



**A PLAN FOR  
MOSMAN'S FUTURE.**

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**MOSPLAN  
COMMUNITY STRATEGIC PLAN  
2022-2032**

Adopted by Council 7 June 2022



Community Strategic Plan 2022-2032  
Adopted by Council 7 June 2022

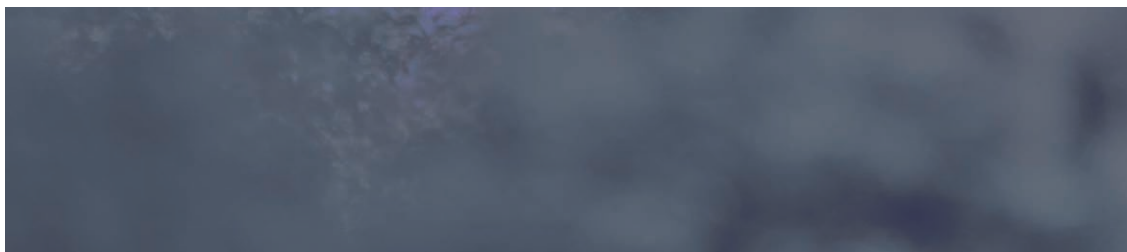
**Availability**  
The MOSPLAN Community Strategic Plan 2022-2032 is available on Council's website [www.mosman.nsw.gov.au](http://www.mosman.nsw.gov.au)

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**Mosman**  
**COUNCIL**





**A PLAN FOR  
MOSMAN'S FUTURE.**

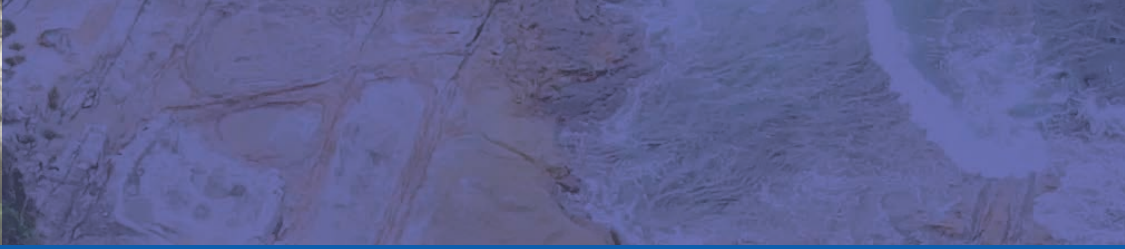
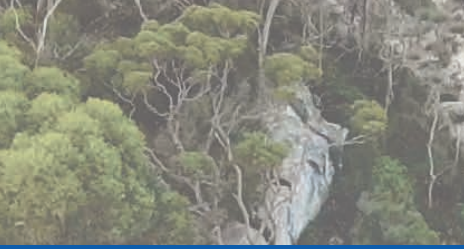
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## Acknowledgement of Country

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







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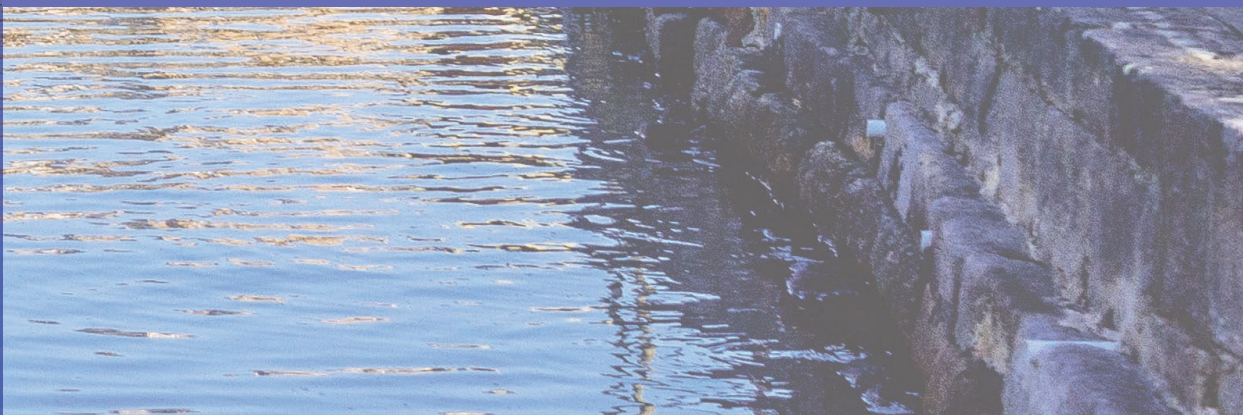






