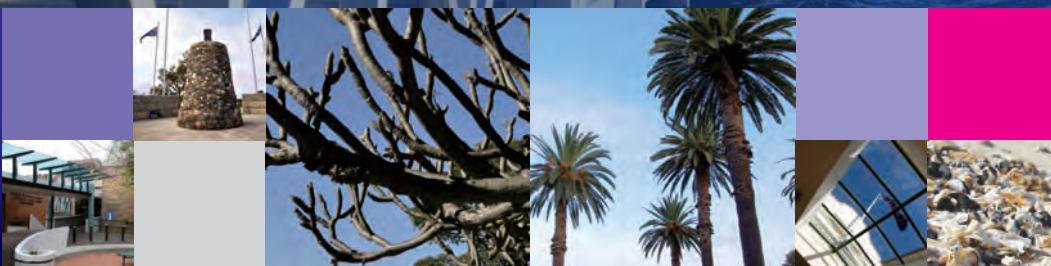


Mosman
COUNCIL

MOSPLAN 20132023

Revised 2013–2018 Delivery Program
2017–2018 Operational Plan and Budget



DRAFT for exhibition

Mosman Council

MOSPLAN

Draft Revised 2013–2018 Delivery Program
Draft 2017–2018 Operational Plan and Budget

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MOSPLAN

Overview	4
Financial Summary	8
2013–2018 Revised Delivery Program	10
2017–2018 Budget	22
Program Plans and Budgets	34
Social	36
Community Wellbeing	38
Library and Information	52
Arts & Culture	62
Environment	76
Built Environment	78
Community Spaces	90
Healthy Environment	102
Traffic and Transport	114
Economic	122
Local Economy	124
Governance	130
Leadership and Engagement	132
Governance and Risk	142

Overview

Overview

Overview

This document contains Mosman Council's draft Revised 2013-2018 Delivery Program. The original four year Delivery Program now covers a five year period as a result of the NSW Government's local government reform agenda. It details how Council intends to provide services to the Mosman community, in keeping with its adopted Vision and Values. Council's 2017-2018 Operational Plan is contained within the Delivery Program, which includes details of projects, programs and budgets for 2013-14, 2014-15, 2015-16, 2016-17 and 2017-18.

The Revised 2013-2018 Delivery Program mirrors the Themes, Programs and Strategies found in Council's current Community Strategic Plan, MOSPLAN 2013-2023 and is informed by the Resourcing Strategy including the Long Term Financial Plan, Workforce Plan and Asset Management Plans. It also contains indicators of Council performance at Corporate and Program level.

Overview

Content includes:

1. Financial Summary

Financial results and forecasts are provided for the five year Delivery Program period 2013-2018 including more detailed budget information for 2016-2017 and 2017-2018.



2. Program Plans and Budgets

This content is organised according to MOSPLAN Themes and Programs.

At Theme level, information is provided on:

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



At Program level, information is provided on:

- 10 year Direction and Strategies
- Key Performance Indicators
- Program Coordination
- Achievements 2016-2017
- Key Deliverables 2013-2018
- Program Budgets 2013-2018
- Function Budgets 2016-2017 and 2017-2018
- Key Initiatives
- Recurrent Programs and Projects

The information contained in this draft Revised 2013-2018 Delivery Program (including the 2017-2018 Operational Plan) reflects the ongoing deliverables of Council and efforts to further refine and improve upon the Delivery Program originally adopted with the Community Strategic Plan (MOSPLAN 2013-2023) in June 2013. Amended content and financial forecasts are representative of new ideas, improved ways of operating as well as responses to changing circumstances and external factors.

Financial Summary

Financial Summary



2013-2018 Revised Delivery Program

Council's budget forecast across the five year Delivery Program from 2013-2018 reflects the financial planning principles and assumptions that have also informed the 10 year Long Term Financial Plan.

The assumptions incorporated in Council's 2017/18 Budget, being the final budget for the current Delivery Program, and longer term financial forecasts are detailed here:

Key Revenue Assumptions

Rates and Annual Charges

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

The 2017/18 Budget allows for an increase of 1.5% representing the approved rate peg for the next financial year.

Further, a Stormwater Levy is included in the Budget and is estimated to raise \$240,625 in 2017/18 for allocation to important stormwater capital infrastructure initiatives.

Rates and Annual Charges also include revenue associated with the Domestic Waste Service. An increase of 2.27% has been applied in 2017/18 based on a full cost recovery determination.

User Charges and Fees

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

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

A CPI rate of 1.8% has been applied to the 2017/18 Budget.

Financial Summary

Interest and Investment Revenue

The return on Council's short term investments has been heavily influenced by market interest rates in recent times. The 2017/18 Budget is based on a rate of return of 2.6%.

Other Revenues

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

The rental on Investment Properties has been indexed at 1.8%.

Grants and Contributions for Operating Purposes

Operating grants play a significant role in shoring up Council's contribution to the many services it provides. The largest single component is the general component of the Financial Assistance Grant which it receives via the Commonwealth and is \$624,000 in 2017/18. Community services such as Aged and Children Services also receive grant funding.

Grants and Contributions for Capital Purposes

The 2017/18 Budget provides for capital funding particularly that sourced from the Roads and Maritime Services. However as capital grants are very much project based they are not relied upon as a recurrent source within the Delivery Program.

The Delivery Program provides for Developer Contributions of \$1.3 million in 2017/18, with indexed Roads to Recovery funding sourced from the Commonwealth.

Key Expenses Assumptions

Employee Benefits and On-Costs

The new Local Government State Award effective from 1 July 2017 has not been determined. In view of a low CPI increase, an allowance of 2% has been provided in the Budget for 2017/18.

To help Australians be more self sufficient in retirement, the Federal Government in its 2010/2011 Budget announced a staged increase in the Superannuation Guarantee (SG) effective from 2013/14. The latest revision to the superannuation timetable means that the SG will remain at 9.5% until 30 June 2021, and then increase to 12% by 1 July 2025. The associated costs have been included in Council's 2017/18 budget.



Borrowing Costs

All costs associated with Council's existing and proposed borrowing requirements have been included within the 2017/18 Budget.

New loans of \$400,000 per annum have been taken up since 2015/16. A one-off loan of \$2,000,000 for additional footpath works has recently been taken up with the \$400,000 loan at an interest rate of 3.92%. A further \$400,000 is proposed to be taken up in 2017/18.

Materials and Contracts

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

These contracts are indexed by the annual movement in the Sydney All Groups CPI as are all schedule of rate contracts and for 2017/18 are indexed at 1.8%.

Depreciation and Amortisation

The depreciation expense has been increased in line with the reported 2015/16 Financial Statements. As Council invests more funds on assets, depreciation increases.

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

Other Expenses

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

The 2017/18 Budget provides for an incremental increase of 1.8%.

Outcomes

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

The infrastructure outcomes proposed for the five years commencing 2015/16 are also included on pp 18-19.

Financial Summary

Financial Ratios

Income	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Budget
Operating Performance Ratio	0.31%	1.70%	0.06%	1.63%	0.41%
Own Source Revenue Ratio	88.3%	88.8%	91.3%	90.9%	90.6%
Unrestricted Current Ratio	140.1%	155.0%	139.8%	171.4%	148.2%
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	1.6%	2.2%	1.9%	2.05%	2.05%
Building and Infrastructure Renewal Ratio	137.6%	95.7%	151.6%	168.6%	160.0%
Infrastructure Backlog Ratio	3.6%	2.9%	2.8%	2.1%	1.7%
Asset Maintenance Ratio	94.4%	97.0%	100.0%	100.0%	100.0%
Debt Service Ratio	6.5%	6.1%	5.9%	5.04%	4.21%

Mosman Council Income Statement

Income	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Budget
Rates and Annual Charges	22,611,000	23,680,000	25,354,000	25,793,726	26,172,790
User Fees and Charges	9,790,000	10,023,000	10,755,000	10,569,214	10,817,727
Interest and Investment Revenue	438,000	503,000	526,000	436,900	467,000
Other Revenue	6,524,000	6,115,000	4,871,000	5,049,465	5,022,140
Grants and Contributions for Operating Purposes	1,996,000	2,545,000	2,919,000	2,344,226	2,328,732
Income from Joint Ventures and Associated Entities	31,000	150,000	167,000	-	-
Total Income	41,390,000	43,016,000	44,592,000	44,193,531	44,808,389

Expenditure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Budget
Employee Costs	14,966,000	15,924,000	16,874,000	17,851,593	18,236,709
Borrowing Costs	677,000	612,000	502,000	411,143	403,143
Materials and Contracts	11,686,000	12,634,000	14,291,000	13,989,563	14,412,892
Depreciation and Amortisation	5,557,000	5,150,000	5,415,000	5,214,370	5,402,780
Other Expenses	6,086,000	5,744,000	10,914,000	6,006,495	6,169,440
Total Expenditure	38,972,000	40,064,000	47,996,000	43,473,164	44,624,964
Operating Result Before Capital Grants and Contributions	2,418,000	2,952,000	(3,404,000)	720,367	183,425
Grants and Contributions for Capital Purposes	2,922,000	2,264,000	1,920,000	1,822,894	2,055,440
Operating Result After Capital Grants and Contributions	5,340,000	5,216,000	(1,484,000)	2,543,261	2,238,865



Income Statement by Theme and Program

Income	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Budget
Social					
Community Wellbeing	1,704,000	1,790,000	1,852,000	1,804,518	1,837,348
Library and Information	180,000	176,000	171,000	159,370	160,390
Arts and Culture	520,000	529,000	647,000	554,170	570,699
Total Social	2,404,000	2,495,000	2,670,000	2,518,058	2,568,437
Environment					
Built Environment	2,566,000	1,771,000	2,381,000	1,963,500	2,000,750
Community Spaces	6,242,000	6,391,000	4,657,000	4,630,805	4,722,891
Healthy Environment	5,865,000	6,494,000	6,691,000	6,741,800	6,702,410
Traffic and Transport	5,887,000	5,863,000	6,612,000	6,876,084	7,002,300
Total Environment	20,560,000	20,519,000	20,341,000	20,212,189	20,428,351
Governance					
Leadership and Engagement	0	0	0	0	0
Governance and Risk	18,426,000	20,001,000	21,581,000	21,463,284	21,811,601
Total Governance	18,426,000	20,001,000	21,581,000	21,463,284	21,811,601
Total Income	41,390,000	43,015,000	44,592,000	44,193,531	44,808,389

Expenditure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Budget
Social					
Community Wellbeing	2,590,000	2,826,000	2,901,000	3,043,673	3,128,200
Library and Information	2,005,000	2,120,000	2,179,000	2,190,611	2,237,462
Arts and Culture	1,374,000	1,335,000	1,544,000	1,475,189	1,583,408
Total Social	5,969,000	6,281,000	6,624,000	6,709,473	6,949,070
Environment					
Built Environment	5,845,000	7,377,000	7,811,000	7,937,398	8,174,920
Community Spaces	5,064,000	7,505,000	12,078,000	7,847,698	7,993,812
Healthy Environment	6,890,000	4,653,000	5,032,000	5,491,535	5,753,018
Traffic and Transport	1,246,000	1,385,000	1,929,000	1,839,527	1,915,178
Total Environment	19,045,000	20,920,000	26,850,000	23,116,158	23,836,928
Governance					
Leadership and Engagement	1,915,000	2,494,000	2,689,000	2,674,153	2,727,570
Governance and Risk	12,043,000	10,368,000	11,833,000	10,973,380	11,111,396
Total Governance	13,958,000	12,862,000	14,522,000	13,647,533	13,838,966
Total Expenditure	38,972,000	40,063,000	47,996,000	43,473,164	44,624,964
Surplus/(Deficit)	2,418,000	2,952,000	(3,404,000)	720,367	183,425

Financial Summary

Mosman Council Balance Sheet

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Budget
ASSETS					
Current Assets					
Cash & Cash Equivalents	10,150,000	13,160,000	12,725,000	12,457,329	11,672,960
Investments	0	0	2,000,000	500,000	-
Receivables	4,051,000	3,415,000	3,440,000	3,660,475	3,732,322
Inventories	164,000	163,000	148,000	178,244	183,637
Other	186,000	60,000	227,000	151,817	156,268
Non-current assets classified as "held for sale"	0	0	0	0	-
Total Current Assets	14,551,000	16,798,000	18,540,000	16,947,865	15,745,188
Non-Current Assets					
Investments	0	0	0	1,500,000	-
Receivables	29,000	82,000	122,000	75,386	76,494
Inventories	0	0	0	0	-
Infrastructure, Property, Plant & Equipment	463,132,000	463,810,000	433,963,000	437,389,712	442,069,912
Investments Accounted for using the equity method	674,000	792,000	898,000	898,000	898,000
Investment Property	46,821,000	48,950,000	44,963,000	44,963,000	44,963,000
Intangible Assets	312,000	298,000	282,000	282,000	282,000
Non-current assets classified as "held for sale"	0	0	0	0	-
Other	0	0	0	0	-
Total Non-Current Assets	510,968,000	513,932,000	480,228,000	485,108,098	488,289,406
TOTAL ASSETS	525,519,000	530,730,000	498,768,000	502,055,964	504,034,595
LIABILITIES					
Current Liabilities					
Bank Overdraft	0	0	0	0	0
Payables	8,509,000	9,500,000	11,954,000	11,421,766	11,862,799
Borrowings	1,880,000	1,913,000	1,746,000	0	-
Provisions	3,745,000	3,895,000	4,735,000	5,252,819	5,561,214
Liabilities associated with assets classified as "held for sale"	0	0	0	0	-
Total Current Liabilities	14,134,000	15,308,000	18,435,000	16,674,585	17,424,013
Non Current Liabilities					
Payables	0	0	0	0	0
Borrowings	9,086,000	7,166,000	5,819,000	8,217,321	7,192,055
Provisions	294,000	286,000	159,000	265,797	281,402
Investments Accounted for using the equity method	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0
Total Non Current Liabilities	9,380,000	7,452,000	5,978,000	8,483,118	7,473,456
TOTAL LIABILITIES	23,514,000	22,760,000	24,413,000	25,157,703	24,897,469
NET ASSETS	502,005,000	507,970,000	474,355,000	476,898,261	479,137,125
EQUITY					
Retained Earnings	290,803,000	296,019,000	254,006,000	256,549,261	258,788,125
Revaluation Reserves	211,202,000	211,951,000	220,349,000	220,349,000	220,349,000
Council Equity Interest	502,005,000	507,970,000	474,355,000	476,898,261	479,137,125
Minority Equity Interest	0	0	0	0	0
TOTAL EQUITY	502,005,000	507,970,000	474,355,000	476,898,261	479,137,125



