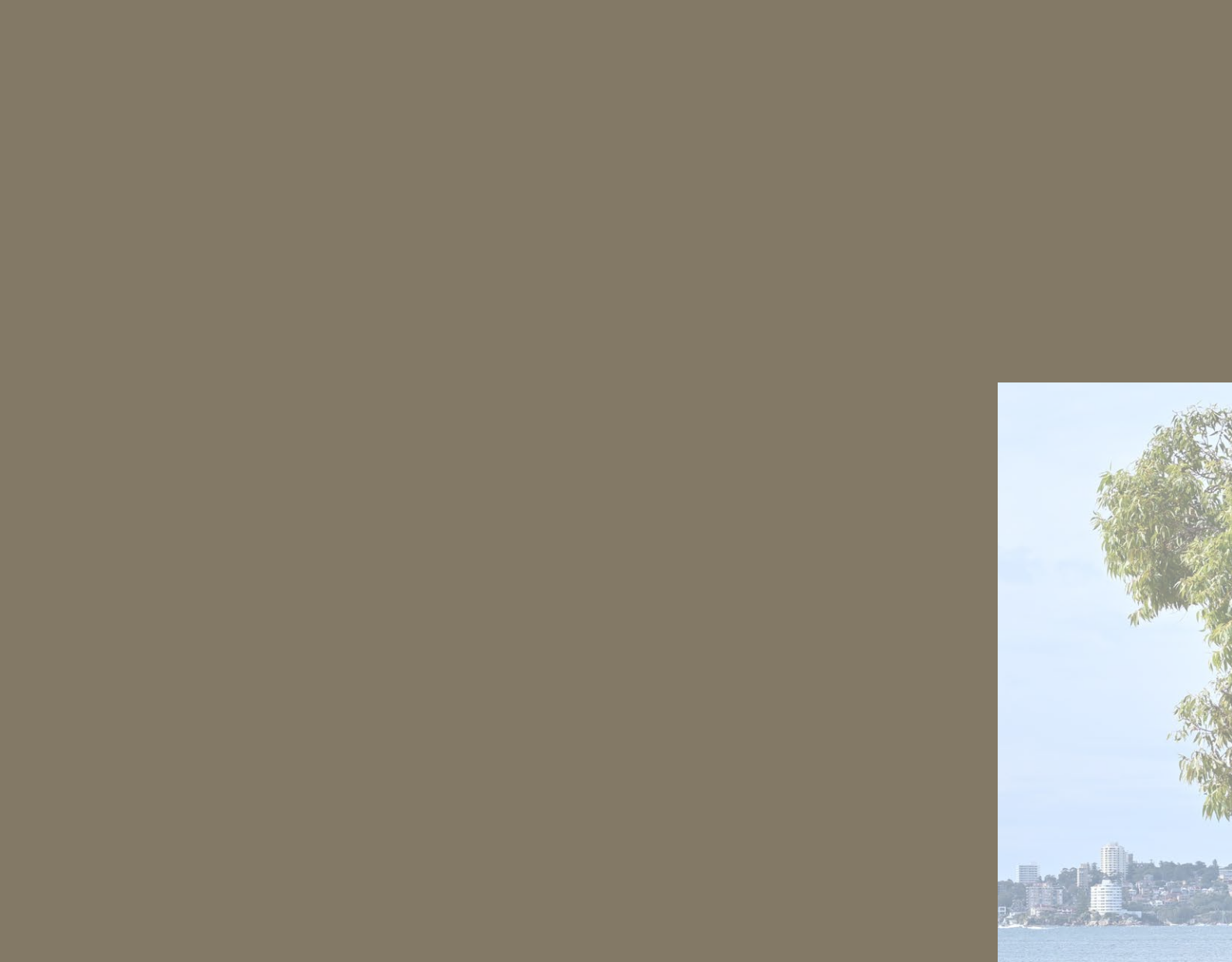
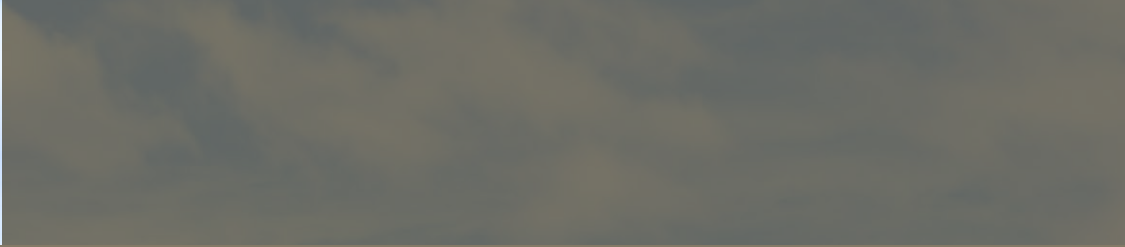
*Mosman Community Survey mean score out of 10

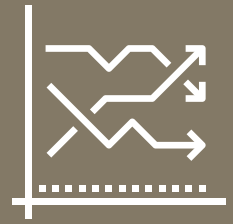
Well-designed, liveable and accessible places



 <p>Level of resident satisfaction with traffic management</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>6.20*</td> <td>6.20*</td> <td>6.20*</td> <td>6.20*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	6.20*	6.20*	6.20*	6.20*	 <p>Level of resident satisfaction with managing development - land use planning</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>6.50*</td> <td>6.50*</td> <td>6.50*</td> <td>6.50*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	6.50*	6.50*	6.50*	6.50*	 <p>Level of resident satisfaction with development approvals process</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>5.47*</td> <td>5.70*</td> <td>5.70*</td> <td>5.70*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	5.47*	5.70*	5.70*	5.70*
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 <p>Level of resident satisfaction with protection of heritage values and buildings</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.45*</td> <td>7.45*</td> <td>7.45*</td> <td>7.45*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.45*	7.45*	7.45*	7.45*	 <p>Median gross time for DA and Modification determinations (days)</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>105</td> <td>105</td> <td>105</td> <td>105</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	105	105	105	105	 <p>No. of DAs and Modifications determined</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>280</td> <td>280</td> <td>280</td> <td>280</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	280	280	280	280
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 <p>% Outstanding DAs and Modifications over 100 days</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>< 25%</td> <td>< 25%</td> <td>< 25%</td> <td>< 25%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	< 25%	< 25%	< 25%	< 25%	 <p>% DA appeals on hand compared to DAs and Modifications determined</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>8%</td> <td>8%</td> <td>8%</td> <td>8%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	8%	8%	8%	8%	 <p>Utilisation rates - Council car parks</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>80%</td> <td>80%</td> <td>80%</td> <td>80%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	80%	80%	80%	80%
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*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 vibrant, welcoming village atmosphere
- 2 Support active, healthy lifestyles for people of all ages and abilities
- 3 Ensure safe, accessible and inclusive spaces 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 (\$)	25 26	26 27	27 28	28 29	Total
Middle Head Oval Pavilion Redevelopment Manager Property and Works	4,000,000	500,000	-	-	4,500,000
Active Transport Improvements Manager Engineering	50,000	50,000	50,000	50,000	200,000
Allan Border Oval: Scoreboard and Sight Screen Renewal (funded by Cricket Club) Manager Property and Works	5,000	-	-	-	5,000
Rawson Pavilion Renewal Feasibility Studies Manager Property and Works	-	-	50,000	500,000	550,000
Balmoral Oval: Synthetic Running Track Manager Environment and Open Space	200,000	20,000	-	-	220,000
Rosherville Reserve: Playground upgrade Manager Environment and Open Space	-	220,000	-	-	220,000
Total	4,255,000	790,000	100,000	550,000	5,695,000