# Welcome

From The Mayor  
From The General Manager





**As we tentatively emerge from the difficulties of the last few years, there is also cause for a sense of optimism about what the future holds. The Mosman community has proven its resilience and I remain confident about our capacity to remain so over the next decade.**



## From the Mayor

It is my pleasure to present the MOSPLAN 2022-2032 Community Strategic Plan, the first such plan to be developed by Councillors elected for the 2021-2024 term of Mosman Council.

Collectively, Mosman's Councillors have considered the community feedback provided over many months in the lead-up to the plan's development. We believe we have a clear understanding of local needs, aspirations and frustrations and our efforts in compiling this plan have been firmly focussed on delivering responsive and sustainable services and solutions.

The Vision for Mosman contained in this Community Strategic Plan is largely in keeping with the Vision adopted during the previous Council term. Most significantly, the Vision now references the principle of inclusiveness that residents tell us they value and which we see day to day in our community. The

events of recent years have certainly shown us all what a strong and inclusive community can withstand.

This plan is, of course, about the future. As we tentatively emerge from the difficulties of the last few years, there is also cause for a sense of optimism about what the future holds. The Mosman community has proven its resilience and I remain confident about our capacity to remain so over the next decade.

As Mayor I know it will continue to be a challenge to address significant issues such as traffic and transport and to facilitate the speed and scale of response the community aspires to in relation to climate change. These are challenges, however, that Council will continue to address, alongside the protection of our unique natural assets and the village lifestyle that is so important to residents. Equally, we hope to see the strong sense of community that's developed over a few difficult years continue to thrive through the efforts of Council, residents and our many wonderful community organisations.

This Community Strategic Plan includes six Strategic Directions which we believe reflect the kind of future Mosman residents want and the future we will help shape and deliver. These Strategic Directions once again focus on what's important to our community – safety and support, culture, the environment, high quality infrastructure, strong leadership and protection of the intrinsic qualities that make Mosman so special.

The framework established through our Vision and Strategic Directions will in turn be the foundation for the services we deliver, the facilities we provide, the partnerships we form and the advocacy we pursue in coming years. Not everything Council does, or every decision it makes will be universally popular, but we will always approach our work with the very best interests of the broader community in mind.

Thank you to everyone who has shared their views and who has so generously given their time to help shape this Community Strategic Plan. We look forward to working with the community in years ahead to secure the best possible future for Mosman.

**Carolyn Corrigan**

Mayor

## From the General Manager

Welcome to Mosman Council's 2022-2032 Community Strategic Plan. This document is the foundation of Council's latest suite of MOSPLAN plans and programs, providing a 10 year Vision for Mosman's future and illustrating how Council will actively participate in shaping that future over the next decade.

The Vision and Strategic Directions contained in this Community Strategic Plan reflect the breadth of community feedback provided to Council during 2021 and 2022. Feedback from children, families, younger and older residents, members of our local business community and other agencies and stakeholders has assisted Council in capturing and prioritising future action.

The NSW Government's Integrated Planning and Reporting Framework stipulates that all Community Strategic Plans must be reviewed after each Council election. While there has only been a relatively short time since the election of the current Council in December 2021, Councillors and staff have worked together to undertake this review and to ensure that the views most recently expressed by the community are well represented in Council's future planning.