Mosman Council Cash Flow Statement

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Budget
Cash Flows from Operating Activities					
Receipts:					
Rates and Annual Charges	22,735,000	23,512,000	25,299,000	25,840,107	26,165,124
User Charges and Fees	9,953,000	9,835,000	10,843,000	10,781,660	10,786,207
Interest and Investment Revenue Received	416,000	515,000	510,000	439,453	474,158
Grants and Contributions	4,031,000	5,193,000	5,057,000	3,807,417	4,364,863
Bonds and Deposits Received	1,923,000	1,809,000	3,283,000	0	0
Other	3,879,000	4,421,000	4,765,000	4,672,616	5,004,822
Payments:					
Employee Benefits and On-Costs	(15,144,000)	(15,266,000)	(16,678,000)	(17,068,744)	(17,906,867)
Materials and Contracts	(12,240,000)	(12,092,000)	(13,602,000)	(14,174,584)	(14,378,313)
Borrowing Costs	(663,000)	(621,000)	(513,000)	(408,366)	(407,981)
Bonds and Deposits Refunded	(1,303,000)	(1,077,000)	(2,259,000)	0	0
Other	(6,100,000)	(6,304,000)	(6,659,000)	(6,006,495)	(6,169,440)
Net Cash provided (or used in) Operating Activities	7,487,000	9,925,000	10,046,000	7,883,062	7,932,573
Cash Flows from Investing Activities					
Receipts:					
Sale of Investment Securities	11,050,000	19,350,000	31,000,000	0	2,000,000
Sale of Investment Property	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0
Sale of Infrastructure, Property, Plant and Equipment	31,000	0	28,000	0	0
Sale of Interests in Joint Ventures and Associates	0	0	0	0	0
Sale of Intangible Assets	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0
Sale of Disposal Groups	0	0	0	0	0
Distributions Received from Joint Ventures and Associates	35,000	32,000	61,000	0	0
Other Investing Activity Receipts	0	0	0	0	0
Payments:					
Purchase of Investment Securities	(11,050,000)	(19,350,000)	(33,000,000)	0	0
Purchase of Investment Property	0	0	0	0	0
Purchase of Infrastructure, Property, Plant and Equipment	(7,037,000)	(5,060,000)	(7,056,000)	(8,803,054)	(9,691,676)
Purchase of Real Estate Assets	0	0	0	0	0
Purchase of Intangible Assets	0	0	0	0	0
Deferred Debtors and Advances Made	0	0	0	0	0
Purchase of Interests in Joint Ventures and Associates	0	0	0	0	0
Contributions Paid to Joint Ventures and Associates	0	0	0	0	0
Other Investing Activity Payments	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	(6,971,000)	(5,028,000)	(8,967,000)	(8,803,054)	(7,691,676)
Cash Flows from Financing Activities					
Receipts:					
Proceeds from Borrowings and Advances	2,000,000	0	400,000	2,400,000	400,000
Proceeds from Finance Leases	0	0	0	0	0
Other Financing Activity Receipts	0	0	0	0	0
Payments:					
Repayment of Borrowings and Advances	(1,860,000)	(1,887,000)	(1,914,000)	(1,747,679)	(1,425,266)
Repayment of Finance Lease Liabilities	0	0	0	0	0
Distributions to Minority Interests	0	0	0	0	0
Other Financing Activity Payments	(130,000)	0	0	0	0
Net Cash provided (or used in) Financing Activities	10,000	(1,887,000)	(1,514,000)	652,321	(1,025,266)
Net Increase/(Decrease) in Cash & Cash Equivalents	526,000	3,010,000	(435,000)	(267,671)	(784,369)
plus: Cash, Cash Equivalents and Investments - beginning of year	9,624,000	10,150,000	13,160,000	14,725,000	14,457,329
Cash and Cash Equivalents - end of the year	10,150,000	13,160,000	12,725,000	12,457,329	11,672,960
Investments - end of the year	0	0	2,000,000	2,000,000	0
Cash and Cash Equivalents and Investments - end of the year	10,150,000	13,160,000	14,725,000	14,457,329	11,672,960

Financial Summary

Mosman Council Cash Flow Statement

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Budget
Representing:					
- External Restrictions	4,475,000	5,262,000	5,877,000	6,052,318	4,187,318
- Internal Restrictions	4,362,000	5,287,000	6,476,000	6,568,742	6,204,742
- Unrestricted	1,313,000	2,611,000	2,372,000	1,836,269	1,280,900
	10,150,000	13,160,000	14,725,000	14,457,329	11,672,960

Mosman Council Equity Statement

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Budget
Opening Balance	497,096,000	502,005,000	467,441,000	474,355,000	476,898,261
a. Current Year Income and Expenses Recognised direct to Equity	0	0	0	0	0
- Transfers to/(from) Asset Revaluation Reserve	0	749,000	8,398,000	0	0
- Transfers to/(from) Other Reserves	0	0	0	0	0
- Other Income/Expenses recognised	0	0	0	0	0
- Other Adjustments	(431,000)	0	0	0	0
Net Income Recognised Directly in Equity	(431,000)	749,000	8,398,000	0	0
b. Net Operating Result for the Year	5,340,000	5,216,000	(1,484,000)	2,543,261	2,238,865
Total Recognised Income and Expenses (candd)	4,909,000	5,965,000	6,914,000	2,543,261	2,238,865
c. Distributions to/(Contributions from) Minority Interests	0	0	0	0	0
d. Transfers between Equity	0	0	0	0	0
Equity - Balance at end of the reporting period	502,005,000	507,970,000	474,355,000	476,898,261	479,137,125



5 Year Capital Works Program

In order to inform Councillors and the community of the Capital Works Program, work programs have been developed for each asset class and broken down into sub assets. These work programs have been prepared with the best information currently available and are an indication only. Later years costing relies on unit rates and estimated quantities. The program includes additional loan funding for the Balmoral Promenade Renewal as well as additional expenditure in 2017/18 with additional funds sourced through Council's Section 94 Plan and other assets reserves. It also relies on several grant funds that are not yet confirmed.

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

The following details both the 2017/18 Capital Works Program (pages 20–21) and a 5 year projection based on asset classes (page 19). 2017/18 is represented as 'Year 3' of the five year program.

Financial Summary

5 Year Capital Works Program			
Asset Class	Asset Category	Year	\$
Roads	Footpaths, Road Pavements, Kerb and Gutter, Retaining Walls	Year 1	2,481,000
		Year 2	3,529,000
		Year 3	4,400,000
		Year 4	2,951,000
		Year 5	3,042,000
Stormwater	Pits and Stormwater Devices, Pipes, Open Channels, Other Stormwater Related Assets	Year 1	555,000
		Year 2	555,000
		Year 3	675,000
		Year 4	650,000
		Year 5	651,000
Marine Structures	Wharfs, Decking, Piles, Seawalls	Year 1	158,000
		Year 2	229,000
		Year 3	1,155,000
		Year 4	257,000
		Year 5	277,000
Parks and Open Space	Parks and Reserves, Sporting Fields, Bushland, Playgrounds,	Year 1	930,000
		Year 2	727,000
		Year 3	1,375,000
		Year 4	825,000
		Year 5	848,000
Buildings	Council Offices/Administration Centre, Cultural Facilities, Childcare Centres, Investment Buildings, Other Buildings, Pavilions, Amenities and Sports Related Buildings	Year 1	1,490,000
		Year 2	1,310,000
		Year 3	1,520,000
		Year 4	1,330,000
		Year 5	1,205,000



2017/18 Capital Works Program

Asset Class/Sub-Class	Detail	Budget Estimate
Roads	Bradleys Head Road Road Works	150,000
	Macpherson Road Road Works	100,000
	Coronation Avenue Road Works	40,000
	Wyargine Road and Edwards Bay Road Road Works - Parking Lane	120,000
	Military Road Road Works	60,000
	Cedric Lane Road Works	25,000
	Signage Program	150,000
	Road Opening Reinstatements	220,000
	Bicycle Strategy	110,000
	Traffic Facilities Including Lines and Signs	70,000
	Upper Almora Street - Pedestrian Crossing Lights	50,000
	Mandolong Road - Pedestrian Crossing Lights	50,000
	Spit Reserve West Carpark Turning Circle Upgrade	80,000
	Parriwi Road Lights	100,000
	Centenary Circle Improvement	675,000
	Misc Works, Designs, Surveying and Emergency Works	320,000
Total		2,320,000
Footpaths	Balmoral Beach Access Stairs, Connecting Footpaths and Lighting Improvements	700,000
	Ourimbah Road Footpath Works - Both sides from Macpherson Street to Spit Road	100,000
	Bradleys Head Road Footpath Works - Both Sides from Cross Street to Whiting Beach Road	105,000
	Plunkett Road - New Footpath	70,000
	Cross Street - New Footpath into Drill Hall	15,000
	Warringah Road - Footpath Extension	20,000
	Alexander Avenue - Footpath, K&G, Road and Drainage Design	30,000
	Middle Head Road Footpath Works - Both Sides from Cobbittee Street to Kahibah Road	40,000
	Prince Albert Street Footpath Works - Upper section from Whiting Beach Road to Union Street	50,000
	Gordon Street Footpath Works - Middle Head Road to Bayview Avenue	60,000
	The Esplanade Kerb and Gutter Works - Motorcycle Parking Bay End of Awaba Street	15,000
	The Esplanade Kerb and Gutter Works - Bus Stop Opposite Tram Shed	15,000
	Military Road Footpath Paving Works	30,000
	Sarah's Walk Steps: from Morella Road to Dead End	15,000
	Misc Works, Designs, Surveying and Emergency Works	165,000
Total		1,430,000
Stormwater	Balmoral Beach Outlet Renewal - Near Raglan Street	100,000
	Marsala Street - New Closed Conduits	310,000
	The Grove - Relining Works	50,000
	Prince Albert Street - Culvert Renewal	15,000
	Mary Margaret Lane - Relining Works	15,000
	Misc Works, Designs, Surveying and Emergency Works	185,000
Total		675,000

Financial Summary

2017/18 Capital Works Program

Asset Class/Sub-Class	Detail	Budget Estimate
Buildings	Civic Centre Air Conditioning Works	360,000
	Bowling Club Front Retaining Wall	280,000
	Allan Border Oval Pavilion Planning and Designs	80,000
	Middle Head Oval Pavilion Planning and Designs	80,000
	Art Gallery Access Improvement Works	60,000
	Swim Centre Replacement Works	80,000
	Library Walk Ablution Block Redevelopment	80,000
	The Esplanade - Umbrellas / Shade Cloth Renewal	80,000
	Library Improvement Works	270,000
	Misc Works, Designs, Surveying and Emergency Works	150,000
Total		1,520,000
Marine Structures	Inkerman Street Jetty Seawall + Steps - Reconstruction	70,000
	Inkerman Street Jetty Refurbishment	60,000
	Balmoral Baths Swimming Turning Board Replacement	330,000
	Spit East Erosion Control and New Pedestrian Path	600,000
	Misc Works, Designs, Surveying and Emergency Works	95,000
Total		1,155,000
Retaining Walls	Athol Wharf Road Slope Stabilisation - Scaling, shotcrete and revegetation: Stage 1	150,000
	Clan Alpine Street Retaining Wall	350,000
	Lennox Street Retaining Wall	80,000
	Misc Works, Designs, Surveying and Emergency Works	70,000
Total		650,000
Open Space	Quakers Hat Park and Spit Reserve - Bushland Walking Track Upgrade	120,000
	Chinamans Beach - Dune Fencing Upgrade	20,000
	New - BBQ Supply and Install	60,000
	Balmoral Fitness Equipment	75,000
	Balmoral - New Basketball Hoop	35,000
	Sirius Cove - New Dinghy and Kayak Racks	70,000
	Public Garden Upgrades	20,000
	Equipment, Shade and Furniture Renewal	75,000
	Memorial Park - Play Equipment and Softfall Upgrade	250,000
	Memory Park - Playground, Paths and Landscape Upgrade	400,000
	Sport Fields Playing Surface Renewal	110,000
	George's Heights Irrigation	110,000
	New Street and Park Tree Planting	30,000
Total		1,375,000
Domestic Waste	Waste Bins	130,000
Total		130,000



Financial Summary

2017-2018 Budget

The General Fund budget result for 2017/18 is a projected operating surplus, before capital grants and contributions of \$183,425.

Funding has been maintained across all service levels with expenditure being forecast to increase at 1.8% in line with the current Consumer Price Index (CPI) findings. Revenue sources have been generally increased by 2.0%, or by a higher percentage where for instance market reviews have demonstrated that this is appropriate. Investment income has been estimated at 2.6%.

Rate income is forecast to increase by the IPART rate peg of 1.5%.

For the Domestic Waste Service, costs have been reviewed to ensure that they disclose the full cost of service provision as required by the *Local Government Act 1993*. Differential charging is maintained with a proposed increase of 2.27%.

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

Financial Summary

Budgeted operating result

The forecasted 2017/18 Operating Result is as follows:

Income from Continuing Operations	Revised 2016/17 Budget	Draft 2017/18 Budget
Rates and Annual Charges	25,793,726	26,172,790
User Fees and Charges	10,569,214	10,817,727
Interest and Investment Revenue	436,900	467,000
Other Revenue	5,049,465	5,022,140
Grants and Contributions for Operating Purposes	2,344,226	2,328,732
Total Income	44,193,531	44,808,389

Expenditure from Continuing Operations	Revised 2016/17 Budget	Draft 2017/18 Budget
Employee Costs	17,851,593	18,236,709
Materials and Contracts	13,328,103	14,050,232
Legal Costs	796,110	527,870
Consultants	195,350	174,790
Borrowing Costs	411,143	403,143
Depreciation and Ammortisation	5,214,370	5,402,780
State Government Levies	1,203,900	1,208,900
Other Expenses	4,472,595	4,620,540
Total Expenditure	43,473,164	44,624,964
Operating Result Before Capital Grants and Contributions	720,367	183,425
Grants and Contributions for Capital Purposes	1,822,894	2,055,440
Operating Result After Capital Grants and Contributions	2,543,261	2,238,865



Key Income Sources

Rates and Annual Charges form the most significant revenue source in Council's 2017/18 Budget. The following information is provided to assist in clarifying other key income sources.

User Fees and Charges

Significant components of this allocation include:

On Street Parking The Esplanade	1,430,000
Development Application	760,000
Bridgepoint Bridge	747,010
Foreshore Car Parking - Balmoral	510,000
Restorations	465,000
Foreshore Car Parking - Spit West	450,000
BeforeAfter School Care	377,760
Bus Shelter Advertising	365,000
Mosman Swim Centre	314,210
MOCC Child Care Fees	309,510
Foreshore Car Parking Stickers	280,000
Foreshore Car Parking - Clifton Gardens	264,000
On Street Parking Bradleys Head Rd	259,000
Work Zone	240,000
Rental	239,690
Section 125 Leases	209,550
Other Crown Land Leases	176,360
On Street Parking Botanic Road	145,000
On Street Parking Parriwi Rd/Spit Rd	143,000
Bank Charges	130,000
Library Walk - Flats	125,000
Balmoral Reserve - Hire	122,912
Section 149 Certificates	120,000
Stand Plant on Roadway Permits	120,000
Indoor Sports Complex Hire	120,000
Meals on Wheels Debtor Income Control	114,420
Balmoral Long Daycare Centre	110,000
Foreshore Car Parking - Spit East	105,000

Financial Summary

Other Revenues

This allocation includes:

Fines - Car Parking	2,900,000
Commercial Property Leases	1,961,150
Fines - Other	40,700

Grants and Contributions – Operating

The following sources will provide funding in 2017/18:

Financial Assistance Grant - General	624,000
Aged Services	553,240
Roads Maintenance	408,550
Pensioner Rebate	94,000
Street Lighting	90,000
Library Services	56,500

Grants and Contributions – Capital

The following sources will provide funding in 2017/18.

Section 94 Developer Contributions	1,300,000
Roads	450,800
Footpaths	64,640
Other	240,000



Key Expenditure Allocations

Employee Benefits and On Costs

The Budget provides for a 2.0% State Award increase from the first full pay period in July 2017.

Materials and Contracts

The bulk of Council services are provided by contract.

The following are some of the more significant allocations for 2017/18 by function:

Domestic Waste	4,521,600
Open Space	2,566,645
Roads	1,483,750
Building Management	917,034
Car Park Management	505,500
Sporting Fields	387,860
Street Lighting	376,000
Governance Support	300,995
Stormwater Drainage	271,120
Property Administration	259,630
Community Services Management	251,912
Arts Programming and Exhibitions	224,235
Children's Service	203,100
Development Assessment	190,090
Works Depot	170,881
Aged & Disability Services	157,899
Communication Management	157,600
Footpaths	150,500
Events	128,512
Finance Management	127,040
Risk Management	111,234
Environmental Sustainability	107,400

Financial Summary

Capital Expenditure

Capital Program*	\$
Environment	
Building and Property	1,520,000
Car Parks	5,140
Open Space Foreshore and Sporting Fields	1,375,000
Roads Footpaths & Stormwater	5,075,000
Waste and Cleaning	130,000
Total Environment	9,260,140
Governance	
Finance (Loan Principal)	1,425,266
Information Technology	434,000
Total Governance	1,859,266
Social	
Arts Programming and Exhibitions	100,670
Library Resources	282,370
Library Services	5,800
Total Social	388,840
Total	11,508,246

*A more detailed listing of Capital Works is provided on pp 20-21.