A healthy and active village lifestyle



Resources

Budget

	25	26	27	28
Income (\$)	26	27	28	29
Open Space Foreshore and Sporting Fields	166,500	171,050	182,744	189,678
Total Income	166,500	171,050	182,744	189,678
	25	26	27	28
Expenditure (\$)	26	27	28	29
Emergency and Depot	1,933,000	1,931,220	2,043,213	2,117,196
Open Space Foreshore and Sporting Fields	6,662,862	6,774,206	7,167,046	7,426,561
Total Expenditure	8,595,862	8,705,426	9,210,259	9,543,757
Operating Surplus / (Deficit)	(8,429,362)	(8,534,376)	(9,027,515)	(9,354,080)



A healthy and active village lifestyle



Resources

Emergency and Depot

	25	26
	26	27
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	283,000	281,220
Legal Costs	-	-
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	-	-
Other Expenses	-	-
State Government Levies	1,650,000	1,650,000
Net Loss from Disposal of Assets	-	-
Total Expenditure	1,933,000	1,931,220
Operating Result Before Capital Grants & Contributions	(1,933,000)	(1,931,220)

Strategic Direction 6

A healthy and active village lifestyle

Resources

Open Space Foreshore and Sporting Fields

	25	26
	26	27
Income (\$)		
Rates & Annual Charges	-	-
User Fees & Charges	166,500	171,050
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	166,500	171,050
Expenditure (\$)		
Employee Costs	1,088,212	1,117,785
Materials & Services	4,141,250	4,209,684
Legal Costs	20,000	20,000
Consultants	-	-
Borrowing Costs	-	-
Depreciation & Amortisation	1,207,400	1,220,737
Other Expenses	-	-
State Government Levies	-	-
Net Loss from Disposal of Assets	206,000	206,000
Total Expenditure	6,662,862	6,774,206
Operating Result Before Capital Grants & Contributions	(6,496,362)	(6,603,156)
FTE Staff		8.0
Capital Expenditure (\$)	1,476,499	2,160,000







A healthy and active village lifestyle

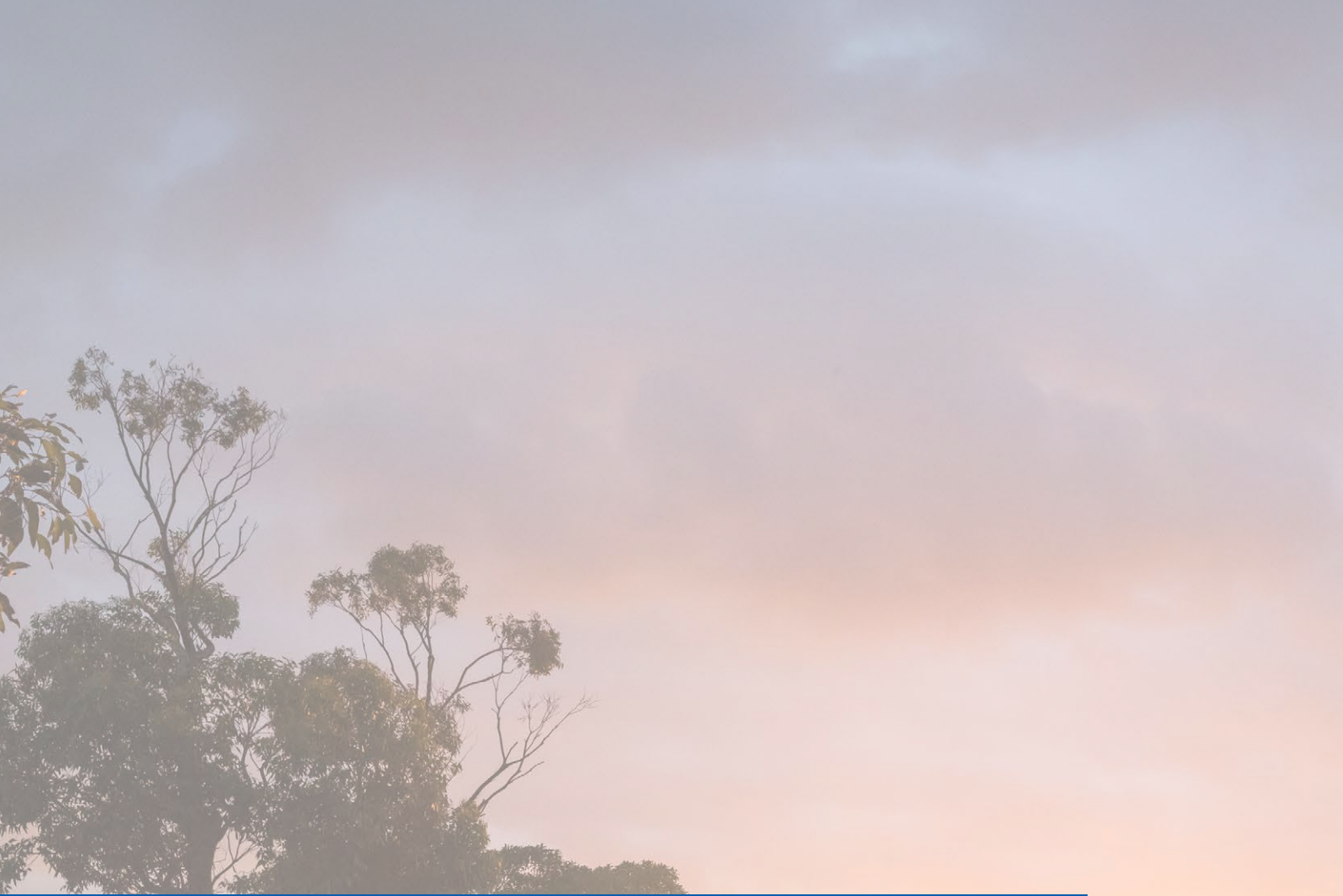
How we'll measure performance...