In preparing this plan Council has also considered the progress made since the adoption of the previous MOSPLAN in 2018 and the various lessons learnt since that time. This process of reflection and ongoing improvement will continue through the life of this Community Strategic Plan, which will again be subject to further formal review following the next local government election in 2024.

The Community Sustainability Indicators included in this Community Strategic Plan will assist us in measuring both



Council and broader community performance in coming years and will inform future planning and reporting.

The Vision, Values and Strategic Directions adopted in 2018 have held Council in good stead and have only been adjusted marginally for the 2022-2032 Community Strategic Plan and the accompanying 2022-2026 Delivery Program. Despite the challenges and upheaval of the last few years Mosman has proven to be extremely resilient and we are proud of the role Council has taken – and will continue to take – in guiding and supporting our community through such times.

A strong working relationship between elected Councillors, staff and community partners is essential if the strategic intent of this Plan is to be realised. I look forward to working collaboratively to ensure this is achieved.

**Dominic Johnson**  
General Manager



**Despite the challenges and upheaval of the last few years Mosman has proven to be extremely resilient and we are proud of the role Council has taken – and will continue to take – in guiding and supporting our community through such times.**





# Mosman

**Our Place**  
**Our Community**  
**Snapshot Of Mosman**  
**Our Organisation**









## Our Place

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

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

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

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



**Mosman is a place of great history and beauty, located 8 kilometres north-east of the CBD on Sydney's lower north shore.**

## Our Community

**Mosman is home to just over 30,000 residents, having experienced relatively small population growth in recent years. This trend is likely to continue, with the most significant demographic shifts expected to be in the age structure of the population as the proportion of residents aged 60 and over (and particularly those 70 years and over) continues to grow.**

At present we are awaiting the release of data from the 2021 ABS census and are therefore still largely relying on 2016 census data for our community profiling. This will be updated as soon as 2021 data becomes available.

Based on 2016 census data, we have more female residents than male (53.7% compared to 46.3%), and just over 33% of our residents have moved here from another country. In the five years to the 2016 census (the last census for which data is currently available), over 20% of Mosman residents moved here from interstate or elsewhere in NSW. Fewer residents in Mosman come from non-English speaking countries or identify as being of Aboriginal or Torres Strait Islander descent than other areas of Sydney.

Between the 2011 and 2016 census the number of young working-age residents, parents and homebuilders (18 – 49 years) in Mosman fell, while the greatest increase

was experienced in persons aged 70 – 84 years. During the same period, the number of school-aged children between 5 and 17 years increased, although the number of babies and pre-schoolers aged 0-4 years declined. In 2016 the median age of Mosman residents was 42 years, compared to 36 years across Greater Sydney.

We are a highly mobile community. Mosman residents are most typically heading outside the area to work (over 77%), with the Sydney CBD (almost 39%) being the most popular work location. Of jobs offered in Mosman, the largest percentage (33%) are filled by Mosman residents, with the next largest proportion of workers travelling from the northern beaches.

Of almost 12,000 households in Mosman, the average household size in 2016 was 2.3 persons (compared to 2.7% in Greater Sydney), with Mosman also having a larger proportion of lone-person households than the Sydney average. Almost 30% of Mosman homes are occupied by only one person, with couples with children (at 30%) remaining the predominant household type.

Mosman residents live in a variety of dwellings, with the number of separate houses falling but still being the predominant type of dwelling. The proportion of separate houses (34%) is, however, significantly lower than for Sydney as a whole (55%), while the proportion of medium and high density dwellings remains above the Sydney average.

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

Mosman is a connected community, with a significantly higher proportion of volunteers than the Sydney average. Our connections via the web are also above average and our social capital indicators are particularly strong.