Other Expenditure

Core elements include:

Software Maintenance and Licence Agreements	1,033,557
NSW Government Emergency Services Levy	1,000,000
Insurance Premiums	716,300
Electricity	464,690
Water	171,273
Contribution - Department of Planning	163,900

Financial Summary

Revenue Policy

Rating Structure

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

IPART has approved a rate increase to a maximum of 1.5% in 2017/18 and Council's budget is based on adopting the full 1.5% increase.

Rating Categories

There are two categories of rates:

- Residential
- Business

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

	Residential	Business
Rateable Valuations	14,113,592,533	642,454,494
Number of Properties	12,789	601
Rate in \$	0.00063	0.001689
Base amount	695	1,208
Total income	17,781,388	1,815,802
Average Rate	1,390	3,021



Special Variations

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

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

This levy has no sunset clause.

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

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

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

Financial Summary

Domestic Waste Management Service

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

A resident has a choice of the following size bins/fee structure in 2017/18:

1 × 80 litre mobile garbage bin	\$356
1 × 120 litre mobile garbage bin	\$581
1 × 240 litre mobile garbage bin (available only to existing customers)	\$1,216

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

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

Pension Subsidy

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

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

Interest Charges

In 2017/18 the interest charges on unpaid rates and charges will accrue on a daily basis at the rate of 8.0% per annum, subject to confirmation by the Minister for Local Government.



Stormwater Levy

The Stormwater Levy will be continued with the following parameters:

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

Annual Fees and Charges

In accordance with Section 608 of the *Local Government Act, 1993* and other relevant legislation, Council is authorised to charge and recover approved fees and charges for any service it provides. For 2017/18 these are included in the document entitled '2017/18 Pricing Policy – Schedule of Fees and Charges'. This document forms part of MOSPLAN, however is published separately.

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

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

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

Financial Summary

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

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

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

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

Program Plans and Budgets

Program Plans and Budgets



Programs

Community Wellbeing
Library and Information
Arts and Culture

Related Strategies and Plans

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

Key Partners

Federal government – various agencies and authorities including Department of Health; Department of Social Services and Department of Education and Training
State government – various agencies and authorities including Department of Family and Community Services; NSW Health; Department of Education; Arts NSW; National Parks and Wildlife Service and NSW Police Force
SHOROC
Sydney Harbour Federation Trust
Shorelink Library Network
Non-government and community organisations

Social

Community Sustainability Indicators

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





Direction Statement

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

Program Coordination

Manager Community Services

Strategies

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

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

Key Deliverables 2013-2018

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

Community Wellbeing

Program Budget 2013-2018

	2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000
Income	1,704	1,790	1,852	1,805	1,837
Expenditure	2,590	2,826	2,901	3,044	3,128
Net	(886)	(1,036)	(1,049)	(1,239)	(1,290)

Expenditure

Program Expenditure by Funding Source 2017-2018

\$3,128,200

■ Rates ■ Other

41%

59%

KPIs

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

Achievements 2016-2017

In 2016-2017 Council delivered the following results under this program

- Mosman's first Disability Inclusion Action Plan endorsed by Council.
- White Ribbon Day photographic exhibition to highlight domestic violence prevention
- New activities and services for older people included an active lifestyle Walking Group and a regular Discussion Group
- New initiatives for young people included the NEST volunteer program and Market for your Mind youth event
- Introduction and launch of VIP Membership Program and card for older people
- Unused outdoor area at Mosman Occasional Care Centre redeveloped with, wooden ramps, climbing wall, slide and landscaped grassed area to promote children's gross motor skills and reflective play
- Expanded environmental focus in Children's Services including a Native Edible Bush Garden, worm farm, native bees, butterfly garden, chickens and vegetable gardens in partnership with Mosman Community Gardeners and the Mosman Men's Shed
- 280 young people attended and 13 local bands played at the Breakout and Vocal Showdown concerts, planned and hosted by the youth volunteer group Vocal Rewind
- Continuing high satisfaction rates from youth volunteers involved in the Vocal Rewind, NEST, View Finders and Mospress volunteering programs
- Production of digital welcome pack for new residents
- Almost \$49,000 distributed to local community organisations through Council's 2016/17 Community Grants Program



2017–2018 Budget

Income	2016/17	2017/18
Community Services	—	—
Aged & Disability Services	737,108	750,638
Children's Services	1,037,490	1,056,280
Youth Services	29,920	30,430
Total Program Income	1,804,518	1,837,348

Expenditure	2016/17	2017/18
Community Services	576,674	579,252
Aged & Disability Services	1,129,337	1,185,511
Children's Services	1,022,797	1,032,047
Youth Services	314,865	331,390
Total Program Expenditure	3,043,673	3,128,200
Operating Surplus/(Deficit)	(1,239,155)	(1,290,852)

Community Wellbeing

Community Services

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2016/17	2017/18
Employee Costs	239,174	234,300
Materials and Contracts	243,680	251,912
Legal Costs	—	—
Consultants	22,000	2,000
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	71,820	91,040
Total Expenditure	576,674	579,252
Operating Surplus/(Deficit)	(576,674)	(579,252)

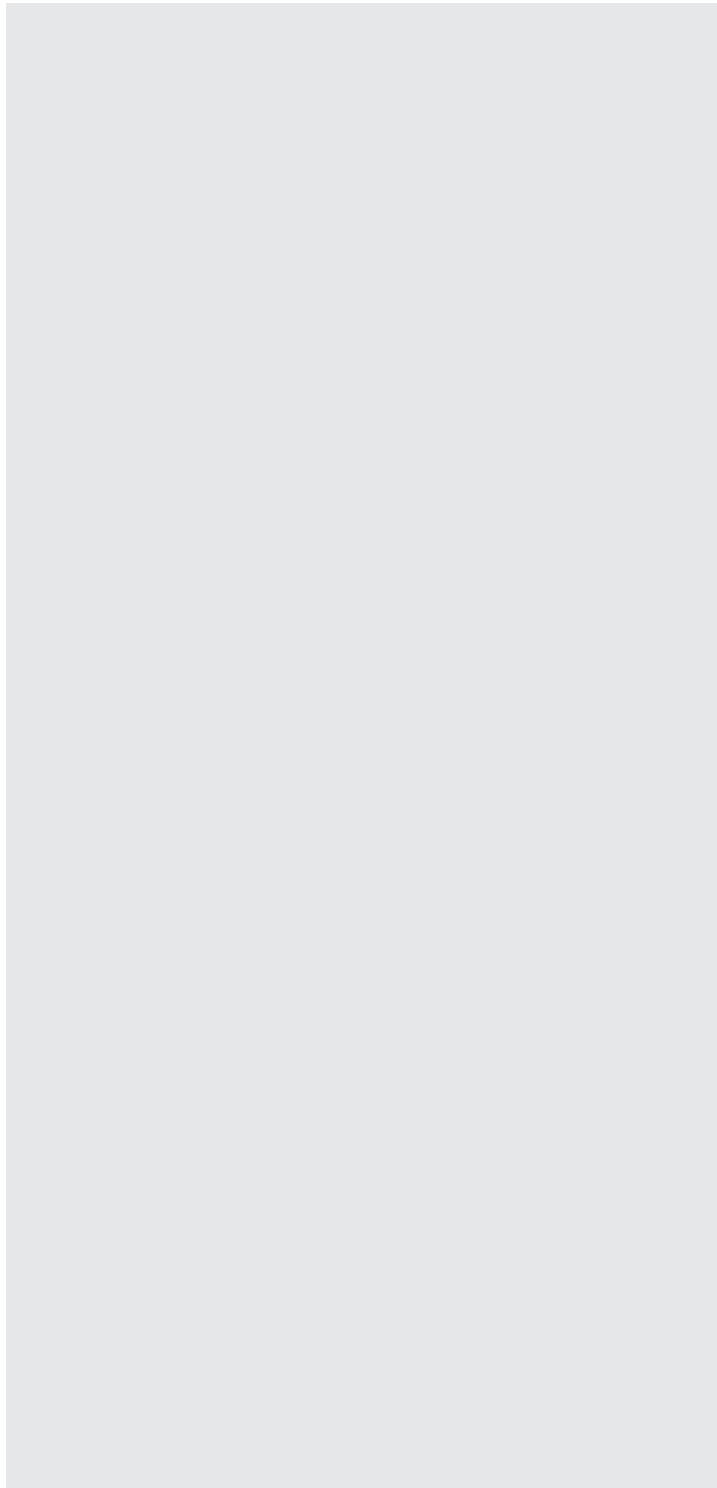
EFT Staff (including casuals) 1.5 1.5

Aged and Disability Services

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	193,647	197,398
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	543,461	553,240
Total Income	737,108	750,638

Expenditure	2016/17	2017/18
Employee Costs	903,777	924,752
Materials and Contracts	183,220	157,899
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	1,000	16,000
State Government Levies	—	—
Other Expenses	41,340	86,860
Total Expenditure	1,129,337	1,185,511
Operating Surplus/(Deficit)	(392,229)	(434,873)

EFT Staff (including casuals) 12.0 12.0



Community Wellbeing

Children's Services

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	798,650	813,034
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	238,840	243,246
Total Income	1,037,490	1,056,280

Expenditure	2016/17	2017/18
Employee Costs	829,689	835,977
Materials and Contracts	165,508	168,100
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	27,600	27,970
Total Expenditure	1,022,797	1,032,047
Operating Surplus/(Deficit)	14,693	24,233

EFT Staff (including casuals) 11.5 12.0

Youth Services

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	27,020	27,430
Interest and Investment Revenue	—	—
Other Revenue	2,900	3,000
Grants and Cont for Operating Purposes	—	—
Total Income	29,920	30,430

Expenditure	2016/17	2017/18
Employee Costs	257,765	272,910
Materials and Contracts	35,050	35,210
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	800
State Government Levies	—	—
Other Expenses	22,050	22,470
Total Expenditure	314,865	331,390
Operating Surplus/(Deficit)	(284,945)	(300,960)

EFT Staff (including casuals) 4.0 4.0



Delivery Program 2013-2018 and Operational Plan 2017-2018

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

Strategy 1

S1

Anticipate, plan and provide for social change

Recurrent Programs And Projects

- Demographic research
- Social planning
- Network development

Responsibility: Manager Community Services

- Community capacity building
- Community engagement
- Community consultation

Responsibility: Manager Community Services

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
1A Undertake impact focused integrated social planning based on research and contemporary social planning principles Responsibility: Manager Community Services	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
1B Strengthen Council's position in inter-sectoral planning Responsibility: Manager Community Services		<div></div>			
1C Initiate and support active youth engagement programs Responsibility: Manager Community Services	<div></div>				<div></div>
1D Develop a framework clarifying Council's aims and roles in the provision, funding and facilitation of community services, and positioning Mosman to anticipate and meet future needs and demands Responsibility: Manager Community Services	<div></div>	<div></div>			
1E Initiate and support community sector development for Mosman Responsibility: Manager Community Services	<div></div>	<div></div>	<div></div>		
1F Partner with SHOROC and NSROC on community development initiatives, including SHOROC Regional Liveability Strategy Responsibility: Manager Community Services	<div></div>	<div></div>			

Community Wellbeing

		13/14	14/15	15/16	16/17	17/18
1G	Accreditation of Aged and Disability Services Responsibility: Manager Community Services					
1H	National Quality Framework Accreditation of Children's Services Responsibility: Manager Community Services					
1I	Develop a Disability Action Plan Manager Community Services Manager Assets and Services					

Strategy 2

S2

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

Recurrent Programs And Projects

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

Key Initiatives

		13/14	14/15	15/16	16/17	17/18
2A	Position Aged and Disability Services for the DoSS/HACC changes to service and funding frameworks Responsibility: Manager Community Services					
2B	Contribute to the NSW Government Regional Youth Strategy and the implementation of the Youth Health Policy Directive Responsibility: Manager Community Services					
2C	Participate in the development of a regional Ageing Strategy Responsibility: Manager Community Services					
2D	Participate in the development of regional cross-agency planning for services to children and families Responsibility: Manager Community Services					
2E	Monitor the progress of the Northern Sydney Local Health District Disability Action Plan Responsibility: Manager Community Services					



		13/14	14/15	15/16	16/17	17/18
2F	Contribute to the implementation of the NSW Government Regional Youth Strategy Manager Community Services					
2G	Contribute to the implementation of the NSW Government Regional Ageing Strategy Manager Community Services					
2H	Participate where possible in the development of Commonwealth plans for service delivery to ageing communities Manager Community Services					

Strategy 3

S3

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

Recurrent Programs And Projects

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

Responsibility: Manager Community Services

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

Responsibility: Manager Community Services

Key Initiatives

		13/14	14/15	15/16	16/17	17/18
3A	Develop an understanding of the measurement of social impact and apply to Council's community services Responsibility: Manager Community Services					
3B	Review the effectiveness, efficiency and performance of Aged and Disability Services Responsibility: Manager Community Services					

Community Wellbeing

		13/14	14/15	15/16	16/17	17/18
3C	Review and improve the marketing and promotion of all community services Responsibility: Manager Community Services					
3D	Instigate and establish a Community Services online presence and payment system Responsibility: Manager Community Services Chief Financial Officer					
3E	Review the potential for a regional approach to immunisation Responsibility: Manager Community Services					
3F	Achieve better utilisation of opportunities available in the youth centre Responsibility: Manager Community Services					
3G	Investigate opportunities for services for 18-25 year olds Responsibility: Manager Community Services					
3H	Develop and implement a Person Centered approach to the delivery of Aged and Disability Services Responsibility: Manager Community Services					
3I	Prepare and award the tender for Food Services Responsibility: Manager Community Services					
3J	Facilitate ongoing provision of Community Transport in Mosman through collaboration with other Community Transport providers in the region Responsibility: Manager Community Services					
3K	Review the provision of childhood immunisation services Responsibility: Manager Community Services					
3L	Seek funding from Commonwealth and State governments to provide Food Services, Social Support, Community Transport and Community Visitor Scheme Responsibility: Manager Community Services					
3M	Implement Council's Disability Inclusion Action Plan 2017-2021 Responsibility: Manager Community Services All Managers					



S4

Strategy 4

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

Recurrent Programs And Projects

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

Key Initiatives

13/14 14/15 15/16 16/17 17/18

- 4A Establish the partnership for the delivery of Family Day Care with The Infants' Home



Responsibility: Manager Community Services

- 4B Seek and support regional partnerships to improve community awareness and appreciation of cultural diversity and service delivery for people from a culturally and linguistically diverse background



Responsibility: Manager Community Services

- 4C Seek and support regional partnerships to improve community awareness and appreciation of Aboriginal cultural heritage and service delivery for Aboriginal community members



Responsibility: Manager Community Services

- 4D Improve capacity to support community based organisations and initiatives in Mosman



Responsibility: Manager Community Services

Community Wellbeing

Strategy 5

S5

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

Recurrent Programs And Projects

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

Key Initiatives

13/14 14/15 15/16 16/17 17/18

- 5A Develop effective promotion strategies to ensure optimal use of all facilities

Responsibility: Manager Community Services

- 5B Develop and implement a framework for pricing of facilities and services

Responsibility: Manager Community Services

- 5C Seek funding to maintain a welcoming ambience in Community Services facilities

Responsibility: Manager Community Services

- 5D Undertake disability compliance and improvement works – Mosman Square Seniors Centre

Responsibility: Manager Engineering



S6

Strategy 6

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

Recurrent Programs And Projects

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

Key Initiatives

		13/14	14/15	15/16	16/17	17/18
6A	Establish a Youth Advisory Forum Responsibility: Manager Community Services	■				
6B	Develop and implement strategies and initiatives that facilitate community connections Responsibility: Manager Community Services	■	■	■	■	
6C	Review volunteering coordination to enhance provision of opportunities for volunteering in the community Responsibility: Manager Community Services		■	■		
6D	Establish and support a Dementia Café Responsibility: Manager Community Services	■				
6E	Review welcoming activities for new residents Responsibility: Manager Community Services Manager Library Resources	■				
6F	Review the operation of the Mosman Men's Shed Responsibility: Manager Community Services	■				
6G	Monitor and review Mosman Rider service Responsibility: Manager Community Services	■	■			■
6H	National Quality Framework Accreditation of Children's Services Responsibility: Manager Community Services	■				

Community Wellbeing

		13/14	14/15	15/16	16/17	17/18
61	Pursue opportunities to address marginalised groups of young people in the community					
Responsibility: Manager Community Services						



Direction Statement

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

Program Coordination

Manager Library Services
Manager Library Resources

Strategies

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

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

Key Deliverables 2013-2018

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

Library and Information

Program Budget 2013-2018

	2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000
Income	180	176	172	159	160
Expenditure	2,006	2,120	2,179	2,192	2,237
Net	(1,826)	(1,944)	(2,007)	(2,031)	(2,077)

Expenditure

Program Expenditure by Funding Source 2017-2018

\$2,237,462

■ Rates ■ Other

93% 7%

KPIs

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

Achievements 2016-2017

In 2016-2017 Council delivered the following results under this Program

- 325,000 items borrowed through the Mosman Library Service
- 306,000 visits to Barry O'Keefe Library, Mosman
- 35,000 people attended regular Library events including author talks, Children's and Youth programs, Monday Matters, Technology Tuesdays, Colour Between the Lines, HSC Lock-Ins and Local Studies events
- 2016 Mosman Youth Awards in Literature Competition
- 10 Local Studies Exhibitions including Taronga Zoo- Views and Souvenirs to celebrate the Zoo's 100th Anniversary and Having a Voice for the 2017 Heritage Festival
- New film on Leahy's Real Estate added to Mosman Faces website
- Over 400 images uploaded to the Trace Digital Archive and 35 stories submitted to the Mosman Memories of Your Street website
- New computer workstations installed in the Reference Library and Mosman Room
- 'Montage' new online catalogue launched
- Library public access print management system upgraded
- 396,000 visits to Council website (1,167,568 page views)
- Launch of new Mosman Resident App, featuring news, events, recreation, reporting and requests, along with targeted waste information including collection dates and notifications.
- Council's social media channels continued to experience growth with a reach of 135,200 on Facebook and over 1,600 likes (an increase of 350 since 1 July 2016) and 171,022 Twitter impressions with 6,500 followers.