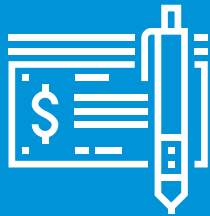
KPIs

Key Performance Indicators and Targets

	 <p>% Project Milestones achieved - Healthy and active village lifestyle</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	90%	90%	90%	90%	 <p>Utilisation rate (%) - Marie Bashir Mosman Sports Centre</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>50%</td> <td>55%</td> <td>60%</td> <td>65%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	50%	55%	60%	65%								
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 <p>No. users per annum - Mosman Swim Centre</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>180,000</td> <td>180,000</td> <td>180,000</td> <td>180,000</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	180,000	180,000	180,000	180,000	 <p>% Users satisfied - Sporting fields</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>80%</td> <td>80%</td> <td>80%</td> <td>80%</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	80%	80%	80%	80%	 <p>Level of resident satisfaction with sport and recreational facilities</p> <p>Annual Target</p> <table border="1"> <thead> <tr> <th>25-26</th> <th>26-27</th> <th>27-28</th> <th>28-29</th> </tr> </thead> <tbody> <tr> <td>7.70*</td> <td>7.70*</td> <td>7.70*</td> <td>7.70*</td> </tr> </tbody> </table>	25-26	26-27	27-28	28-29	7.70*	7.70*	7.70*	7.70*
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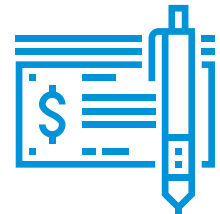
Financial Management

Budget and Delivery Program
Capital Works Program

Budget and Delivery Program

Council's budget forecast for the four-year Delivery Program from 2026 to 2029 reflects the financial planning principles and assumptions set out in the 10-year Long-Term Financial Plan.

The assumptions incorporated in Council's 2026/27 Budget, which represents the second annual budget of the current Delivery Program, together with the longer-term financial forecasts, are outlined in the following sections.



Key Revenue Assumptions and Sources

Rates and Annual Charges

The total revenue generated from land rates is capped by the State Government. The Independent Pricing and Regulatory Tribunal (IPART) determines the annual maximum allowable increase in general income, commonly referred to as the rate peg.

For 2026/27, IPART has set the rate peg for Council at 4.1%.

Under the revised rate-peg methodology, this increase incorporates the forecast Base Cost Change (BCC), along with adjustments for the population factor, Emergency Services Levy (ESL), and other factors. These include an adjustment to smooth the impact of council election costs, which occur every four years, by allowing councils to recover 25% of the costs annually through the rate peg.

In addition, the Budget includes a Stormwater Levy, projected to raise approximately \$240,000 in 2026/27. These funds will be applied to essential stormwater capital infrastructure works.

Under the new rate peg methodology, this includes the forecasted Base Cost Change (BCC), an Emergency Services Levy (ESL) adjustment, and costs associated with the September 2024 Council election.

Rating Categories

There are two categories of rates:

- Residential
- Business

For residential properties:

- 50% of rate revenue is generated from a rate-in-the-dollar (ad valorem) calculation based on the total ratable land value within the Local Government Area
- The remaining 50% is derived from a base rate, calculated by dividing the remaining rate revenue by the number of assessable properties.

A similar methodology applies to business properties, with 60% derived from the ad valorem component and 40% from the base rate.

	Residential	Business
Rateable Valuations	2,938,255,449	1,126,099,995
Number of Properties	12,853	581
Rate in \$	0.00040207	0.00125308
Base amount	919	1,617
Total income	23,631,816	2,351,007
Average Rate	1,839	4,046

Domestic Waste Management Service

The Domestic Waste Management (DWM) Service is provided on a full-cost recovery basis, covering expenses such as waste collection contracts, tipping and disposal fees, government waste levies, recycling and processing costs, bin maintenance and replacement. These costs are projected to increase annually at a rate higher than the CPI.

In addition, the NSW Government has mandated that councils introduce Food Organics and Garden Organics (FOGO) collection services by 1 July 2030.

To meet this requirement, Council must progressively build financial reserves to fund both the initial implementation and ongoing operating costs of the service.

Accordingly, an 8% increase in the Domestic Waste Management charge is proposed for 2026/27 to address rising service costs and support the future implementation of FOGO.

Residents can select from the following bin sizes and associated fees for 2026/27:

1 × 80 litre mobile garbage bin	\$534
1 × 120 litre mobile garbage bin	\$875
1 × 240 litre mobile garbage bin*	\$1,825

*Available only to existing customers

These charges cover the following services for residential properties (with alternative arrangements applying to multi-unit dwellings using shared waste services):

- Weekly general waste collection
- Fortnightly glass and container recycling
- Fortnightly paper and cardboard recycling
- Monthly green waste collection, with increased frequency from September to February.

Special Variations

Included in the rate revenue outlined above is a Special Rate Variation of 10.6%, which was permanently incorporated into Council's rate base from 1 July 2015.

A full description of the works funded through this special variation is reported annually in Council's Annual Report.

Pension Subsidy

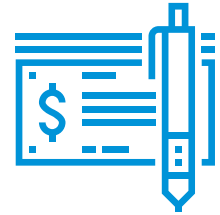
Eligible pensioners who hold a Pensioner Concession Card and own and occupy rateable property in Mosman receive a mandatory rebate on rates and Domestic Waste Management charges of up to \$250 per annum.

Council also provides a voluntary rebate of up to \$125 per annum to Australian Service Veterans who do not qualify for the pensioner rate rebate.

Stormwater Levy

The Stormwater Levy will continue to apply with the following charges:

- 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 overdue rates and charges accrue daily at the rate determined annually by the NSW Government.