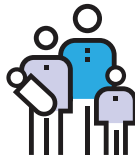
# Snapshot of Mosman



**30,000**  
residents



**27%**  
live alone



**30%**  
couples with children



**11%**  
older couples without children

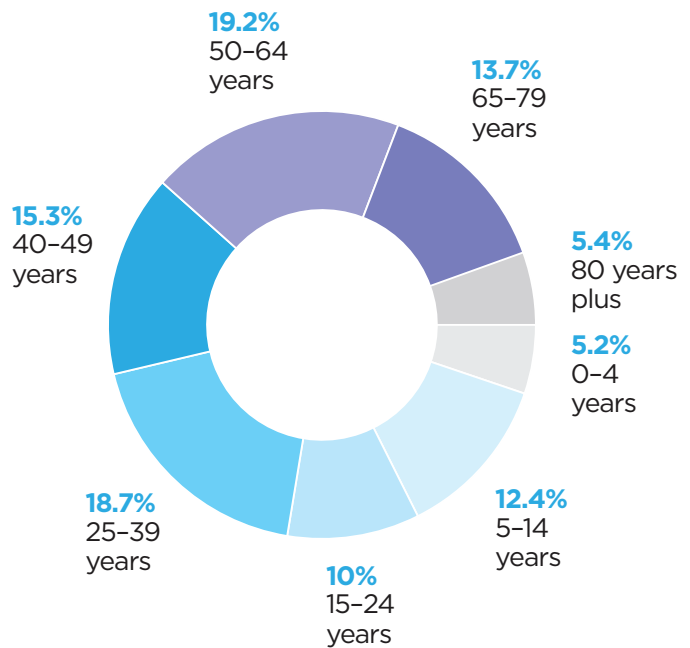


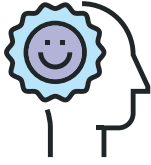
**55%**  
have lived here more than 5 years

**15%**  
speak a language other than English at home

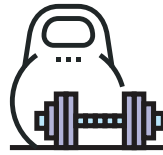
**33%**  
were born overseas

**58%**  
residents who identify with a religion





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



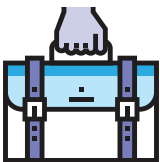
**30.1%**  
adults 16 years and over  
undertaking insufficient  
physical activity



**87.1 years**  
life expectancy  
at birth



**49%**  
residents aged 15  
years and over with a  
university qualification



**14,000**  
workers



**62%**  
residents in the  
labour force



**2,900**  
residents doing  
paid work locally



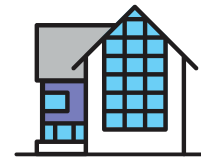
**6,000**  
residents who do  
voluntary work



**2,500**  
residents who provide  
unpaid care for the  
aged and disabled



**31%**  
employed residents  
who catch public  
transport to work



**25%**  
households with  
a mortgage

**32%**  
households renting



**34%**  
proportion of housing  
that is separate dwellings

**40%**  
proportion of housing  
three or more storeys



**86%**  
households with  
internet connection



**10%**  
households with  
3 or more cars

# Our Organisation

## Mayor and Councillors

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

elected female Mayor in September 2017. Mosman's Deputy Mayor is elected annually by Councillors, and Councillor Simon Menzies was elected to this position in January 2022 for the period concluding September 2022.