2017–2018 Budget

Income	2016/17	2017/18
Library Services	131,770	132,790
Library Resources	27,600	27,600
Total Program Income	159,370	160,390

Expenditure	2016/17	2017/18
Library Services	1,257,067	1,277,862
Library Resources	933,544	959,600
Total Program Expenditure	2,190,611	2,237,462
Operating Surplus/(Deficit)	(2,031,241)	(2,077,072)

Library and Information

Library Services

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	34,920	35,220
Interest and Investment Revenue	—	—
Other Revenue	40,350	41,070
Grants and Cont for Operating Purposes	56,500	56,500
Total Income	131,770	132,790

Expenditure	2016/17	2017/18
Employee Costs	1,091,827	1,108,930
Materials and Contracts	49,460	53,742
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	65,000	64,200
State Government Levies	—	—
Other Expenses	50,780	50,990
Total Expenditure	1,257,067	1,277,862
Operating Surplus/(Deficit)	(1,125,297)	(1,145,072)

EFT Staff (including casuals)	14.5	14.5
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Capital Program	
Equipment	5,800

Library Resources

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	21,000	21,000
Interest and Investment Revenue	—	—
Other Revenue	6,600	6,600
Grants and Cont for Operating Purposes	—	—
Total Income	27,600	27,600



Expenditure	2016/17	2017/18
Employee Costs	521,654	549,300
Materials and Contracts	67,650	72,860
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	245,000	236,700
State Government Levies	—	—
Other Expenses	99,240	100,740
Total Expenditure	933,544	959,600
Operating Surplus/(Deficit)	(905,944)	(932,000)

EFT Staff (including casuals)	6.0	6.0
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Capital Program	
Books and Resources	282,370



Delivery Program 2013-2018 and Operational Plan 2017-2018

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

Strategy 1

S1

Consolidate the Library's identity as a community hub: a functional, multipurpose space accommodating intellectual, cultural, recreational and information services, life-long learning opportunities, resources and activities for all age groups

Recurrent Programs And Projects

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

Responsibility: Manager Library Services

Key Initiatives

13/14 14/15 15/16 16/17 17/18

- 1A Plan the new design for Level 2 Entrance Foyer including the Customer Desk to improve customer service and accommodate RFID technology



**Responsibility: Manager Library Services
Manager Engineering**

- 1B Implement the new design for the Level 2 Library Entry Foyer including the Customer Service Desk to improve customer service and accommodate RDID technology



Responsibility: Manager Library Services

- 1C Upgrade layout and furnishings on Level 1, Barry O'Keefe Library



**Responsibility: Manager Library Services
Manager Engineering**

Library and Information

	13/14	14/15	15/16	16/17	17/18
1D Provide an indoor/outdoor space for the enjoyment and benefit of library users on Level 1 of the Barry O'Keefe Library Responsibility: Manager Library Services Manager Engineering					

Strategy 2

S2

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

Recurrent Programs And Projects

<ul style="list-style-type: none"> Home Library Service Inter Library Loan Service Reader Education to develop information literacy skills Information accessible to Library customers in-house and electronically Lifelong learning programs including Monday Matters and Technology Tuesday Talks Services for children and teens Outreach programs such as staff visits to schools Library visits by school classes Services and resources that support school curricula and local students 	<ul style="list-style-type: none"> Services to high school students including HSC Lock-Ins Regular author events Annual Mosman Youth Awards in Literature Competition Marketing and promotional activities including Library Lovers' Day, Seniors Week and Australian Library and Information Week Reader education Reader Advisory Services including Book Clubs, Mosman Readers and Reading Lounge
Responsibility: Manager Library Services	

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
2A Improve customer service through implementation of RFID Project Stage 2: RFID enabled returns chute Responsibility: Manager Library Services					
2B Review Customer Service Delivery Model Responsibility: Manager Library Services					
2C Introduce Roving Reference Service Responsibility: Manager Library Services					
2D Evaluate effectiveness of new Customer Service Delivery Model Responsibility: Manager Library Services					



	13/14	14/15	15/16	16/17	17/18
2E Investigate the implementation of a cashless payment system for library fees and charges at self check-out kiosk, including operational and financial considerations					
Responsibility: Manager Library Services					

Strategy 3

S3

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

Recurrent Programs And Projects

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

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
3A Develop downloadable digital resources (eAudio books and eBooks), in response to changing technology and customer needs					
Responsibility: Manager Library Resources					
3B Improve collection management through implementation of RFID Project					
Responsibility: Manager Library Resources					
3C Review efficiency and effectiveness of the RFID system					
Responsibility: Manager Library Resources					
3D Further improve digital resources in response to changing technology and customer needs					
Responsibility: Manager Library Resources					

Library and Information

Strategy 4

S4

Maintain key external partnerships including the Shorelink Library Network

Recurrent Programs And Projects

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

Key Initiatives

13/14 14/15 15/16 16/17 17/18

4A	Implement the new Shorelink Library Management System (Aurora/ AIT), including training of staff and Library customers	■				
Responsibility: Manager Library Resources						
4B	Review efficiency and effectiveness of the Aurora Library Management system	■	■	■		
Responsibility: Manager Library Resources						
4C	Improve the content, appearance and functionality of the Shorelink online catalogue	■	■			
Responsibility: Manager Library Resources						
4D	Review the effectiveness of the School Principals' Liaison Group	■				
Responsibility: Manager Library Services						
4E	Participate as an active member of the Shorelink Library Network, including involvement in future planning for the network					■
Responsibility: Manager Library Resources						



Strategy 5

S5

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

Recurrent Programs And Projects

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

Key Initiatives

		13/14	14/15	15/16	16/17	17/18
5A	Build on Great War Project: program of seminars, workshops Responsibility: Manager Library Services	■	■	■	■	■
5B	Commemorate the centenary of the Great War 1914-1918 Responsibility: Manager Library Services	■	■	■	■	
5C	Develop and promote Trace Mosman Digital Archive Responsibility: Manager Library Services	■	■	■		■
5D	Upgrade the Mosman Voices website to include new oral history extracts together with stories and images from Council's Local Studies Collection Responsibility: Manager Library Services					■

Library and Information

Strategy 6

S6

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

Recurrent Programs And Projects

Internet Services:

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

Responsibility: Manager Communications

Community Information Service:

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

Responsibility: Manager Library Resources

Key Initiatives

13/14 14/15 15/16 16/17 17/18

6A Implement events website

Responsibility: Manager Communications



6B Launch redesigned Mosman website

Responsibility: Manager Communications



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

Responsibility: Manager Communications



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

Responsibility: Manager Communications



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

Responsibility: Manager Communications





Direction Statement

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

Program Coordination

Manager Cultural Services

Strategies

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

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

Key Deliverables 2013-2018

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

Arts and Culture

Program Budget 2013-2018

	2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000
Income	520	529	647	554	571
Expenditure	1,374	1,335	1,544	1,475	1,583
Net	(854)	(806)	(896)	(921)	(1,013)

Expenditure

Program Expenditure by Funding Source 2017-2018

\$1,583,408

■ Rates ■ Other

64%

36%

KPIs

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

Achievements 2016-2017

In 2016-2017 Council delivered the following results under this Program

- Mosman Art Gallery received industry recognition via the NSW Dougherty Award for Special Events (Bungaree's Farm), the Museums and Galleries NSW IMAGINE Award for Best Exhibition (Destination Sydney) and the FIAMP Award for International Video Art (for Khaled Sabsabi's Syria).
- At the 2016 Best in Heritage conference in Dubrovnik, Croatia, the Gallery's Bungaree's Farm exhibition was acknowledged as one of 28 international projects of influence.
- Touring of Bungaree's Farm to the Northern Centre for Contemporary Art (NCCA) as part of the 2016 Darwin Indigenous Arts Fair (NT)
- Major exhibitions including Wildthing: Animals in Contemporary Australian Art to coincide with the 100th birthday of Taronga Zoo and Tokkatai: Australian and Japanese Artists on War to coincide with the 75th anniversary of the Battle of Sydney Harbour.
- Over 24 exhibitions at Mosman Art Gallery including the Mosman Art Prize and Mosman Youth Art Prize
- Development of a new Public Art Policy.
- Consolidation of the arts philanthropy program with the donation of substantial artworks and the successful Create! campaign raising \$96,000.
- Completion of capital works including new projector, screen and lighting works in the Grand Hall and upgraded ventilation works for levels 1 and 2 of the Mosman Art Gallery.
- Record crowds at Pets Day Out and the Out & About series of Spring events
- Record number of business entries and increased number of residential entries in RAPT Christmas Decorating Competition.
- Improved functionality and content on the Mosman Art Gallery website



2017–2018 Budget

Income	2016/17	2017/18
Art Gallery and Community Centre	235,340	239,690
Arts Programming and Exhibitions	255,000	259,048
Events	63,830	71,961
Total Program Income	554,170	570,699

Expenditure	2016/17	2017/18
Art Gallery and Community Centre	164,011	171,048
Arts Programming and Exhibitions	1,092,288	1,117,972
Events	218,890	294,388
Total Program Expenditure	1,475,189	1,583,408
Operating Surplus/(Deficit)	(921,019)	(1,012,709)

Arts and Culture

Art Gallery and Community Centre

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	235,340	239,690
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	235,340	239,690

Expenditure	2016/17	2017/18
Employee Costs	76,858	78,365
Materials and Contracts	21,136	21,403
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	4,300
State Government Levies	—	—
Other Expenses	66,017	66,980
Total Expenditure	164,011	171,048
Operating Surplus/(Deficit)	71,329	68,642

EFT Staff (including casuals)	2.0	2.0
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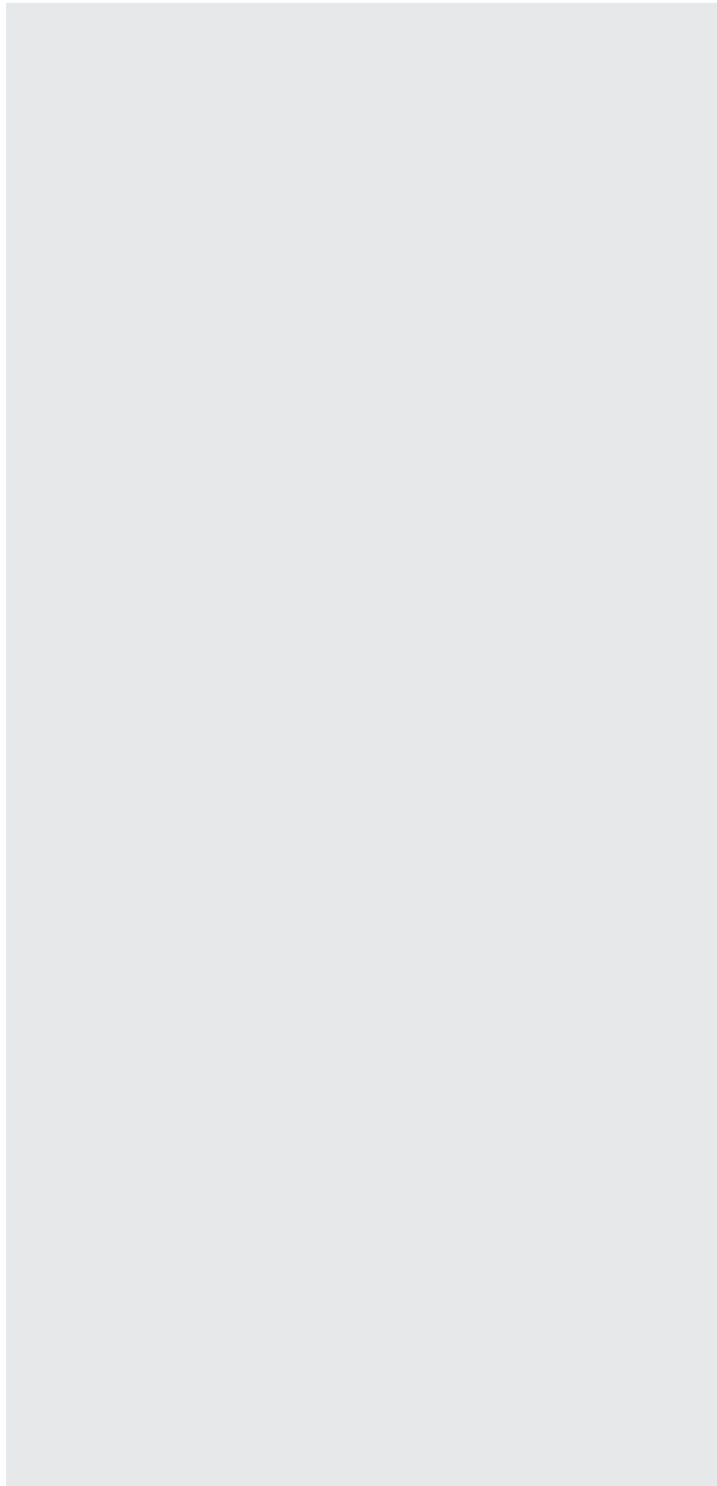
Arts Programming and Exhibitions

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	92,020	93,568
Interest and Investment Revenue	—	—
Other Revenue	79,220	80,220
Grants and Cont for Operating Purposes	83,760	85,260
Total Income	255,000	259,048

Expenditure	2016/17	2017/18
Employee Costs	791,758	833,517
Materials and Contracts	241,250	224,235
Legal Costs	—	—
Consultants	3,100	3,100
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	56,180	56,620
Total Expenditure	1,092,288	1,117,972
Operating Surplus/(Deficit)	(817,288)	(858,924)

EFT Staff (including casuals)	8.5	8.5
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Capital Program	
Acquisitions	100,670



Arts and Culture

Events



Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	63,830	71,961
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	63,830	71,961

Expenditure	2016/17	2017/18
Employee Costs	142,500	147,890
Materials and Contracts	76,190	128,512
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	200	17,986
Total Expenditure	218,890	294,388
Operating Surplus/(Deficit)	(155,060)	(222,427)