In accordance with Section 566 of the Local Government Act 1993, the maximum interest rate for 2025/26 is 10.5% per annum.

The maximum interest rate applicable for 2026/27 has not yet been determined and will be updated once advised by the NSW Government.

Annual Fees and Charges

In accordance with Section 608 of the *Local Government Act, 1993*, Council is authorised to charge and recover approved fees and charges for services it provides.

For 2026/27, these fees and charges are detailed in the *2026/27 Schedule of Fees and Charges*, which forms part of MOSPLAN but is published separately from the Delivery Program and Operational Plan and is available on Council's website.

Services Covered by Fees and Charges

Council's fees and charges generally apply to the following services:

- Supply of a product, service, or commodity
- Provision of information
- Regulatory services such as receiving applications, granting approvals, conducting inspections and issuing certificates
- Admission to buildings or enclosures
- Use of or benefit from Council's assets or facilities.

Policy for Determining Fees

When setting fees for goods and services, Council considers the following factors:

- Cost of providing the service
- Importance of the service to the community
- Relevant industry benchmarks
- Legislative requirements
- Equity considerations
- User-pays principle
- Financial sustainability objectives
- Customer service objectives
- Efficient use of Council resources
- Taxation impacts, including GST
- Market pricing
- Cross-subsidisation objectives

Policy for Determining Fees

1. Statutory Fees and Charges

These are fees set by legislation or regulation and are not determined by Council. Examples include development assessment fees, inspection fees and planning certificates.

These fees generally increase annually in line with CPI or other government-determined adjustments. Changes to Council's Fees and Charges schedule may occur only after the relevant regulatory authority provides notification.

2. User Fees and Charges

User fees include revenues from planning and regulatory services, community services, property rentals, parking fees and engineering services.

These fees are reviewed annually as part of the budget process. In exceptional circumstances, fees may be reviewed and adjusted during the year, subject to Council approval and legislative requirements.

Pricing Policy and Adjustments

Council's Pricing Policy provides guidance on the setting of fees and charges.

For 2026/27, most fees and charges have been increased by approximately 3% to reflect forecast inflation and increases in service delivery costs. Appropriate rounding adjustments have been applied where necessary.

Significant revenue generated from user fees and charges includes:

	\$
Car Park Management	5,516,000
Development Assessment	1,432,100
Engineering Management	1,408,000
Customer Service Management	622,100
Roads	500,000
Events	217,600
Finance Management	205,000
Community Care	200,564
Community Centre	200,000
Property Administration	162,850

Interest and Investment Revenue

Council's short-term investment returns have exceeded budget estimates in recent years, reflecting prudent financial management and the ability to capitalise on favourable market conditions.

The Reserve Bank of Australia (RBA) increased interest rates in February in response to persistent inflationary pressures. While inflation has moderated, it remains above the RBA's target range and is expected to stay above 3% during 2026 before gradually easing back towards the 2-3% target band.

The RBA is also monitoring geopolitical developments, including the conflict in the Middle East, as a potential upside risk to inflation and interest rates. However, specific geopolitical scenarios have not been incorporated into the RBA's published forecasts at this stage.

The 2026/27 Budget, therefore, assumes an average investment return of 3% for the year.

Other Revenues

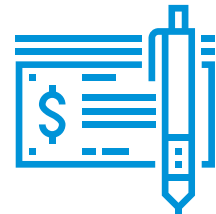
This item mainly consists of revenue generated from multiple activities. These include regulatory fines, art exhibition programs, workers' compensation rebates, sponsorships, and fundraising.

	\$
Fines-Car Parking	3,800,000
Sponsorship	126,500
Fines - Other	124,000
Rebate and Commission	123,100

Rental Income

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

	\$
User Charge - Leases	3,205,490
User Charge - Commercial Property Leases	2,419,600
User Charge - Residential Property Lease	111,600



Grants and Contributions for Operating Purposes

Operating grants play an important role in supporting the delivery of many of Council's services. The most significant component is the general-purpose Financial Assistance Grant (FAG), which is estimated at \$656,500.

In addition, Council expects to receive grant funding to support a range of community services, including 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 provide funding in 2026/27:

	\$
VPA Contributions - Bridgepoint Bridge	1,026,600
Financial Assistance Grant - General	656,500
Financial Assistance - Local Roads	300,000
Community Transport	250,000
Roads & Traffic	220,000
Meals on Wheels	204,020
Social Support - CARE Program	180,000
Library Services	140,000
Community Events	120,000
Street Lighting	115,000

Grants and Contributions for Capital Purposes

The budget for 2026/27 includes funding for capital projects, particularly those sourced from Roads and Maritime Services and other state departments. Although capital grants are not a reliable source of ongoing funding, they are essential for specific projects.

The NSW Government's Low- and Mid-Rise Housing reforms are expected to drive increased development activity within the local government area. As a result, the 2026/27 Budget provides for Developer Contributions of \$3.56 million. In addition, Council will continue to receive indexed Roads to Recovery funding from the Commonwealth Government to support local road infrastructure.

The following sources provide funding in 2026/27:

	\$
Building Management	3,565,500
Stormwater Drainage	220,000
Open Space	210,000
Roads & Footpaths	187,600

Key Expenses Assumptions and Allocations

Employee Benefits and On-Costs

All staff, except the General Manager, are employed under the Local Government (State) Award. The Award is renegotiated every three years, with the current Award due to expire on 30 June 2026. Advice from Local Government NSW (LGNSW) indicates that the new 2026 Award may result in an increase in employee costs of approximately 4.5% in 2026/27.

In line with these expectations, the 2026/27 Budget includes a 4.5% salary increase, together with an allowance for relevant step increases.

Borrowing Costs

All costs related to Council's existing borrowing obligations have been incorporated into the 2026/27 Budget. Council has sufficient cash reserves and does not plan to undertake any new external borrowing in the upcoming financial year.

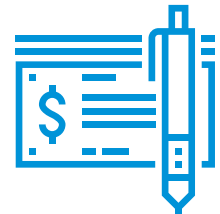
Materials and Services

As a contracting council, the Council outsources key services, including waste management, street and gutter cleaning, beach and reserve cleaning, and amenities and buildings cleaning, as well as engineering and parks and open space maintenance, to external contractors. These services are provided at market rates, meaning Council pays for them based on prevailing market conditions.