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



**Carolyn CORRIGAN**  
Mayor 2021-2024



**Roy BENDALL**



**Pip FRIEDRICH**



**Sarah HUGHES**



**Simon MENZIES**  
Deputy Mayor 2021-2022



**Libby MOLINE**



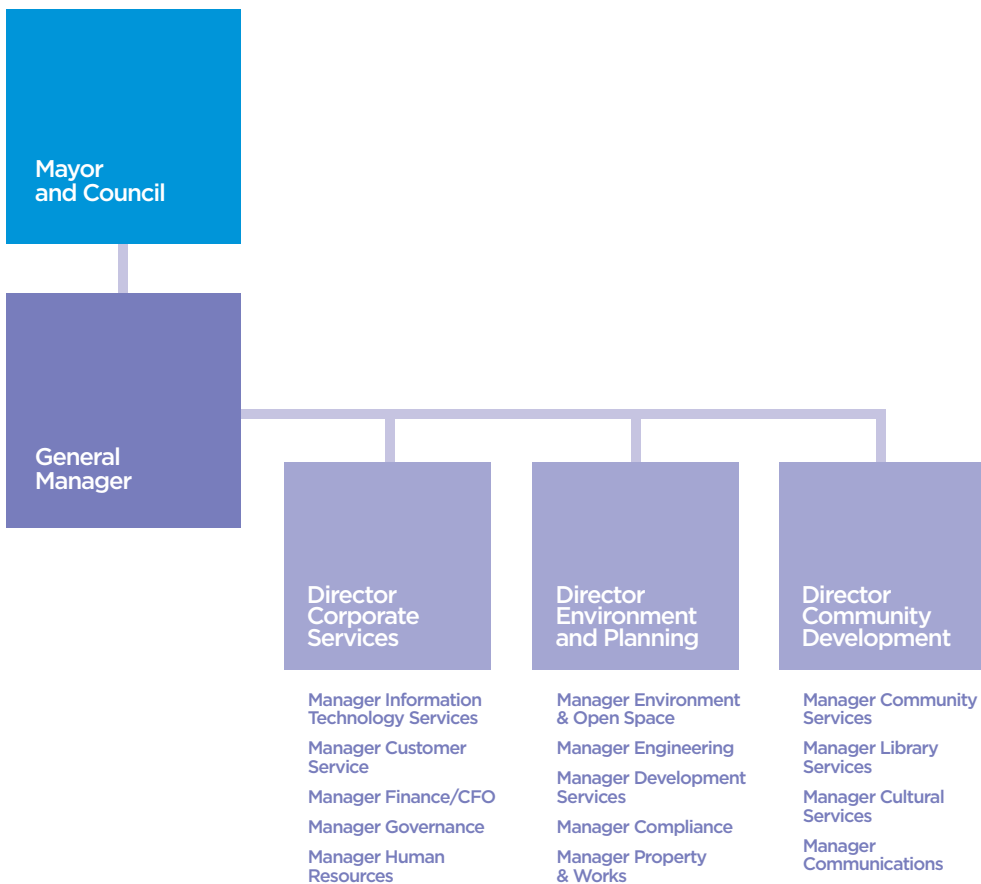
**Michael RANDALL**



# Our Organisation

## Council Management

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



# Our Organisation

## Our Values

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

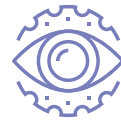
In addition to these Values Council supports and advocates the social justice principles of equity, access, participation and rights in both service planning and delivery. These principles are reflected in MOSPLAN's Strategic Directions and Strategies.



**LEADERSHIP**



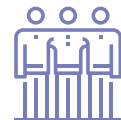
**INTEGRITY**



**TRANSPARENCY**



**SERVICE**



**INCLUSIVENESS**



**RESPECT**









# MOSPLAN

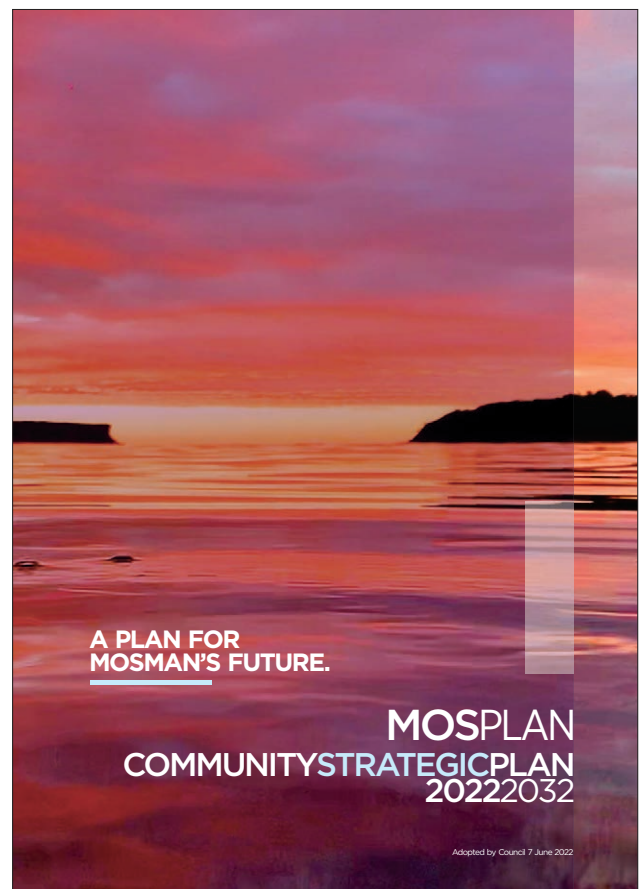
**Integrated Planning and Reporting**  
**MOSPLAN**  
**Reading this Plan**  
**Community Views**  
**Issues and Challenges**