EFT Staff (including casuals)	1.5	1.5
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Delivery Program 2013-2018 and Operational Plan 2017-2018

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

Strategy 1

S1

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
















Recurrent Programs And Projects

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

Responsibility: Manager Cultural Services

Responsibility: Manager Cultural Services

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
1A Review prize money allocation for Mosman Art Prize, ensuring it retains its current level of prestige Responsibility: Manager Cultural Services					
1B Utilise the Gallery's philanthropy program to attract donations of key works celebrating the Mosman region and its heritage Responsibility: Manager Cultural Services					
1C Complete online database of Council's Art Collection Responsibility: Manager Cultural Services					
1D Introduce regular seasons of musical performances at Mosman Art Gallery Responsibility: Manager Cultural Services					
1E Expand the variety of cultural events presented in the Mosman Art Gallery and Community Centre Responsibility: Manager Cultural Services					

Arts and Culture

	13/14	14/15	15/16	16/17	17/18
1F Develop a program of artisan works on display and for sale in the Gallery Responsibility: Manager Cultural Services					
1G Review and enhance storage options for Mosman Council's Art Collection Responsibility: Manager Cultural Services					
1H Investigate opportunities to provide expanded, climate-controlled storage facilities for the Mosman Art Gallery Collection, including relevant cost considerations Responsibility: Manager Cultural Services					

Strategy 2

S2

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

Recurrent Programs And Projects

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

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
2A Consolidate the process of re-invigorating the Festival of Mosman in collaboration with the local community, businesses, and other key stakeholders Responsibility: Manager Communications					
2B Develop a Mosman Bohemian series of exhibitions for the Gallery, including the Sirius Cove Artist Camp project, celebrating Mosman's artistic heritage Responsibility: Manager Cultural Services					
2C Development and staging of a project marking the 200th anniversary of Governor Macquarie's land grant to Bungaree at Middle Head and Georges Heights Responsibility: Manager Cultural Services					



2D Develop a series of technology focused art based projects , including locative media works



Responsibility: Manager Cultural Services

Strategy 3

S3

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

Recurrent Programs And Projects

- Arts and Culture Community Consultative Committee
- Event promotions
- Gallery Friends
- Gallery volunteer program
- Creative Circle philanthropy program

Responsibility: Manager Cultural Services

Key Initiatives

13/14 14/15 15/16 16/17 17/18

3A Develop an Arts and Ageing project with a key goal of enhancing the health of the local community and its cultural vitality



**Responsibility: Manager Cultural Services
Manager Community Services**

3B Review the Gallery's Friends and Volunteer programs



Responsibility: Manager Cultural Services

Arts and Culture

Strategy 4

S4

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

Recurrent Programs And Projects

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

Key Initiatives

13/14 14/15 15/16 16/17 17/18

- 4A Investigate the provision of directional tourist signage to the Mosman Art Gallery

Responsibility: Manager Cultural Services



- 4B Provide improved façade treatment/external signage, landscaping and lighting for the Mosman Art Gallery

**Responsibility: Manager Cultural Services
Manager Engineering**



- 4C Review use of social media/interactive media as a key promotional tool for Cultural Services and local events

Responsibility: Manager Communications



- 4D Provide new signage and promotional strategy for Mosman Market

Responsibility: Manager Cultural Services





Strategy 5

S5

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

Recurrent Programs And Projects

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

Responsibility: Manager Cultural Services

Responsibility: Manager Cultural Services

Key Initiatives

13/14 14/15 15/16 16/17 17/18

- 5A Finalise the development of a business plan for Council's Cultural Services, including the Mosman Art Gallery



Responsibility: Manager Cultural Services

- 5B Develop planning and costings for the conversion of the Grand Hall into a flexible space suitable for concerts and exhibitions and possible conversion of the outside area of the Art Gallery and Community Centre for more effective community use



Responsibility: Manager Cultural Services

- 5C Investigate future expansion options for the operations of Mosman Art Gallery



Responsibility: Manager Cultural Services

- 5D Link market activities to the Mosman Art Gallery and Community Centre precinct/activities



Responsibility: Manager Cultural Services

Arts and Culture

Strategy 6

S6

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

Recurrent Programs And Projects

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

Key Initiatives

13/14 14/15 15/16 16/17 17/18

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



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



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



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





S7

Strategy 7

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

Recurrent Programs And Projects

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

Key Initiatives

		13/14	14/15	15/16	16/17	17/18
7A	Consolidate the operations and activities of the philanthropy officer position					
	Responsibility: Manager Cultural Services					
7B	Submit a minimum of three funding applications per year to state and federal cultural funding bodies (Arts NSW, Australia Council, etc) and private foundations for the support of identified Gallery/Cultural Services projects and activities					
	Responsibility: Manager Cultural Services					
7C	Work with the Royal Australian Navy and partner organisations on the Mosman based component of the 2013 Australian Fleet Review					
	Responsibility: Manager Cultural Services					
7D	Work with Taronga Zoo in planning celebrations for the 100th Anniversary of its establishment at Mosman in 1916					
	Responsibility: Manager Cultural Services Manager Communications					

Arts and Culture



Programs

Built Environment
Healthy Environment
Community Spaces
Traffic and Transport

Related Strategies and Plans

Mosman Local Environmental Plan
Mosman Development Control Plans
Mosman Environmental Management Plan
Mosman Environmental Sustainability Action Plan
Mosman State of the Environment Reports
Mosman Asset Management Plans
Mosman Section 94A Contribution Plan
Mosman Catchment Management Plans
Greater Sydney Region Plan
Open Space Plans of Management – various
Road Safety Action Plan
SHOROC ‘Shaping our Future’

Key Partners

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

Environment

Community Sustainability Indicators

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





Direction Statement

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

Program Coordination

Manager Urban Planning
Manager Development Services

Strategies

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

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

Key Deliverables 2013-2018

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

Built Environment

Program Budget 2013-2018

	2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000
Income	2,566	1,771	2,381	1,963	2,000
Expenditure	5,845	7,377	7,811	7,937	8,175
Net	(3,279)	(5,606)	(5,430)	(5,974)	(6,175)

Expenditure

Program Expenditure by Funding Source 2017-2018

\$8,174,920

■ Rates ■ Other

76% 24%

KPIs

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

Achievements 2016-2017

In 2016-2017 Council delivered the following results under this Program

- Road rehabilitation works including Mandalong Road, Cabramatta Road, Euryalus Street, Curraghbeena Road, Raglan Street, Wunda Road, Beauty Point Road, Pearl Bay Avenue, Queens Street and Gurrigal Street
- Retaining wall works at various locations including Boyle Street, Park Avenue, Mistral Avenue, Allan Border Oval and Musgrave Street Car Park
- Improvements to marine structures including replacement of piles and other works at Balmoral Baths and Jetty, and shark net renewals at Balmoral and Clifton Gardens Jetties
- Footpath renewal works including Military Road, Spit Road, Cowles Road, Belmont Road, Effingham Street, Bond Street, Raglan Street and Balmoral Promenade
- Stormwater drainage works including Lowry Plunkett Reserve, stormwater culvert upgrades at Balmoral Sailing Club, drainage improvements at Charles Dansie Walk, culvert replacement in Prince Albert Street, dish drain replacement in Curraghbeena Road, stormwater pipe re-lining in Queen Street and Lavoni Street, and pipe and convertor replacement in Mandalong Road
- Various building improvements including air conditioning and lighting upgrades at Mosman Art Gallery, Roundhouse toilet refurbishment, and swimming club refurbishment works
- Accessibility improvements including lift replacement at Mosman Square Seniors Centre, accessible toilet and shower upgrade at Balmoral, general accessibility improvements at Clifton Gardens, and installation of an accessibility handrail at Balmoral Baths
- Designs prepared for various works including Balmoral Promenade renewal, Spit East erosion control and public access improvement works, and concepts for a proposed new pavilion at Middle Head Oval
- New or renewed contracts entered into for building security and marine structures
- Over 290 pool inspections conducted for compliance and education purposes.



2017–2018 Budget

Income	2016/17	2017/18
Development Services	886,290	917,700
Urban Planning and Advocacy	186,660	150,500
Heritage Management	—	—
Roads, Footpaths and Stormwater	890,550	932,550
Total Program Income	1,963,500	2,000,750

Expenditure	2016/17	2017/18
Development Services	1,606,689	1,542,200
Urban Planning Advocacy	658,456	665,000
Heritage Management	93,220	94,800
Roads, Footpaths and Stormwater	5,579,033	5,872,920
Total Program Expenditure	7,937,398	8,174,920
Operating Surplus/(Deficit)	(5,973,898)	(6,174,170)

Built Environment

Development Services

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	886,290	917,700
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	886,290	917,700

Expenditure	2016/17	2017/18
Employee Costs	1,031,129	990,850
Materials and Contracts	154,560	190,090
Legal Costs	420,000	347,560
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	0	12,700
State Government Levies	—	—
Other Expenses	1,000	1,000
Total Expenditure	1,606,689	1,542,200
Operating Surplus/(Deficit)	(720,399)	(624,500)

EFT Staff (including casuals) 10.5 9.5

Urban Planning and Advocacy

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	185,660	150,000
Interest and Investment Revenue	—	—
Other Revenue	1,000	500
Grants and Cont for Operating Purposes	—	—
Total Income	186,660	150,500

Expenditure	2016/17	2017/18
Employee Costs	443,356	447,100
Materials and Contracts	52,000	52,000
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	161,100	163,900
Other Expenses	2,000	2,000
Total Expenditure	658,456	665,000
Operating Surplus/(Deficit)	(471,796)	(514,500)

EFT Staff (including casuals) 3.5 3.5



Built Environment

Heritage Management

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2016/17	2017/18
Employee Costs	—	—
Materials and Contracts	16,070	16,300
Legal Costs	—	—
Consultants	45,000	45,800
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	32,150	32,700
Total Expenditure	93,220	94,800
Operating Surplus/(Deficit)	(93,220)	(94,800)

Roads, Footpaths and Stormwater

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	479,810	514,000
Interest and Investment Revenue	—	—
Other Revenue	10,500	10,000
Grants and Cont for Operating Purposes	400,240	408,550
Total Income	890,550	932,550



Expenditure	2016/17	2017/18
Employee Costs	920,653	1,032,400
Materials and Contracts	1,828,340	1,856,340
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	2,830,040	2,984,180
State Government Levies	—	—
Other Expenses	—	—
Total Expenditure	5,579,033	5,872,920
Operating Surplus/(Deficit)	(4,688,483)	(4,940,370)

EFT Staff (including casuals)	9.0	9.0
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Capital Program	
Roads, Footpaths and Stormwater	5,075,000
Marine Structures	1,155,000



Delivery Program 2013–2018 and Operational Plan 2017–2018

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

Strategy 1

S1

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

Recurrent Programs And Projects

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

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
1A Prepare Planning Proposals to amend Mosman LEP2012 as required Responsibility: Manager Urban Planning					
1B Investigate a Laneway Activation Strategy for business centres Responsibility: Manager Urban Planning					
1C Review Development Control Plans, subject to the outcomes of State planning reforms Responsibility: Manager Urban Planning					
1D Progress the Spit Junction Masterplan project Responsibility: Manager Urban Planning					

Built Environment

	13/14	14/15	15/16	16/17	17/18
1E Review Balmoral Reserves Plan of Management Responsibility: Manager Urban Planning					
1F Undertake Bushland Zoning Review Responsibility: Manager Urban Planning					
1G Prepare a Guidance Document for Spit Junction, Mosman Junction and land along the Spit and Military Road corridors Responsibility: Manager Urban Planning					
1H Ensure Mosman's significant foreshore slopes are protected from inappropriate development Responsibility: Manager Urban Planning					

Strategy 2

S2

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

Recurrent Programs And Projects

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

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
2A Review and respond to the State government's 2013 planning reforms including the Planning Reform White Paper and Metropolitan Strategy Responsibility: Manager Urban Planning					
2B Implement appropriate actions arising from the 2013 planning reforms, together with the Northern Beaches Regional Action Plan and Central Sub-Regional Plan Responsibility: Manager Urban Planning					
2C Review Development Control Plans, subject to the outcomes of State planning reforms Responsibility: Manager Urban Planning					



	13/14	14/15	15/16	16/17	17/18
2D Develop a Planning Agreement Policy Responsibility: Manager Urban Planning					
2E Implement relevant actions arising from the Draft North District Plan Responsibility: Manager Urban Planning					

Strategy 3

S3

Effectively manage the conservation of Mosman's heritage

Recurrent Programs And Projects

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

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
3A Develop and prepare a coordinated program of on-site interpretation of significant sites in Mosman Responsibility: Manager Urban Planning					
3B Develop a heritage strategy and branding to raise the profile of heritage Responsibility: Manager Urban Planning					
3C Develop a phone app with a heritage theme to raise community awareness Responsibility: Manager Urban Planning					
3D Review heritage studies including archaeological sites and rankings in HCAs Responsibility: Manager Urban Planning					

Built Environment

Strategy 4

S4










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

Recurrent Programs And Projects

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

Key Initiatives

13/14 14/15 15/16 16/17 17/18

4A	Improve neighbour notification processes by utilising e-planning capabilities Responsibility: Manager Development Services					
4B	Interactive online production and delivery of planning certificates and information Responsibility: Manager Urban Planning					
4C	Develop a monthly planning news bulletin video Responsibility: Manager Urban Planning					
4D	Review iPlan assessment module to enhance efficiency Responsibility: Manager Development Services					
4E	Promote the use of Council's Enquire module when brought online Responsibility: Manager Development Services Manager Urban Planning					
4F	Implement e-lodgement capabilities of iPlan Responsibility: Manager Development Services					
4G	Review opportunities for 3D built environment modelling Responsibility: Manager Urban Planning					



		13/14	14/15	15/16	16/17	17/18
4H	Review ICON software for effectiveness in Development Assessment process Responsibility: Manager Development Services Manager Information Technology Services					
4I	Undertake and promote e-planning initiatives to improve customer service and delivery of planning information. Responsibility: Manager Urban Planning					

Strategy 5

S5

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

Recurrent Programs And Projects

- Regulatory enforcement, management of building sites and environmental controls
- Fire safety inspections
- Implementation of Fire Safety Program

Responsibility: Manager Compliance

- Provision of policy and regulatory information relating to development control
- Provision of information on swimming pool safety fencing and inspection service
- Swimming pool inspections
- Swimming Pool Register

Responsibility: Manager Compliance

Built Environment

Strategy 6

S6

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

Recurrent Programs And Projects

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

Responsibility: Manager Engineering

Key Initiatives

13/14 14/15 15/16 16/17 17/18

6A	Develop annual e-inspections for road assets Responsibility: Manager Engineering				
6B	Revalue Road Assets in accordance with Office of Local Government Requirements Responsibility: Manager Engineering				
6C	Undertake actions arising from Flood Study in conjunction with Stormwater Asset Management Plan, subject to funding Responsibility: Manager Engineering				
6D	Develop annual e-inspections for stormwater assets Responsibility: Manager Engineering				
6E	Develop annual e-inspection process for marine assets Responsibility: Manager Engineering				
6F	Implement a five year contract for scheduled Maintenance and Renewal works on Inkerman Street Wharf, Clifton Gardens Jetty and Baths and Balmoral Jetty and Baths Responsibility: Manager Engineering				
6G	Renewal of Balmoral Seawall Responsibility: Manager Engineering				
6H	Pursue rectification works to the Spit East Seawall and footpath Responsibility: Manager Engineering				
6I	Undertake retaining wall rectification works at Mosman Bowling Club Responsibility: Manager Engineering				



Direction Statement

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

Program Coordination

Manager Engineering

Strategies

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

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

Key Deliverables 2013-2018

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

Community Spaces

Program Budget 2013-2018

	2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000
Income	6,242	6,391	4,657	4,631	4,723
Expenditure	5,064	7,505	12,078	7,848	7,994
Net	1,178	(1,114)	(7,421)	(3,217)	(3,271)