The contracts are indexed to reflect anticipated increases in service costs. Accordingly, the 2026/27 budget includes a 3.6% increase in service contract prices.

Significant allocations include:

	\$
Contractors - Operational	6,642,410
Contractors - Waste Management	4,692,000
Contractors - Maintenance & Repair	2,622,970
IT-Maintenance & Licence Agreements	1,570,000
Contractors - Cleansing	1,380,000
Insurance Premiums	983,000
State Debt Recovery Office Charges	770,000
Utilities - Electricity Large Sites	645,375
Contractors - Other	416,260
Telephones - Corporate	300,000
Materials - Other	284,800
Training & Development	282,000
Contractors - Other Professional	274,226
Operating Leases - Photocopiers	270,000
Utilities - Water	241,040
Equipment Maintenance - Other	231,000
Annual Management Fee	228,000
Contractors - Maintenance	220,000



Depreciation and Amortisation

Depreciation expense has increased in line with the 2024/25 Financial Statements, reflecting Council's continued investment in assets. As Council allocates more funds to asset development and acquisition, depreciation expenses rise accordingly.

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

Other Expenses

This item includes significant expenditures such as membership fees and contributions to other government organisations, community grants, and provisions for doubtful debts (primarily related to fines).

Core elements include:

	\$
Community Grants	95,000
Contributions & Levies - Other Organisation	201,500
Bad & Doubtful Debts (Parking Management)	420,000

State Government Levies

Council contributes significant funds to the State Government, including:

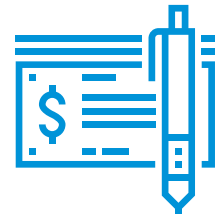
	\$
Levy Emergency Services	1,650,000
S88 Waste Levy	1,400,000
Contribution - Department of Planning	210,000
Valuation Fees - Valuer General	68,000

Outcomes

Income Statements, Balance Sheets, Cash Flow Statements and Equity Statements for 2026/27 to 2029/30 are included on the following pages.

Income Statement

Income	Revised 25/26 Budget (\$)	Draft 26/27 Budget (\$)	Draft 27/28 Budget (\$)	Draft 28/29 Budget (\$)
Rates & Annual Charges	34,387,000	36,207,000	37,075,720	38,524,738
User Fees & Charges	10,929,850	11,371,954	12,041,490	12,588,748
Other Revenue	3,892,850	4,184,702	4,151,210	4,239,657
Grants & Contributions for Operating Purposes	3,584,500	3,454,620	3,517,131	3,580,995
Interest & Investment Revenue	1,180,000	1,360,000	1,400,800	1,442,824
Rental Income	5,564,430	5,736,690	5,966,158	6,204,804
Net Share of Interest in Joint Ventures	120,000	140,000	141,400	142,814
Total Income	59,658,630	62,454,966	64,293,909	66,724,580
Expenditure	Draft 25/26 Budget (\$)	Draft 26/27 Budget (\$)	Draft 27/28 Budget (\$)	Draft 28/29 Budget (\$)
Employee Costs	21,886,943	23,044,546	23,511,447	24,421,093
Materials & Services	23,762,511	24,906,799	25,994,230	27,007,062
Legal Costs	835,000	802,000	810,020	818,120
Consultants	1,352,500	950,000	988,000	1,027,520
Borrowing Costs	260,500	162,000	122,000	92,000
Depreciation & Amortisation	6,979,000	7,561,467	7,562,696	7,713,950
Other Expenses	613,600	719,500	686,189	713,955
State Government Levies	3,230,682	3,328,000	3,461,120	3,599,565
Net Loss from Disposal of Assets	441,000	711,000	518,110	523,291
Total Expenditure	59,361,736	62,185,312	63,653,812	65,916,556
Operating Result before Capital Grants & Contributions	296,894	269,654	640,096	808,025



Income Statement by Strategic Direction

Income	Revised 25/26 Budget (\$)	Draft 26/27 Budget (\$)	Draft 27/28 Budget (\$)	Draft 28/29 Budget (\$)
Safe, caring and inclusive community	969,150	996,546	1,025,889	1,064,673
Culturally rich and vibrant community	1,098,100	910,150	936,949	972,371
Attractive and sustainable environment	9,427,000	10,264,000	10,566,216	10,965,679
An engaged, business-friendly community with strong civic leadership	28,761,830	30,110,000	30,996,568	32,168,413
Well-designed liveable and accessible places	19,236,050	20,003,220	20,592,201	21,370,702
Healthy and active village lifestyle	166,500	171,050	176,086	182,744
Total Income	59,658,630	62,454,966	64,293,909	66,724,580

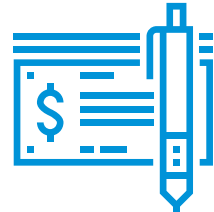
Expenditure	Revised 25/26 Budget (\$)	Draft 26/27 Budget (\$)	Draft 27/28 Budget (\$)	Draft 28/29 Budget (\$)
Safe, caring and inclusive community	2,622,676	2,658,116	2,720,887	2,817,608
Culturally rich and vibrant community	5,598,067	5,685,977	5,820,251	6,027,147
Attractive and sustainable environment	9,402,170	10,118,752	10,357,705	10,725,897
An engaged, business-friendly community with strong civic leadership	16,198,416	17,511,234	17,924,760	18,561,943
Well-designed liveable and accessible places	16,944,545	17,522,326	17,936,114	18,573,701
Healthy and active village lifestyle	8,595,862	8,688,907	8,894,095	9,210,259
Total Expenditure	59,361,736	62,185,312	63,653,812	65,916,556
Operating Result before Capital Grants & Contributions	296,894	269,654	640,096	808,025

Financial Ratios

Ratio	Revised 25/26 Budget (\$)	Draft 26/27 Budget (\$)	Draft 27/28 Budget (\$)	Draft 28/29 Budget (\$)
Operating Performance Ratio	1.04%	1.37%	1.59%	1.79%
Own Source Operating Revenue Ratio	87.33%	88.38%	88.52%	89.88%
Unrestricted Current Ratio	2.32	2.48	2.57	2.84
Debt Service Cover Ratio	6.09	7.33	10.14	11.33
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	3.14%	3.15%	3.15%	3.15%
Cash Expense Cover Ratio	7.05	7.85	8.10	8.13
Building & Infrastructure Renewals Ratio	166.67%	110.44%	96.16%	82.53%
Infrastructure Backlog Ratio	0.8%	0.5%	0.5%	0.5%
Asset Maintenance Ratio	100%	100%	100%	100%