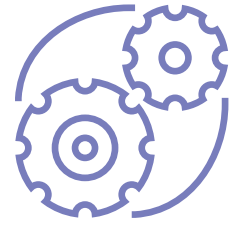
# Integrated Planning and Reporting

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

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



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



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

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



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

# MOSPLAN

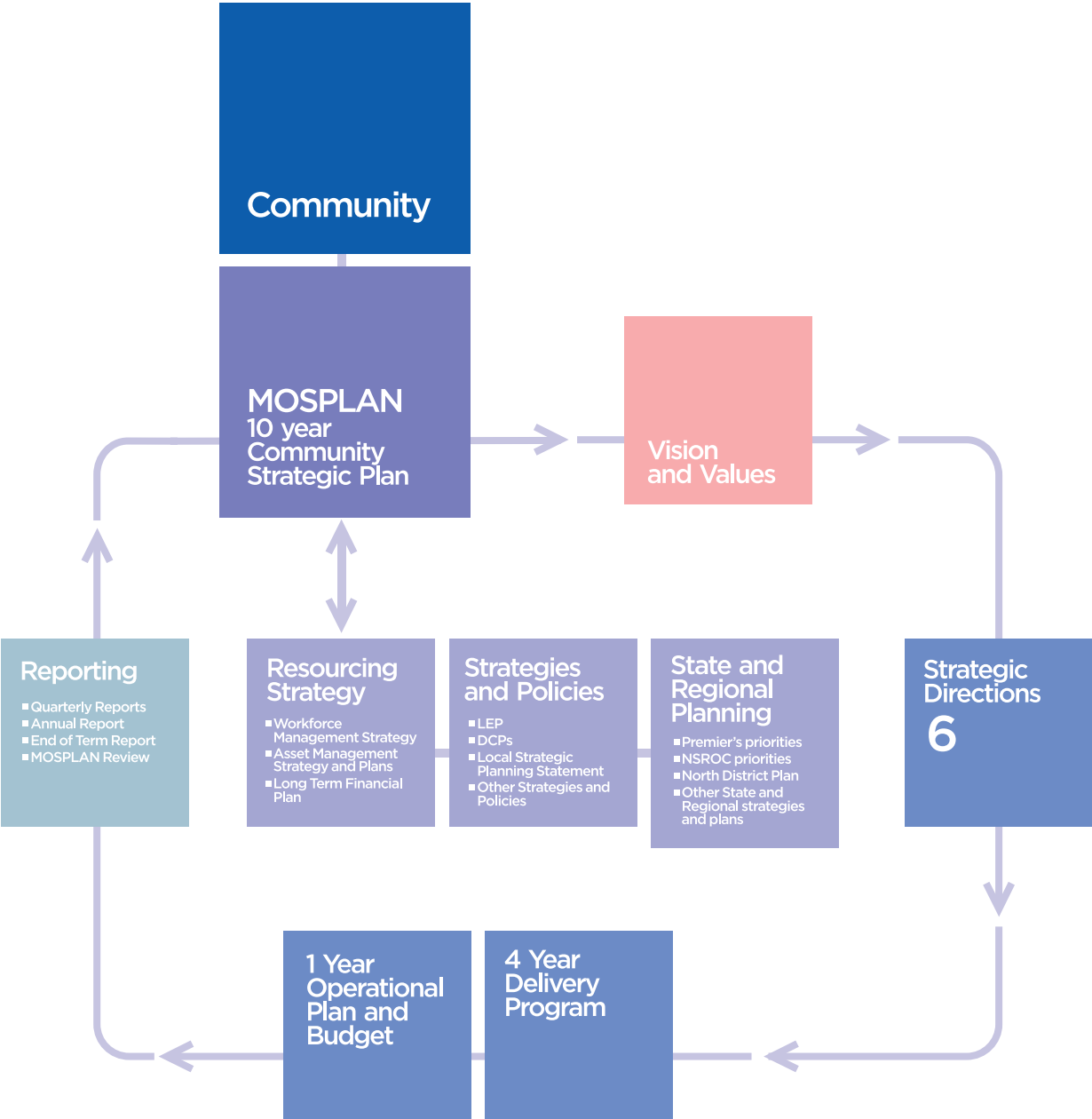
The suite of planning documents prepared by Mosman Council as part of its Integrated Planning and Reporting obligations (and more generally as a matter of good practice!) is collectively known as MOSPLAN. The current suite of documents, prepared for adoption in 2022, is known as MOSPLAN 2022-2032 and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