Expenditure

Program Expenditure by Funding Source 2017-2018

\$7,993,812

■ Rates ■ Other

41%

59%

KPIs

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

Achievements 2016-2017

In 2016-2017 Council delivered the following results under this Program

- Revaluation of Open Space Assets
- Installation of four new Outdoor Fitness Stations at Rawson Park
- Renewal of surface of Harnett Park and Sirius Cove East bushland walking paths
- Completion of National Tree Day Activities and Street and Grove plantings
- Playground renewal works at Countess and Curraghbeena
- Installation of new shade structure at Rosherville Reserve playground
- Completion of sports field renovation program
- Relocation of two junior cricket wickets at Balmoral Oval
- Resurfacing of five junior cricket wickets
- Installation of new irrigation system along the Esplanade between the Tramshed and Botanic Road
- Extension of turf practice wickets and the renovation of turf wicket square at Allan Border Oval
- Installation and repair of porous paving around trees in civic spaces
- Education campaign conducted to minimise attacks from companion animals in public spaces
- Progressive rollout of new signage in carparks, recreational areas and other public spaces



2017–2018 Budget

Income	2016/17	2017/18
Building and Property	4,385,985	4,477,311
Open Space, Foreshore and Sporting Fields	244,820	245,580
Total Program Income	4,630,805	4,722,891
Expenditure	2016/17	2017/18
Building and Property	2,776,900	2,925,017
Open Space, Foreshore and Sporting Fields	5,070,798	5,068,795
Total Program Expenditure	7,847,698	7,993,812
Operating Surplus/(Deficit)	(3,216,893)	(3,270,921)

Community Spaces

Building and Property

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	2,449,665	2,522,391
Interest and Investment Revenue	—	—
Other Revenue	1,936,320	1,954,920
Grants and Cont for Operating Purposes	—	—
Total Income	4,385,985	4,477,311

Expenditure	2016/17	2017/18
Employee Costs	448,230	485,790
Materials and Contracts	1,276,080	1,186,364
Legal Costs	24,900	23,310
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	472,080	695,410
State Government Levies	—	—
Other Expenses	555,610	534,143
Total Expenditure	2,776,900	2,925,017
Operating Surplus/(Deficit)	1609085	1,552,294

EFT Staff (including casuals)	5.5	5.5
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Capital Program	
Building Management	1,520,000

Open Space, Foreshore and Sporting Fields

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	244,820	245,580
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	244,820	245,580



Expenditure	2016/17	2017/18
Employee Costs	1,022,043	1,014,200
Materials and Contracts	2,872,255	3,003,535
Legal Costs	14,100	20,000
Consultants	3,000	—
Borrowing Costs	—	—
Depreciation and Ammortisation	1,130,000	1,001,190
State Government Levies	—	—
Other Expenses	29,400	29,870
Total Expenditure	5,070,798	5,068,795
Operating Surplus/(Deficit)	(4,825,978)	(4,823,215)

EFT Staff (including casuals)	11.5	11.5
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Capital Program	
Open Space	1,375,000



Delivery Program 2013–2018 and Operational Plan 2017–2018

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

Strategy 1









S1

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

Recurrent Programs And Projects

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

Key Initiatives

		13/14	14/15	15/16	16/17	17/18
1A	Prepare options for the redevelopment of premises currently known as Pippies Childcare Centre at Balmoral at the end of the existing lease Responsibility: Manager Engineering Manager Governance					
1B	Review opportunities for alternate use of Council premises at the south-east corner of Mosman Square Responsibility: Manager Engineering					
1C	Review options for redevelopment of the Raglan Street (west side) car park, including opportunities for improved parking provision at Mosman Junction Responsibility: Director Environment and Planning					
1D	Provide upgraded seating in Mosman Library Responsibility: Manager Engineering Manager Library Services					

Community Spaces

Strategy 2

S2

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

Recurrent Programs And Projects

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

Key Initiatives





















13/14 14/15 15/16 16/17 17/18

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



		13/14	14/15	15/16	16/17	17/18
2H	Review Contract for Weeds Management Responsibility: Manager Environment and Open Space					
2I	Review Specification and Tender Contract for Parks Management Responsibility: Manager Environment and Open Space					
2J	Investigate extension of Tree Management Contract to include tracks in bushland areas Responsibility: Manager Environment and Open Space					
2K	Improve bushland connectivity through the Unmade Roads Rehabilitation Program Responsibility: Manager Environment and Open Space					
2L	Implement recommendations outlined in 2012 Sporting Fields Use and Management Report, subject to funding Responsibility: Manager Environment and Open Space					
2M	Review Specification and Tender Contract for Sporting Fields Management Responsibility: Manager Environment and Open Space					
2N	Develop and adopt a revised Sporting Fields Use and Management Policy Responsibility: Manager Environment and Open Space					
2O	Review and report revised Playground Upgrade Program Responsibility: Manager Environment and Open Space					
2P	Undertake scheduled asset renewal - The Esplanade and Spit West Playgrounds Responsibility: Manager Environment and Open Space					
2Q	Update Mosman Recreational Needs Assessment Report Responsibility: Manager Environment and Open Space					
2R	Construct disabled access to Balmoral Baths Responsibility: Manager Engineering					
2S	Formalise foreshore pathway link from 8A Stanton Road to Wyargine Point Bushland track Responsibility: Manager Engineering					
2T	Repair damaged section of Clem Morath Pool Responsibility: Manager Engineering					
2U	Review findings of amenities and pavilion investigations – Allan Border Oval Responsibility: Manager Engineering					
2V	Undertake design, conduct community consultation, and construct The Esplanade Playground in accordance with Council's asset renewal schedule Responsibility: Manager Environment and Open Space					

Community Spaces

		13/14	14/15	15/16	16/17	17/18
2W	Implement the Policy for Use and Management of Sporting Fields Responsibility: Manager Environment and Open Space					
2X	Review usage of football at Allan Border Oval to determine impact on cricket pitch Responsibility: Manager Environment and Open Space					
2Y	Progress investigations into expanded provision of sporting fields on land owned by the Sydney Harbour Federation Trust Responsibility: Manager Environment and Open Space					
2Z	Provide improved service levels for maintaining recreational spaces along the Balmoral foreshore Responsibility: Manager Environment and Open Space					
2AA	Undertake action arising from the 2015 Mosman Recreational Needs Report, subject to availability of resources Responsibility: Manager Environment and Open Space					
2AB	Install dinghy racks and kayak storage facilities at Sirius Cove and Rosherville Reserve Responsibility: Manager Environment and Open Space					
2AC	Investigate installation of floodlights at the outdoor netball courts at Drill Hall Common Responsibility: Manager Environment and Open Space					
2AD	Install outdoor fitness equipment stations at Rawson Park Responsibility: Manager Environment and Open Space					
2AE	Prepare detailed designs for the adaptive re-use of Allan Border Oval Pavilion Responsibility: Manager Engineering					
2AF	Renew irrigation along The Esplanade, Balmoral Responsibility: Manager Environment and Open Space					
2AG	Renew synthetic cricket pitches at Balmoral and Georges Heights Ovals Responsibility: Manager Environment and Open Space					
2AH	Replace turning boards at Balmoral Baths Responsibility: Manager Engineering					
2AI	Install community BBQs at various locations Responsibility: Manager Environment and Open Space					
2AJ	Upgrade playground facilities at Memory Park and Memorial Park Responsibility: Manager Environment and Open Space					



Strategy 3

S3

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

Recurrent Programs And Projects

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

Key Initiatives

		13/14	14/15	15/16	16/17	17/18
3A	Implement and undertake programmed e-inspections of Building Assets Responsibility: Manager Engineering	■				
3B	Review opportunities to participate in joint procurement contracts for consolidated building maintenance services Responsibility: Manager Engineering	■	■	■		
3C	Subject to grant funding, renew Library Foyer to incorporate new technology and improve toilet facilities Responsibility: Manager Engineering Manager Library Services		■			
3D	Pursue available funding to undertake access audits for all community facilities Responsibility: Manager Engineering Manager Community Services	■	■	■	■	■
3E	Provide improved façade treatment/external signage for the Mosman Art Gallery Responsibility: Manager Cultural Services Manager Engineering	■	■			
3F	Develop planning and costings for the conversion of the Art Gallery's Grand Hall into a flexible space suitable for concerts and exhibitions and possible conversion of the outside area of the Art Gallery and Community Centre for more effective community use Responsibility: Manager Cultural Services Manager Engineering	■	■			
3G	Continue to pursue funding opportunities for improved lighting at Mosman Art Gallery Responsibility: Manager Cultural Services	■	■			

Community Spaces

		13/14	14/15	15/16	16/17	17/18
3H	Undertake a needs assessment in relation to the provision of community facilities and services on a redeveloped Civic Centre site Responsibility: Director Environment and Planning					
3I	Review needs assessment for the Civic Centre site including results of community engagement and proceed to development of concept designs and plans for a redeveloped site if appropriate Responsibility: Director Environment and Planning					
3J	Demolish storage shed at Mosman Croquet Green in preparation for further upgrade works Responsibility: Manager Engineering					
3K	Participate in community partnership project to construct new storage adjacent to Balmoral Pavilion Responsibility: Manager Engineering					

Strategy 4

S4

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

Recurrent Programs And Projects

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

Key Initiatives

		13/14	14/15	15/16	16/17	17/18
4A	Review Contract for Tree Management Responsibility: Manager Environment and Open Space					
4B	Complete Street and Parks Tree Inventory for priority areas Responsibility: Manager Environment and Open Space					
4C	Develop policies and protocols for style, form and location of local signage Responsibility: Manager Engineering					



		13/14	14/15	15/16	16/17	17/18
4D	Undertake further planning and costings for Stage 2 of the Military Road Streetscape Improvement Program Responsibility: Manager Engineering	■	■			
4E	Progress the Spit Junction Masterplan project Responsibility: Manager Urban Planning	■	■			
4F	Progressively implement recommended actions relating to improvements to signage in Mosman Responsibility: Manager Engineering		■	■	■	
4G	Undertake public domain upgrade works – Spofforth Street shopping precinct Responsibility: Manager Engineering		■			
4H	Improve Military Road infrastructure service levels – tree and paving maintenance Responsibility: Manager Engineering		■			
4I	Integrate Street and Parks Tree Inventory into Council's new Asset Management System Responsibility: Manager Environment and Open Space		■	■	■	
4J	Progressively implement recommended actions in the Mosman Access Strategy and provide recurrent funding for this purpose Responsibility: Manager Engineering		■	■	■	
4K	Provide additional street tree plantings Responsibility: Manager Environment and Open Space		■	■		
4L	Implement the public garden upgrade project Responsibility: Manager Environment and Open Space		■			
4M	Undertake grove plantings in parks and unmade road reserves to create renewed canopy age Responsibility: Manager Environment and Open Space				■	
4N	Review Street Tree Master Plan Responsibility: Manager Environment and Open Space				■	
4O	Implement Centenary Circle improvement works Responsibility: Manager Engineering					■
4P	Replace shade structures on The Esplanade, Balmoral Responsibility: Manager Engineering					■
4Q	Undertake improvement works to the Balmoral Beach Promenade stairs Responsibility: Manager Engineering					■
4R	Refurbish public toilet facilities in Library Walk Responsibility: Manager Engineering					■

Community Spaces





Direction Statement

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

Program Coordination

Manager Environment and Open Space

Strategies

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

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

Key Deliverables 2013-2018

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

Healthy Environment

Program Budget 2013-2018

	2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000
Income	5,865	6,494	6,691	6,742	6,702
Expenditure	6,890	4,653	5,032	5,492	5,753
Net	(1,025)	1,841	1,659	1,250	949

Expenditure

Program Expenditure by Funding Source 2017-2018

\$5,753,018

■ Rates ■ Other

100%

KPIs

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

Achievements 2016-2017

In 2016-2017 Council delivered the following results under this Program

- Continuation of manual cleaning of Chinamans Beach to preserve beach ecosystem
- Trial installation of solar lights in Clifton Gardens and Joel's Reserve
- The Dog Poo Fairy educational campaign delivered a further decrease of 36% in dog poo left in Council parks
- Continuation of Living Mosman Program including sixteen environmental educational workshops
- Development and facilitation of new HarbourCare volunteer program to clean foreshores of litter
- Ongoing installation of bike lanes
- Rollout of the multi-unit dwelling recycling educational and bin room audit and signage program
- Continuation of the Native Havens program and the Bushland and Unmade Road restoration program
- Rollout of the public bin improvement program to standardise bin enclosures in Council reserves, remove unnecessary bins and provide new bin signage to encourage recycling
- Active management of Armillaria - a soil borne fungus that kills trees and shrubs at Rosherville Reserve
- Selective core drilling to maximise water and nutrient exchange to roots of Balmoral fig trees
- Legislative requirements met for regulated inspections, including 212 food premises, 22 beauty salons and skin penetration premises, 1 public pool and 17 cooling towers.
- Completion of performance and condition audit of all Stormwater Quality Improvement Devices (SQID)
- Negotiation of new Waste and Recycling Services Contract 2016-2018



2017–2018 Budget

Income	2016/17	2017/18
Waste and Cleaning	6,577,877	6,590,830
Environmental Sustainability	163,923	111,580
Total Program Income	6,741,800	6,702,410

Expenditure	2016/17	2017/18
Waste and Cleaning	4,872,175	5,142,318
Environmental Sustainability	619,360	610,700
Total Program Expenditure	5,491,535	5,753,018
Operating Surplus/(Deficit)	1,250,265	949,392

Healthy Environment

Waste and Cleaning

Income	2016/17	2017/18
Rates and Annual Charges	6,488,777	6,497,230
User Fees and Charges	89,100	93,600
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	6,577,877	6,590,830

Expenditure	2016/17	2017/18
Employee Costs	465,005	428,400
Materials and Contracts	4,233,930	4,576,130
Legal Costs	9,000	12,000
Consultants	10,000	10,000
Borrowing Costs	—	—
Depreciation and Ammortisation	124,250	86,500
State Government Levies	—	—
Other Expenses	29,990	29,288
Total Expenditure	4,872,175	5,142,318
Operating Surplus/(Deficit)	1,705,702	1,448,512

EFT Staff (including casuals)	5.0	5.0
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Capital Program	
Containers	130,000

Environmental Sustainability



Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	54,498	45,780
Interest and Investment Revenue	—	—
Other Revenue	5,625	5,800
Grants and Cont for Operating Purposes	103,800	60,000
Total Income	163,923	111,580

Expenditure	2016/17	2017/18
Employee Costs	368,980	387,100
Materials and Contracts	217,180	111,900
Legal Costs	3,000	83,000
Consultants	20,700	19,700
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	9,500	9,000
Total Expenditure	619,360	610,700
Operating Surplus/(Deficit)	(455,437)	(499,120)

EFT Staff (including casuals)	2.0	2.0
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Delivery Program 2013–2018 and Operational Plan 2017–2018

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

Strategy 1

S1

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

Recurrent Programs And Projects

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

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
1A Investigate a program in partnership with community/ businesses to reduce/ ban HDPE plastic bags Responsibility: Manager Environment and Open Space					
1B Develop and implement Waste to Art Schools Program Responsibility: Manager Environment and Open Space					
1C Design and promote the Underwater Trail Program Responsibility: Manager Environment and Open Space					
1D Develop and implement a community ‘Take Action’ Program Responsibility: Manager Environment and Open Space					
1E Implement the Responsible Recreational Fishing Education Program Responsibility: Manager Environment and Open Space					

Healthy Environment

Strategy 2

S2

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

Recurrent Programs And Projects

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

Key Initiatives

13/14 14/15 15/16 16/17 17/18

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



Responsibility: Manager Environment and Open Space

- 2B Implement the Caring for Our Coast Program



Responsibility: Manager Environment and Open Space

- 2C Review and Update Flora and Fauna Survey



Responsibility: Manager Environment and Open Space

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



Responsibility: Manager Environment and Open Space



Strategy 3

S3

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

Recurrent Programs And Projects

- Harbourwatch data collation and reporting
- Water quality monitoring as required
- Stormwater Quality Improvement Device (SQID) Data collection
- Implementation and review of Water Efficiency Management Plan