Balance Sheet

Assets	Revised 25/26 Budget (\$)	Draft 26/27 Budget (\$)	Draft 27/28 Budget (\$)	Draft 28/29 Budget (\$)
Current Assets				
Cash & Cash Equivalents	2,952,773	9,036,270	13,560,873	17,127,823
Investments	29,000,000	26,000,000	24,000,000	22,000,000
Receivables	3,704,451	3,849,406	4,046,543	4,173,821
Inventories	277,111	281,935	296,561	307,877
Contract assets and contract cost assets	256,000	256,000	256,000	256,000
Total Current Assets	36,190,335	39,423,611	42,159,978	43,865,520
Non-Current Assets				
Receivables	285,527	295,532	307,852	319,884
Contract assets and contract cost assets	-	-	-	-
Infrastructure, Property, Plant & Equipment	632,799,986	633,606,619	635,899,319	638,463,532
Investment Property	55,794,000	55,794,000	55,794,000	55,794,000
Intangible Assets	141,000	141,000	141,000	141,000
Right of use assets	373,000	257,000	138,680	17,994
Investments Accounted for using the equity method	1,694,000	1,834,000	1,975,400	2,118,214
Total Non-Current Assets	691,087,513	691,928,151	694,256,251	696,854,624
Total Assets	727,277,847	731,351,763	736,416,229	740,720,144

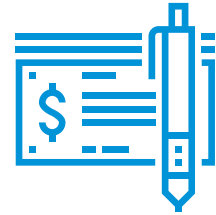


Balance Sheet

	Revised 25/26 Budget (\$)	Draft 26/27 Budget (\$)	Draft 27/28 Budget (\$)	Draft 28/29 Budget (\$)
Liabilities				
Current Liabilities				
Bank Overdraft	-	-	-	-
Payables	16,520,734	16,582,384	16,714,276	16,824,611
Contract liabilities	2,772,692	2,811,225	2,956,454	2,988,343
Lease liabilities	124,475	129,224	134,154	34,246
Borrowings	882,336	607,243	567,871	295,369
Employee benefit provisions	4,357,803	4,859,438	5,371,106	5,893,007
Total Current Liabilities	24,658,040	24,989,513	25,743,861	26,035,576
Non-Current Liabilities				
Lease liabilities	297,624	168,400	34,246	-
Borrowings	2,061,472	1,454,229	886,358	590,989
Employee benefit provisions	220,697	246,102	272,015	298,447
Other provisions	-	-	-	-
Total Non-Current Liabilities	2,579,793	1,868,731	1,192,619	889,436
Total Liabilities	27,237,833	26,858,245	26,936,480	26,925,012
Net Assets	700,040,014	704,493,518	709,479,748	713,795,132
Equity				
Retained Earnings	318,469,014	322,921,768	327,907,998	332,223,382
Revaluation Reserves	381,571,000	381,571,000	381,571,000	381,571,000
Other Reserves	-	-	-	-
Council Equity Interest	700,040,014	704,492,768	709,478,998	713,794,382
Non-controlling equity interests	-	-	-	-
Total Equity	700,040,014	704,492,768	709,478,998	713,794,382

Cash Flow Statement

	Revised 25/26 Budget (\$)	Draft 26/27 Budget (\$)	Draft 27/28 Budget (\$)	Draft 28/29 Budget (\$)
Cash Flows – Operating Activities				
Receipts:				
Rates & Annual Charges	34,298,858	35,567,360	37,045,381	38,495,109
User Charges & Fees	10,816,527	11,414,170	12,105,423	12,641,005
Investment & Interest Revenue Received	1,244,840	1,312,117	1,365,067	1,420,191
Grants & Contributions	8,637,831	7,601,053	7,880,320	7,029,758
Bonds & Deposits Received	-	-	-	-
Other	9,797,167	9,742,617	10,030,573	10,386,854
Payments:				
Employee Benefits & On-Costs	(21,349,443)	(22,109,506)	(22,973,866)	(23,872,761)
Materials & Contracts	(27,837,464)	(26,370,923)	(27,694,308)	(28,768,835)
Borrowing Costs	(260,500)	(162,000)	(122,000)	(92,000)
Bonds & Deposits Refunded	-	-	-	-
Other	(3,898,964)	(3,941,480)	(4,120,334)	(4,289,577)
Net Cash provided (or used in) Operating Activities	11,448,852	13,053,408	13,516,256	12,949,744
Cash Flows – Investing Activities				
Receipts:				
Sale of Investment Securities	-	3,000,000	2,000,000	2,000,000
Distributions Received from Joint Ventures & Associates	-	-	-	-
Other Investing Activity Receipts	-	-	-	-
Payments:				
Purchase of Investment Securities	-	-	-	-
Purchase of Investment Property	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(12,114,986)	(8,963,100)	(10,255,186)	(10,680,769)
Other Investing Activity Payments	-	-	-	-
Net Cash provided (or used in) Investing Activities	(12,114,986)	(5,963,100)	(8,255,186)	(8,680,769)



Cash Flow Statement

Cash Flows – Financing Activities

	Revised 25/26 Budget (\$)	Draft 26/27 Budget (\$)	Draft 27/28 Budget (\$)	Draft 28/29 Budget (\$)
Receipts:				
Proceeds from Borrowings & Advances	-	-	-	-
Proceeds from Finance Leases	-	-	-	-
Other Financing Activity Receipts	-	-	-	-
Payments:				
Repayment of Borrowings & Advances	(909,192)	(882,336)	(607,243)	(567,871)
Repayment of lease liabilities (principal repayments)	(119,901)	(124,475)	(129,224)	(134,154)
Net Cash Flow provided (used in) Financing Activities	(1,029,093)	(1,006,811)	(736,467)	(702,025)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,695,227)	6,083,497	4,524,603	3,566,949
plus: Cash & Cash Equivalents - beginning of year	4,648,000	2,952,773	9,400,140	13,945,299
Cash & Cash Equivalents - end of the year	2,952,773	9,036,270	13,924,743	17,512,249
Investments - end of the year	29,000,000	26,000,000	24,000,000	22,000,000
Cash, Cash Equivalents & Investments - end of the year	31,952,773	35,036,270	37,924,743	39,512,249