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

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

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

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



## Reading this Plan

This 2022-2032 Community Strategic Plan contains information about the views and aspirations of the Mosman community, obtained through a comprehensive Community Engagement Plan in 2021 and 2022.

The plan presents an overview of Mosman and its community today, and the types of issues and challenges that we need to collectively address.

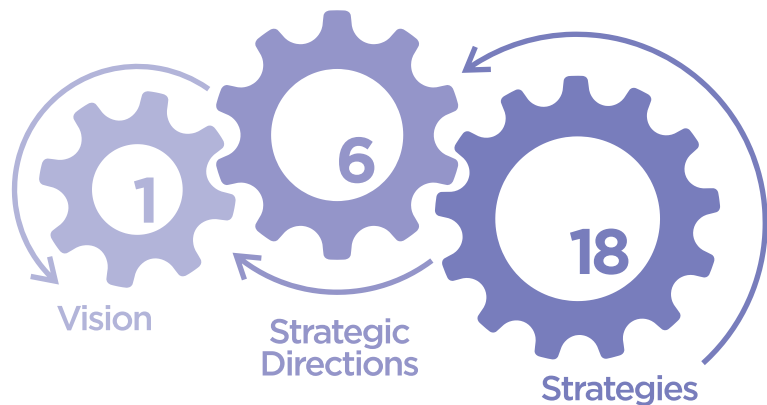
It contains a Vision for Mosman's future, together with six Strategic Directions to assist Council in delivering the kind of place and the kind of community our residents value.

The Community Strategic Plan also identifies the people and organisations that Council will work with over the next decade to bring this 'future Mosman' to fruition. It acknowledges that there are already a range of other plans and strategies that will help us along the way.

It also considers how we will measure community outcomes, so that in the future we can look back and see how effective we have been.

Importantly, the six Strategic Directions and supporting strategies identified in this plan provide the key link with the 2022-2026 Delivery Program and the Operational Plans and Budgets adopted by Council over the four year life of the Delivery Program.

Collectively as MOSPLAN 2022-2032, progress against these documents will be reported to Council and the community on a regular basis, including at the commencement of the next term of Council in late 2024.