Responsibility: Manager Environment and Open Space

Key Initiatives

13/14 14/15 15/16 16/17 17/18

3A Implement and report on the Water Efficiency Management Plan

Responsibility: Manager Environment and Open Space



3B Undertake actions in the SQID Report subject to funding

Responsibility: Manager Engineering



3C Liaise with Sydney Water to improve condition of the sewer network in areas identified in the SQID Review Report

Responsibility: Manager Engineering



Healthy Environment

Strategy 4

S4

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

Recurrent Programs And Projects

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

Key Initiatives

13/14 14/15 15/16 16/17 17/18

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



	13/14	14/15	15/16	16/17	17/18
4H Implement 'Reduce, Reuse, Recycle' Program – including littering and illegal dumping reduction programm					
Responsibility: Manager Environment and Open Space					
4I Implement the Mosman 'Waste Less Recycle More' Program Action Plan					
Responsibility: Manager Environment and Open Space					

Strategy 5

S5

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

Recurrent Programs And Projects

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

Responsibility: Manager Environment and Services

Responsibility: Manager Engineering

Healthy Environment

Strategy 6

S6

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

Recurrent Programs And Projects

- Earth Hour and Climate Clever Program participation
 - Inclusion of solar panels or other energy efficient measures in building design plans or redevelopment of council buildings
 - Energy efficient lighting retrofits of Council buildings
 - Monitoring of State/Government programs/policies on climate change
 - Coastal Zone Management Plan
 - Mosman Flood Study
 - Climate Change Risk Assessment Adaptation actions
 - Options for solar lighting in parks and reserves dependant on funding
- Responsibility: Manager Engineering**
- Responsibility: Manager Environment and Open Space**

Key Initiatives

13/14 14/15 15/16 16/17 17/18

- 6A Implement the Energy Management Plan
Responsibility: Manager Environment and Open Space
- 6B Review and complete actions in the Greenhouse Gas Reduction Plan
Responsibility: Manager Environment and Open Space
- 6C Complete Coastal Zone Management Plan including strategies to manage coastal hazards and climate change
Responsibility: Manager Engineering



S7

Strategy 7

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

Recurrent Programs And Projects

- Inspection program for food shops
 - Reporting in accordance with the Food Service Plan
 - Food safety awareness programs for businesses
 - Inspection program for beauty salons, hairdressers and skin penetration businesses
 - Inspection/testing of cooling towers and public swimming pools
 - Water pollution, sewer leak and noise investigations
 - Development and Implementation of environmental health policies
 - *Enforcement of the Public Health Act, Local Government Act, Protection of the Environment Operations Act, Food Act* and associated regulations and policies
 - Contractor performance, WHS and toxic/harmful chemicals audits
 - Contractor compliance electronic reporting system
- Responsibility: Manager Compliance**
- Contract administration (Street & Gutter, Graffiti, Public Amenity Buildings Cleaning)
- Responsibility: Manager Engineering**
- Compliance with site Environmental Management Plans for Balmoral Park and Northern Nursery School
- Responsibility: Manager Environment and Open Space**

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
7A Finalise and implement an Information Technology based integrated data management system for health inspections Responsibility: Manager Information Technology Services Manager Compliance					
7B Implement the Incident Response Plan Responsibility: Manager Environment and Open Space					
7C Develop a protocol for handling of noise complaints Responsibility: Manager Compliance					
7D Tender and commence a new contract for Beach and Reserves Cleaning Responsibility: Manager Engineering					

Healthy Environment

	13/14	14/15	15/16	16/17	17/18
7E Implement an IT based integrated data management system for Compliance Responsibility: Manager Information Technology Services Manager Compliance					

Strategy 8

S8

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

Recurrent Programs And Projects

- Monitor environmental legislative developments, and enforce legislation as required
Responsibility: Manager Compliance
- Collaborative networks, committees and regional forums
- Environmental action plan reporting (State Government)
- Grant application submissions
- New/ongoing regional and/or state government program coordination
Responsibility: Manager Environment and Open Space
- Council environmental policies/plans review
- State of the Environment Report
- Regional Ready Set Grow Program
- Support for local community groups
- Sustainable Schools Program Regional Coordination
- Planet Footprint Water and Energy Reporting
- Collaboration with Sydney Coastal Councils Group
Responsibility: Manager Environment and Open Space

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
8A Collaborate with the SHOROC member Councils on regional environmental programs Responsibility: Manager Environment and Open Space					



Direction Statement

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

Program Coordination

Manager Engineering

Strategies

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

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

Key Deliverables 2013-2018

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

Traffic and Transport

Program Budget 2013-2018

	2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000
Income	5,887	5,863	6,612	6,876	7,002
Expenditure	1,246	1,385	1,929	1,840	1,915
Net	4,641	4,478	4,682	5,036	5,087

Expenditure

Program Expenditure by Funding Source 2017-2018

\$1,915,178

■ Rates ■ Other

100%

KPIs

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

Achievements 2016-2017

In 2016-2017 Council delivered the following results under this Program

- Introduction of new parking enforcement technology, delivering work health and safety benefits for staff, together with greater efficiency, accuracy and capacity to collect and report on data.
- Council's commitment to community safety continued during the year through regular blitzes of school zones by rangers, with educational warnings and penalties issued.
- New signage programme and Parking App developed and rolled out to complement improvements in parking technology
- Parriwi Road Traffic Management options reviewed in consultation with Roads and Maritime Services (RMS)
- Various road safety improvement works undertaken including:
 - Harbour Street raised threshold
 - Cardinal Street Pedestrian Refuge
 - Raglan Street East Car Park part resurfacing
- Progressive implementation of works included in the Mosman Bike Plan 2014-2019 including Cowles Road
- Progressive implementation of the Mosman Pedestrian Access Mobility Plan
- Detailed designs prepared for the Mosman Junction pedestrian crossing and other traffic facilities



2017–2018 Budget

Income	2016/17	2017/18
Car Parks	6,796,474	6,911,300
Street Lighting	79,610	91,000
Total Program Income	6,876,084	7,002,300
Expenditure	2016/17	2017/18
Car Parks	1,289,527	1,399,178
Street Lighting	550,000	516,000
Total Program Expenditure	1,839,527	1,915,178
Operating Surplus/(Deficit)	5,036,557	5,087,122

Traffic and Transport

Car Parks

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	3,896,474	4,011,300
Interest and Investment Revenue	—	—
Other Revenue	2,900,000	2,900,000
Grants and Cont for Operating Purposes	—	—
Total Income	6,796,474	6,911,300

Expenditure	2016/17	2017/18
Employee Costs	373,961	400,138
Materials and Contracts	580,666	573,640
Legal Costs	2,000	2,000
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	75,000	110,500
State Government Levies	—	—
Other Expenses	257,900	312,900
Total Expenditure	1,289,527	1,399,178
Operating Surplus/(Deficit)	5,506,947	5,512,122

EFT Staff (including casuals)	5.0	5.0
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Capital Program	
Car Parks and Equipment	5,140



Street Lighting

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	1,000	1,000
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	78,610	90,000
Total Income	79,610	91,000

Expenditure	2016/17	2017/18
Employee Costs	—	—
Materials and Contracts	370,000	376,000
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	180,000	140,000
Total Expenditure	550,000	516,000
Operating Surplus/(Deficit)	(470,390)	(425,000)



Delivery Program 2013–2018 and Operational Plan 2017–2018

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

Strategy 1

S1

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

Recurrent Programs And Projects

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

Key Initiatives

		13/14	14/15	15/16	16/17	17/18
1A	Analyse trial closure results with a view to the permanent closure of the Pearl Bay Avenue Rat Run					
	Responsibility: Manager Engineering					
1B	Actively participate in further planning and engagement by the NSW Government in relation to Military Road/Spit Road transport solutions					
	Responsibility: Director Environment and Planning					
1C	Implement Pearl Bay Avenue traffic calming scheme					
	Responsibility: Manager Engineering					

Traffic and Transport

Strategy 2

S2

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

Recurrent Programs And Projects

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

Key Initiatives

13/14 14/15 15/16 16/17 17/18

2A	Complete the Mosman Bikeplan 2013-2018 Responsibility: Manager Engineering					
2B	Complete a Traffic Facility Audit subject to grant funding Responsibility: Manager Engineering					
2C	Undertake a Traffic Signage Inventory subject to grant funding Responsibility: Manager Engineering					
2D	Identify and map areas in Mosman without formed footpaths Responsibility: Manager Engineering					
2E	Subject to funding, progressively implement recommended actions in the Pedestrian Access Mobility Plan Responsibility: Manager Engineering					
2F	Subject to funding, progressively implement actions detailed in the Mosman Bikeplan 2014-2019 Responsibility: Manager Engineering					
2G	Pursue further traffic improvements at Spit Road/Parriwi Road intersection Responsibility: Manager Engineering					



S3

Strategy 3

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

Recurrent Programs And Projects

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

Key Initiatives

		13/14	14/15	15/16	16/17	17/18
3A	Install Parking Management Devices in Council Car Parks Responsibility: Manager Engineering	<div></div>	<div></div>	<div></div>		
3B	Review existing Parking Strategy and develop a Mosman Parking Policy Responsibility: Manager Engineering	<div></div>	<div></div>			
3C	Review options for improved business centre parking including redevelopment of existing sites and new contributions plans Responsibility: Director Environment and Planning Manager Urban Planning	<div></div>	<div></div>	<div></div>		
3D	Undertake actions arising from Mosman's Parking Policy, subject to adoption by Council and funding Responsibility: Manager Engineering			<div></div>	<div></div>	<div></div>

Traffic and Transport



Programs

Local Economy

Related Strategies and Plans

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

Key Partners

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

Economic

Community Sustainability Indicators

Unemployment rate
Gross local product
Employment containment
Average weekly earnings





Direction Statement

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

Program Coordination

Director Community Development

Strategies

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

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

Key Deliverables 2013-2018

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

Local Economy

Program Budget 2013-2018

	2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000
Income	—	—	—	—	—
Expenditure	—	—	—	—	—
Net	—	—	—	—	—

KPIs

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

Achievements 2016-2017

In 2016-2017 Council delivered the following results under this Program

- Successful consolidation of the annual RAPT Christmas Decoration Competition following the addition of residential categories with a record number of business entries received and higher residential participation.
- Continued cooperation and joint projects with Mosman Chamber of Commerce and other key local stakeholders including Taronga Zoo, National Parks and Wildlife Service and Sydney Harbour Federation Trust.
- Ongoing liaison with Northside Business Centre and Office of Small Business.
- Continued rollout of Pedestrian Access and Mobility (PAMP) works to improve accessibility in and around business centres.
- Further public domain works approved around the Centenary Circle intersection to improve pedestrian access and safety as well as local amenity and functionality for businesses and residents.
- Continued advocacy by Council on the B-Line public transit system, particularly in regard to its impact on local businesses
- Public place and wayfinding signage improvements implemented in commercial and recreational precincts.



Delivery Program 2013–2018 and Operational Plan 2017–2018

Denotes the year in which initiatives are to be undertaken or proposed in the current Delivery Program.

Indicates where initiatives have been rescheduled or not undertaken where originally programmed.

Strategy 1

S1

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

Recurrent Programs And Projects

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

Key Initiatives

- 1A Investigate the establishment of a regular Business forum to promote dialogue and to explore partnership opportunities with local businesses and business associations
Responsibility: Director Community Development

13/14 14/15 15/16 16/17 17/18

Local Economy

Strategy 2

S2

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

Recurrent Programs And Projects

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

Key Initiatives

13/14 14/15 15/16 16/17 17/18

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

Responsibility: Director Community Development

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

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

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

**Responsibility: Manager Cultural Services
Manager Communications**



Strategy 3

S3

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

Recurrent Programs And Projects

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

Responsibility: Director Community Development

Key Initiatives

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

Responsibility: Director Community Development

13/14	14/15	15/16	16/17	17/18
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Strategy 4

S4

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

Recurrent Programs And Projects

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

Key Initiatives

13/14 14/15 15/16 16/17 17/18

- 4A Participate in SHOROC lobbying efforts and associated feasibility studies/works delivering regional transport solutions – particularly in relation to the east/west and north/south transport corridors
- Responsibility: General Manager
Director Environment and Planning**



Programs

Leadership and Engagement
Governance and Risk

Related Strategies and Plans

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

Key Partners

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

Governance

Community Sustainability Indicators

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





Direction Statement

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

Program Coordination

Director Corporate Services

Director Community Development

Strategies

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

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

Key Deliverables 2013-2018

Full integration of strategic and financial planning and reporting

Mosman Community Surveys 2014 and 2016



Customer Service Guarantee review

Community Engagement Strategy review and implementation



Local and regional advocacy



Additional resource sharing and joint service delivery/procurement projects



Improvements to Customer Service Centre



Active participation in local government and planning reviews



Leadership and Engagement

Program Budget 2013-2018

	2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000
Income	0	0	0	0	-
Expenditure	1,914	2,494	2,689	2,674	2,728
Net	(1,914)	(2,494)	(2,689)	(2,674)	(2,728)

Expenditure

Program Expenditure by Funding Source 2017-2018

\$2,727,570

■ Rates ■ Other

100%

KPIs

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

Achievements 2016-2017

In 2016-2017 Council delivered the following results under this Program

- Ongoing efforts to maintain Mosman's independence and to challenge the State Government's reform agenda for councils in metropolitan Sydney
- Legal action taken in the NSW Land and Environment Court and Court of Appeal challenging actions taken by the State Government and its delegate during the merger proposal process for Mosman, North Sydney and Willoughby Councils
- Submissions and representations regarding significant issues for Mosman and local government including the revised report of the State Government's delegate on the Mosman, North Sydney and Willoughby merger proposal, the Middle Head Master Plans prepared by National Parks and Wildlife and the Sydney Harbour Federation Trust, the draft North District Plan, proposed amendments to the General Housing Code, the draft Environmental Planning and Assessment Bill 2017 and other State Government proposals such as the draft State Environmental Planning Policy (SEPP) for educational and child care facilities and the draft Coastal SEPP
- Development of a new Community Engagement Policy and Engagement Resource Kit for staff
- A major community engagement program on Council's proposed Disability Inclusion Action Plan
- Regular and effective media liaison and utilisation of varied communications channels to inform and engage residents
- 'Mosman Celebrates' video produced and available for sale
- Significant improvement in social media reach and online engagement
- Continued advocacy by Council on the B-Line public transit system



2017–2018 Budget

Income	2016/17	2017/18
Leadership Group	—	—
Communications	—	—
Total Program Income	—	—
Expenditure	2016/17	2017/18
Leadership and Engagement	1,827,145	1,857,180
Communications	847,008	870,390
Total Program Expenditure	2,674,153	2,727,570
Operating Surplus/(Deficit)	(2,674,153)	(2,727,570)

Leadership and Engagement

Leadership Group

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2016/17	2017/18
Employee Costs	1,695,445	1,723,300
Materials and Contracts	14,200	14,400
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	117,500	119,480
Total Expenditure	1,827,145	1,857,180
Operating Surplus/(Deficit)	(1,827,145)	(1,857,180)

EFT Staff (including casuals) 12.0 12.0

Communications



Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2016/17	2017/18
Employee Costs	500,838	517,300
Materials and Contracts	170,440	183,830
Legal Costs	—	—
Consultants	32,120	33,320
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	143,610	135,940
Total Expenditure	847,008	870,390
Operating Surplus/(Deficit)	(847,008)	(870,390)

EFT Staff (including casuals) 5.0 5.0



Delivery Program 2013–2018 and Operational Plan 2017–2018

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

Strategy 1











S1

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

Recurrent Programs And Projects

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

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
1A Undertake a random survey of at least 400 Mosman residents biennially to ascertain community views on local issues and Council performance Responsibility: Director Community Development					
1B Review and adopt Customer Service Charter Responsibility: Manager Customer Service					
1C Review and monitor improvements to Customer Service Centre Responsibility: Director Corporate Services					
1D Implement further improvements to the Customer Service Centre Responsibility: Director Corporate Services					