Representing

	Revised 25/26 Budget (\$)	Draft 26/27 Budget (\$)	Draft 27/28 Budget (\$)	Draft 28/29 Budget (\$)
External Restrictions	12,153,393	13,577,443	14,302,689	13,026,501
Internal Restrictions	14,336,584	15,630,584	17,186,024	18,353,018
Unrestricted	5,462,797	5,828,243	6,072,161	7,748,303
Total Restricted and Unrestricted	31,952,773	35,036,270	37,560,873	39,127,823

Equity Statement

	Revised 25/26 Budget (\$)	Draft 26/27 Budget (\$)	Draft 27/28 Budget (\$)	Draft 28/29 Budget (\$)
Opening Balance (as at 1/7)	695,205,000	700,040,014	704,492,768	709,478,998
Other Comprehensive Income	-	-	-	-
Net Operating Result for the Year	4,835,014	4,452,754	4,986,230	4,315,384
Total Comprehensive Income	4,835,014	4,452,754	4,986,230	4,315,384
Distributions to/(Contributions from) Minority Interests	-	-	-	-
Transfers between Equity	-	-	-	-
Equity - Balance at end of the reporting period	700,040,014	704,492,768	709,478,998	713,794,382



Capital Works Program

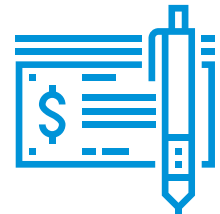
Work programs have been developed for each asset class managed by Council. These programs have been prepared using the most current information available and are indicative only. The overall Capital Works Program is funded from Council's general revenue, grants, voluntary planning agreements (VPA), reserves, and the S.712 Developer Contributions Plan.

Council has also made provisions to support significant future renewal building works; allocations to building reserves have been made since 2022 and are projected to continue in this delivery plan.

The current work schedules are based on updated Asset Management Plans and Council priorities, with the majority of funding drawn from the Long-Term Financial Plan (LTFP) and Council's annual budget.

The programs are subject to change depending on revised priorities, emerging works, emergency projects, Council directions, and new funding sources such as grants.

The table on page 159 outlines the Capital Works Program for 2025/26 to 2028/29. Further details of the 2026/27 Capital Works Program are provided on pages 159 to 162.

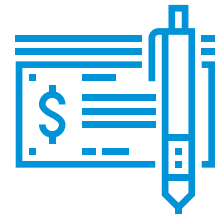


Capital Works Program 2025-26 to 2028-29

Asset Class	Asset Category	Year	\$
Roads and Other Road Assets	Road Pavements, Kerb and Gutter, Retaining Walls	2025/26	2,606,633
		2026/27	2,968,100
		2027/28	2,681,010
		2028/29	2,591,530
Footpaths	Footpaths, Paving and Associated Landscaping	2025/26	642,459
		2026/27	505,000
		2027/28	445,000
		2028/29	395,000
Stormwater	Pits and Stormwater Devices, Pipes, Open Channels, Other Stormwater Related Assets	2025/26	700,000
		2026/27	775,000
		2027/28	640,000
		2028/29	635,000
Marine Structures	Wharfs, Decking, Piles, Seawalls	2025/26	261,675
		2026/27	1,085,000
		2027/28	600,000
		2028/29	200,000
Open Space	Parks and Reserves, Sporting Fields, Bushland, Playgrounds	2025/26	1,244,824
		2026/27	1,200,000
		2027/28	1,030,000
		2028/29	970,000
Buildings	Council Offices/Administration Centre, Cultural Facilities, Childcare Centres, Investment Buildings, Other Buildings, Pavilions, Amenities and Sports Related Buildings	2025/26	5,485,790
		2026/27	1,415,000
		2027/28	1,160,000
		2028/29	915,000

2026/27 Capital Works Program

Asset Class	Detail	\$
Roads	Kerb and Gutter: Coronation Avenue - Renewal	25,000
	Road Opening and Utility Restoration Works	150,000
	Road: Canrobert Street - Renewal	90,000
	Road: Coronation Avenue - Renewal	220,000
	Road: Lower Boyle Street - Renewal	110,000
	Road: Noble Street - Renewal	50,000
	Road: Prince Albert Street - Renewal	200,000
	Road: Raglan Street - Renewal	50,000
	Road: Ritchie Lane - Renewal	70,000
	Road: The Grove - Renewal	150,000
	Various large road patching and renewal	70,000
	Consultancy, investigations and miscellaneous works	100,000
	Total	1,285,000
Other Road Assets	40kph Speed Limit Project (Stage 2)	20,000
	Active Transport Improvements	75,000
	Asset Information Strategy and Audit Works	70,000
	Emergency Works and Project Contingencies	50,000
	Fencing and Guardrail Renewal	100,000
	Lines and Signs: Renewal	135,500
	Parking Technology: Renewals	120,000
	Parking Technology: Spit East and West Carparks	50,000
	Pedestrian Safety and Walk to School Program	167,600
	Physical Traffic Devices: Renewal	100,000
	Retaining Walls: Parriwi Road - Renewal	250,000
	Steps: Kahibah Road - Renewal	55,000
	Streetblade: Renewal	75,000
	Traffic Studies and Investigations	10,000
	Wombat Crossings Lighting Compliance Review	50,000
	Spofforth Street Streetscape Improvements	130,000
	Avenue Road Shops Streetscape Improvements	130,000
Military Road Streetscape Upgrade	95,000	
	Total	1,683,100



2026/27 Capital Works Program

Asset Class	Detail	\$
Footpaths	Accessibility Works: General Pram Ramp Renewal	25,000
	Methuen Street - Renewal	50,000
	Mosman Schools - Renewal	170,000
	Rangers Avenue - Renewal	120,000
	Simpson Street - Renewal	50,000
	Stuart Walk - Renewal	40,000
	Military Road - Footpath Pavers Renewal	50,000
	Total	505,000
Stormwater	Balmoral Reserve open drain dredging and channel works	150,000
	Belmont Road - Road, Kerb and Gutter and Drainage Renewal	210,000
	Closed Conduits: Stanton Road	75,000
	Mosman LGA Flood Study and Flood Risk Management Plan	90,000
	Pits and lintels: Renewal	70,000
	SQID: Mandolong Road - Repair damage to screen	30,000
	SQID Upgrades and Lid Replacements	100,000
	Storm Response and Investigations	50,000
	Total	775,000
Marine Structures	Accessibility Works: DDA Compliant access to Balmoral	200,000
	Balmoral Jetty - Lower landing support reconstruction	180,000
	Balmoral Seawall: Rendering around Bathers Pavilion	125,000
	Clifton Gardens Baths and Jetty Detailed Design and Renewal	440,000
	Sharknet Renewal and Underwater Inspections	90,000
	Spit East Seawall (South) Landscaping and Dinghy Rack Project	50,000
	Total	1,085,000