Leadership and Engagement

Strategy 2

S2

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

Recurrent Programs And Projects

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

Key Initiatives

13/14 14/15 15/16 16/17 17/18

2A	Advocate for recognition of local government in the Australian Constitution Responsibility: General Manager					
2B	Represent the interests of Council and the Mosman community in the Independent Review of Local Government in NSW, and the response by the NSW Government Responsibility: General Manager					
2C	Participate in regional planning and advocacy initiatives to strengthen local outcomes for Mosman Responsibility: General Manager					
2D	Advocate for retention of the Beauty Point rat run closure following conclusion of the trial period in July 2013 Responsibility: General Manager Director Environment and Planning					
2E	Monitor and participate in review of the <i>NSW Local Government Act 1993</i> and <i>Environmental Planning and Assessment Act 1979</i> Responsibility: General Manager Director Corporate Services Director Environment and Planning					
2F	Participate in SHOROC lobbying efforts and associated feasibility studies/works delivering regional transport solutions – particularly in relation to the east/west and north/south transport corridors Responsibility: General Manager Director Environment and Planning					
2G	Continue to advocate for Mosman to remain as an independent local government area and Council Responsibility: General Manager					



Strategy 3

S3

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

Recurrent Programs And Projects

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

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
3A Contribute to the further development of joint procurement and service delivery models with other Councils Responsibility: General Manager					
3B Actively partner in the successful implementation of a new regional Waste Management Model, including alternate waste technology and common collection systems Responsibility: General Manager Manager Engineering					
3C Contribute to the development of the SHOROC Regional Liveability Strategy Responsibility: General Manager Manager Community Services					
3D Implement new Shorelink Library Management System Responsibility: Manager Library Resources					
3E Participate as an active member of the Shorelink Library Network, including involvement in future planning for the network Responsibility: Manager Library Resources					

Leadership and Engagement

Strategy 4

S4

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

Recurrent Programs And Projects

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

Key Initiatives

13/14 14/15 15/16 16/17 17/18

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



Strategy 5

S5

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

Recurrent Programs And Projects

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

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
5A Review Council's Community Engagement Strategy, including preparation of an Engagement Resource Kit for staff Responsibility: Manager Communications					
5B Implement and monitor Council's revised suite of Community Consultative Committees Responsibility: Director Community Development Director Environment and Planning					
5C Implement and monitor revised approach to newspaper advertising and community newsletters Responsibility: Manager Communications					
5D Expand the capacity and rigor of local community engagement Responsibility: Manager Communications Director Community Development					

Leadership and Engagement

Strategy 6

S6

Acknowledge and support community aspirations, initiatives & achievements

Recurrent Programs And Projects

- Civic receptions
- Citizen and Young Citizen of the Year
- Australia Day celebrations
- Citizenship Ceremonies

Responsibility: General Manager

- School Citizenship Awards

Responsibility: Manager Governance



Direction Statement

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

Program Coordination

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

Strategies

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

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

Key Deliverables 2013-2018

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

Governance and Risk

Program Budget 2013-2018

	2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000
Income	18,426	20,001	21,581	21,463	21,812
Expenditure	12,043	10,369	11,833	10,973	11,111
Net	6,383	9,632	9,748	10,490	10,700

Achievements 2016-2017

In 2016-2017 Council delivered the following results under this Program

- Mosman was the sixth council in NSW to complete and lodge its 2015/16 Annual Financial Reports with the Office of Local Government.
- 100% tenancy of Council's commercial property portfolio
- Webcasting and associated archiving of Council meetings implemented in September 2016
- Implementation of an electronic delegations management system
- Revision of Council's EEO Management Plan and adoption of a new EEO Corporate Practice Statement
- Various Corporate Practices developed or revised including Secondary Employment, Salary System and Flexible Work Practices
- Further incentive rebates received from State Cover for 2016/2017, as a result of excellent WHS performance.
- Planning work undertaken for the 2017 Biennial Employee Engagement Survey
- Upgrade implemented for Council's DA Tracker in September 2016, with a major upgrade to ePlanning software completed in June 2017
- A virtual desktop environment was developed for remote use by staff during a Business Continuity Plan event
- Council's Information Technology Strategy was reviewed and extended to a 5 year delivery plan
- A new system was implemented in November 2016 for improved internal financial reporting

Expenditure

Program Expenditure by Funding Source 2017-2018

\$11,111,396

■ Rates ■ Other

62%

38%

KPIs

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



2017–2018 Budget

Income	2016/17	2017/18
Finance	20,791,224	21,218,471
Governance Support & Risk	—	—
Information Technology	—	—
Human Resources	46,000	—
Compliance	523,890	539,900
Assets and Services Management	3,170	3,230
Emergency and Depot	99,000	50,000
Customer Service	—	—
Total Program Income	21,463,284	21,811,601

Expenditure	2016/17	2017/18
Finance	1,785,874	2,002,633
Governance Support & Risk	2,402,919	2,433,013
Information Technology	2,245,017	2,156,459
Human Resources	1,017,290	1,019,530
Compliance	1,397,531	1,401,080
Assets and Services Management	469,151	445,900
Emergency and Depot	1,184,698	1,178,781
Customer Service	470,900	474,000
Total Program Expenditure	10,973,380	11,111,396
Operating Surplus/(Deficit)	10,489,904	10,700,205

Governance and Risk

Finance

Income	2016/17	2017/18
Rates and Annual Charges	19,304,949	19,675,560
User Fees and Charges	197,780	231,675
Interest and Investment Revenue	436,900	467,000
Other Revenue	16,780	16,700
Grants and Cont for Operating Purposes	834,815	827,536
Total Income	20,791,224	21,218,471

Expenditure	2016/17	2017/18
Employee Costs	1,053,535	1,113,600
Materials and Contracts	122,900	173,040
Legal Costs	12,000	12,250
Consultants	—	—
Borrowing Costs	411,143	403,143
Depreciation and Ammortisation	—	37,600
State Government Levies	42,800	45,000
Other Expenses	143,496	218,000
Total Expenditure	1,785,874	2,002,633
Operating Surplus/(Deficit)	19,005,350	19,215,838

EFT Staff (including casuals)	7.5	8.5
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Capital Program

Loan Principal Repayments	1,425,266
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Governance Support and Risk

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2016/17	2017/18
Employee Costs	878,279	883,800
Materials and Contracts	107,670	391,529
Legal Costs	283,860	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	1,133,110	1,157,684
Total Expenditure	2,402,919	2,433,013
Operating Surplus/(Deficit)	(2,402,919)	(2,433,013)

EFT Staff (including casuals)	10.5	10.5
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Information Technology

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2016/17	2017/18
Employee Costs	768,945	777,800
Materials and Contracts	—	—
Legal Costs	—	—
Consultants	5,100	5,200
Borrowing Costs	—	—
Depreciation and Ammortisation	135,000	50,800
State Government Levies	—	—
Other Expenses	1,335,972	1,322,659
Total Expenditure	2,245,017	2,156,459
Operating Surplus/(Deficit)	(2,245,017)	(2,156,459)

EFT Staff (including casuals)	8.0	8.0
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Capital Program	
Software and Hardware	434,000

Governance and Risk

Human Resources

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	46,000	—
Grants and Cont for Operating Purposes	—	—
Total Income	46,000	—

Expenditure	2016/17	2017/18
Employee Costs	897,350	897,210
Materials and Contracts	—	—
Legal Costs	20,950	21,330
Consultants	54,330	55,670
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	44,660	45,320
Total Expenditure	1,017,290	1,019,530
Operating Surplus/(Deficit)	(971,290)	(1,019,530)

EFT Staff (including casuals)	3.5	3.5
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Compliance

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	518,690	535,400
Interest and Investment Revenue	—	—
Other Revenue	1,000	100
Grants and Cont for Operating Purposes	4,200	4,400
Total Income	523,890	539,900

Expenditure	2016/17	2017/18
Employee Costs	1,363,511	1,371,680
Materials and Contracts	31,020	28,400
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	3,000	1,000
Total Expenditure	1,397,531	1,401,080
Operating Surplus/(Deficit)	(873,641)	(861,180)

EFT Staff (including casuals)	16.0	16.0
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Assets and Services Management

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	3,170	3,230
Grants and Cont for Operating Purposes	—	—
Total Income	3,170	3,230
Expenditure	2016/17	2017/18
Employee Costs	294,431	306,100
Materials and Contracts	31,420	31,980
Legal Costs	6,300	6,420
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	137,000	101,400
State Government Levies	—	—
Other Expenses	—	—
Total Expenditure	469,151	445,900
Operating Surplus/(Deficit)	(465,981)	(442,670)
EFT Staff (including casuals)	2.0	2.0

Governance and Risk

Emergency and Depot

Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	99,000	50,000
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	99,000	50,000

Expenditure	2016/17	2017/18
Employee Costs	—	—
Materials and Contracts	166,228	170,881
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	1,000,000	1,000,000
Other Expenses	18,470	7,900
Total Expenditure	1,184,698	1,178,781
Operating Surplus/(Deficit)	(1,085,698)	(1,128,781)

Customer Services



Income	2016/17	2017/18
Rates and Annual Charges	—	—
User Fees and Charges	—	—
Interest and Investment Revenue	—	—
Other Revenue	—	—
Grants and Cont for Operating Purposes	—	—
Total Income	—	—

Expenditure	2016/17	2017/18
Employee Costs	470,900	474,000
Materials and Contracts	—	—
Legal Costs	—	—
Consultants	—	—
Borrowing Costs	—	—
Depreciation and Ammortisation	—	—
State Government Levies	—	—
Other Expenses	—	—
Total Expenditure	470,900	474,000
Operating Surplus/(Deficit)	(470,900)	(474,000)

EFT Staff (including casuals)	6.0	6.0
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Delivery Program 2013–2018 and Operational Plan 2017–2018

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

Strategy 1









S1

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

Recurrent Programs And Projects

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

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
1A Prepare a case for conversion of the Community Environmental Contract to an Infrastructure Levy Responsibility: Director Environment and Planning Chief Financial Officer					
1B Introduce a stormwater Levy to fund key stormwater works Responsibility: Manager Engineering					
1C Further improve integration of Council's Budget with the Community Strategic Plan – MOSPLAN Responsibility: Chief Financial Officer Director Community Development					
1D Achieve full integration of asset management plan financials and 10 year Financial Plan Responsibility: Chief Financial Officer Manager Engineering					

Governance and Risk

	13/14	14/15	15/16	16/17	17/18
1E Undertake a fair valuation of infrastructure assets in accordance with Office of Local Government requirements Responsibility: Manager Engineering Chief Financial Officer					
1F Implement a new Capitalisation and Disposal Policy for infrastructure assets Responsibility: Manager Engineering Chief Financial Officer					
1G Review online payment options for all Council revenue Responsibility: Chief Financial Officer					
1H Implement Council's Fit for the Future Improvement Plan Responsibility: Chief Financial Officer					

Strategy 2

S2

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

Recurrent Programs And Projects

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

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
2A Review the Business Continuity Plan for Council facilities and services Responsibility: Manager Governance					
2B Progressively upgrade facilities and hardware to facilitate Information Technology business recovery Responsibility: Manager Information Technology Services					
2C Implement an effective Enterprise Risk Management strategy Responsibility: Director Corporate Services					



	13/14	14/15	15/16	16/17	17/18
2D Review work health and safety procedures and training requirements					
Responsibility: Director Corporate Services Manager Human Resources					

Strategy 3

S3

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

Recurrent Programs And Projects

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

Key Initiatives

	13/14	14/15	15/16	16/17	17/18
3A Review and maintain Workforce Plan and HR Strategy					
Responsibility: Manager Human Resources					
3B Review EEO Management Plan					
Responsibility: Manager Human Resources					
3C Formalise the Corporate Training Calendar including Staff Induction Program					
Responsibility: Manager Human Resources					
3D Conduct employee engagement survey					
Responsibility: Manager Human Resources					
3E Review and enhance work health safety procedures and systems					
Responsibility: Manager Human Resources					

Governance and Risk

		13/14	14/15	15/16	16/17	17/18
3F	Review Performance Appraisal process for staff Responsibility: Manager Human Resources					
3G	Improve contract management capability across the organisation Responsibility: Manager Human Resources Manager Assets and Services					
3H	Undertake improvements to air conditioning in the Civic Centre Responsibility: Manager Engineering					

Strategy 4

S4

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

Recurrent Programs And Projects

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



Strategy 5

S5

Sustainably manage local infrastructure through strategic asset planning and management

Recurrent Programs And Projects

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

Responsibility: Manager Engineering

Key Initiatives

13/14 14/15 15/16 16/17 17/18

5A Review Levels of Service for Asset Classes

Responsibility: Manager Engineering



5B Undertake formal review of Asset Management Systems and Process

Responsibility: Manager Engineering



5C Implement new Asset Management System to enhance inspections and financial reporting

**Responsibility: Manager Engineering
Manager Information Technology Services**



Governance and Risk

Strategy 6

S6

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

Recurrent Programs And Projects

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

Key Initiatives

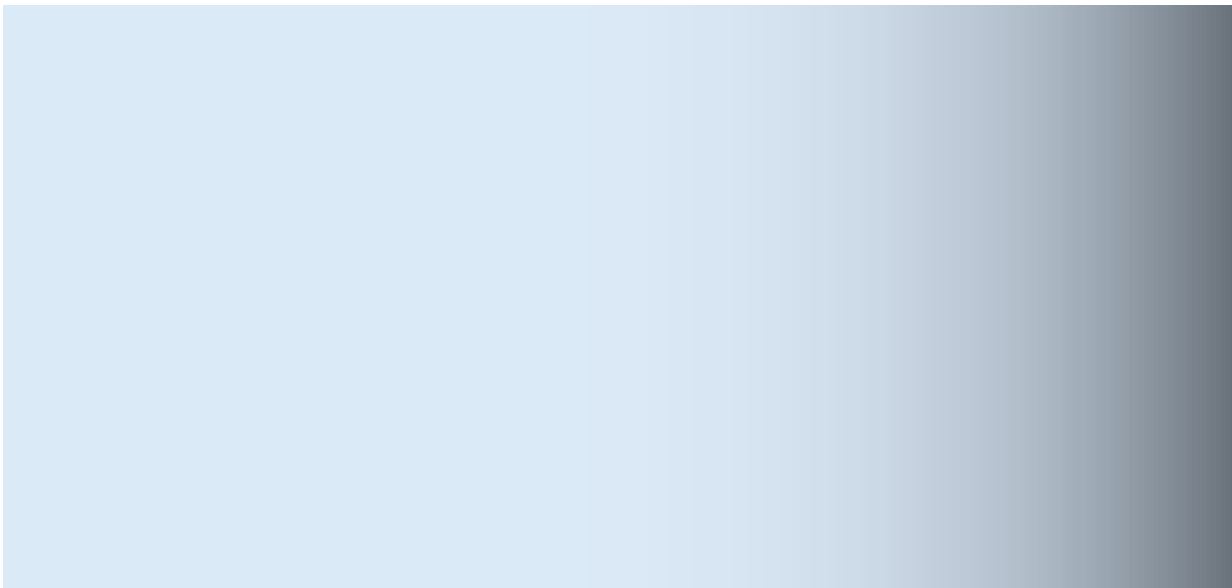
13/14 14/15 15/16 16/17 17/18

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



		13/14	14/15	15/16	16/17	17/18
6F	Review Council Policy in accordance with legislative requirements and other imperatives for good governance Responsibility: Manager Governance All Directors					
6G	Determine and implement organisation structure Responsibility: General Manager					
6H	Review organisational performance and implement improvements as required in the areas of compliance, communications and customer service Responsibility: General Manager					
6I	Progressively implement improvements to Information Technology systems and capability in accordance with the <i>IT Strategic Directions 2014-2017</i> Responsibility: Manager Information Technology Services					
6J	Develop and implement a Records Management Strategy Responsibility: Manager Governance					

Governance and Risk



Mosman COUNCIL

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MOSPLAN 20132023