2026/27 Capital Works Program

Asset Class	Detail	\$
Open Space	Balmoral Athletics Track	20,000
	Balmoral Skate Park Re-design and Implementation	25,000
	Bushland Paths: Renewal	40,000
	Cremorne Point Walk Footpath Renewal	50,000
	EV Charger Works Program	25,000
	Flora and Fauna Survey	40,000
	Middle Head Oval Lanscape Works	60,000
	Mosman Park Fitness Equipment	100,000
	Park Edging: Renewal	50,000
	Public Garden Upgrades and Renewal	40,000
	Recreation Needs Assessment Update	30,000
	Rosherville Reserve: Playground upgrade	220,000
	Spit East Landscaping Works	100,000
	Sport Fields Playing Surface: Renewal	50,000
	Sport Fields: Subsurface drainage works	80,000
	Storm Response and Investigations	100,000
	Sustainable Nature Strip Program	5,000
	Tree Planting	80,000
	Public Gardens in Military Road	35,000
	Mosman West Entry Sign Design and Installation	50,000
	Total	1,200,000
Property and Works	Asset Management General Works (Consultancy)	75,000
	Balmoral Baths Concrete Cancer Remediation and Capital Works	200,000
	Building Consultancy and Investigations	50,000
	Council Buildings Security Renewal Works	50,000
	Library Site Redevelopment Studies and Design	50,000
	Marie Bashir Mosman Sports Centre Various Works	50,000
	Middle Head Oval Pavillion Redevelopment [MOSPLAN]	500,000
	Roof Repairs - Art Gallery And Civic Centre	190,000
	Energy Efficiency - Solar Panels	100,000
	Art Works in Public Places	25,000
	Library and Community Services Fixtures and fittings renewal	60,000
	Library Creation Space Renewal	15,000
	Library Mosman Room Renewal	50,000
		Total
Total		7,948,100

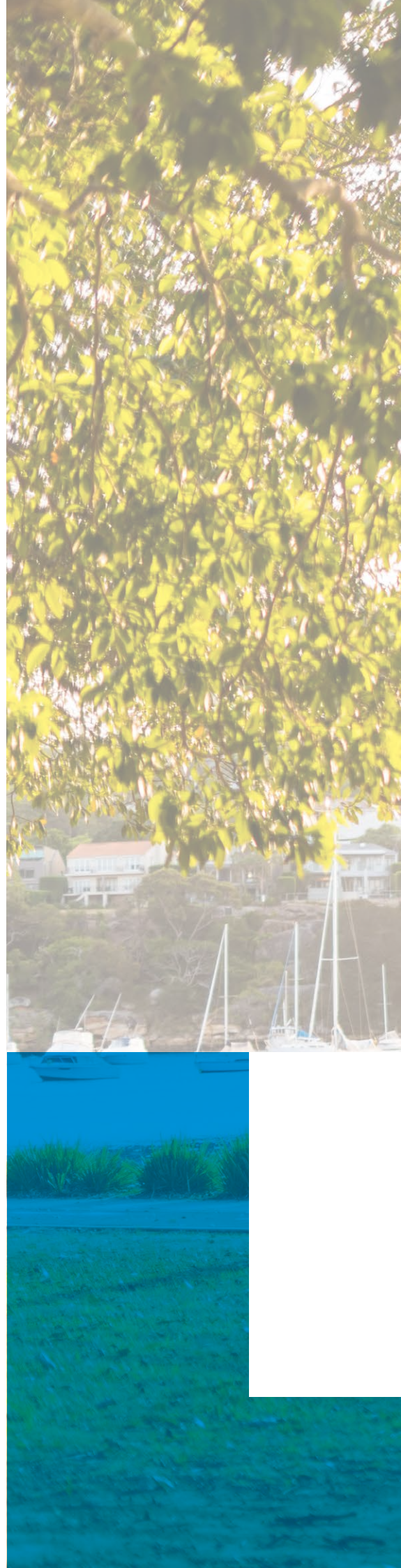


Capital Expenditure

Capital expenditure summary by Strategic Direction in 2026-27 includes:

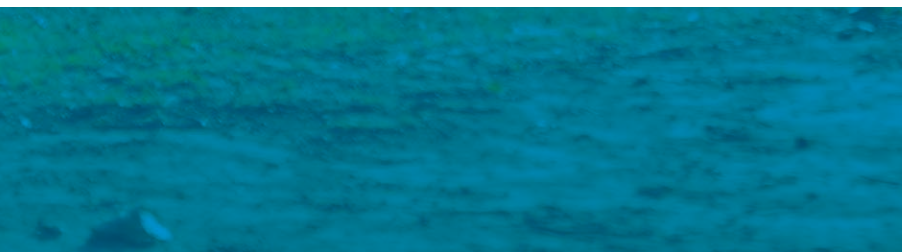
	Draft 26-27 Budget
Culturally Rich & Vibrant Community	
Arts Programming and Exhibitions	95,000
Library	390,000
Total Culturally Rich & Vibrant Community	485,000
Attractive & Sustainable Environment	
Stormwater	775,000
Waste and Cleaning	310,000
Total Attractive & Sustainable Environment	1,085,000
Engaged Business Friendly Community with Strong Civic Leadership	
Assets and Services Management	70,000
Finance	900,000
Information Technology	500,000
Total Engaged Business Friendly Community with Strong Civic Leadership	1,470,000
Well-designed Liveable & Accessible Places	
Car Parks	205,000
Property Management	1,390,000
Roads Footpaths	3,173,100
Street Lighting	50,000
Total Well-designed Liveable & Accessible Places	4,818,100
Healthy & Active Village Lifestyle	
Open Space Foreshore and Sporting Fields	2,160,000
Total Healthy & Active Village Lifestyle	2,160,000
Total	10,018,100

**A Plan for
Mosman's Future.**





Mosman
COUNCIL





MOSPLAN

REVISED
DELIVERY PROGRAM
2025|2029

OPERATIONAL PLAN
2026|2027

Delivering
for Mosman.

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