### Strategic Direction

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

### Our Strategies

Further guidance to Council in achieving the Strategic Direction

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Community Strategic Plan 2022-2032 53

### Strategic Direction 1

A safe, caring and inclusive community

A safe, caring and inclusive community



#### How will we get there? Our Strategies

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

#### Related Plans

Mosman Disability Inclusion Action Plan 2022-2026  
Mosman Positive Ageing Framework 2021

#### Who will help us get there? Our Partners

- Federal government – various agencies including Department of Health, Department of Social Services and Department of Education, Skills and Employment
- NSW Government - various agencies including Department of Communities and Justice, NSW Health, Department of Education and the NSW Police Force
- Northern Sydney Regional Organisation of Councils (NSROC)
- Non-government and community organisations
- Community members and volunteers

#### How will we know we've arrived? Community Sustainability Indicators

Indicator	Measure	Desired Trend or Target	Source
Community Connectedness	Percentage of residents who feel connected to the Mosman community	Desired trend: Increase	Mosman Community Survey
Volunteering	Number of people registered as active Council volunteers	Desired trend: Increase	Mosman Council
Community services and facilities	Level of community satisfaction with the overall range of community services and facilities provided by Council	Desired trend: Increase	Mosman Community Survey
Cultural Diversity	Percentage of residents from culturally and linguistically diverse backgrounds	Desired trend: Increase	Australian Bureau of Statistics
Community safety	Percentage of residents who feel safe in their local area	Desired trend: Increase	Mosman Community Survey
	Annual crime rates for major criminal incidents	Desired trend: Reduce	NSW Bureau of Crime Statistics and Research

### Related Plans

Plans, strategies and policies that support and inform the Strategic Direction

### Our Partners

People and agencies Council will work with to deliver results for Mosman

### Community Sustainability Indicators

Measure how Mosman is performing against each Strategic Direction. Refer to MOSPLAN Review 2017-2021 for prior performance.

# Community Views

In preparing MOSPLAN 2022-2032 Council has listened to the views of residents, ratepayers and other stakeholders to determine common issues and interests and to help in prioritising its plans for the future. What has our community told us over the past year? Here is a summary of some of the key messages Council has received:

## Quality of Life

Mosman residents clearly love their suburb and the quality of life they enjoy. The results of our 2021 Community Survey (an independent survey of 400 randomly selected residents) show that 99% of residents consider their quality of life as good to excellent. 98% of residents strongly agree that they feel safe in both their own home and their neighbourhood and 96% believe that people in Mosman are generally proud of their area. Consistently strong scores also continue to be recorded in Council surveys regarding residents' perceptions of neighbours that are both friendly and available to assist in times of need.

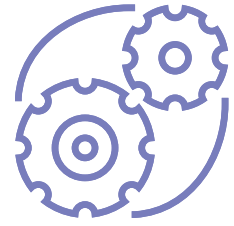
The key elements identified by Mosman residents that contribute to their current quality of life are (in order):

- Opportunities for a healthy lifestyle
- Liveable places and spaces
- Availability of quality educational facilities
- A balance between natural and built environments
- A tolerant, harmonious community

The aspects of living in Mosman that are most valued by residents, as evidenced through both the 2021 Community Survey and the 2021 Resident and Ratepayer Survey (a self-select survey completed by more than 460 people) are:

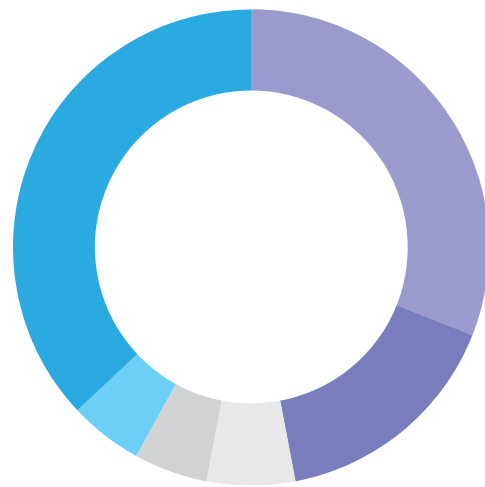
- Beaches, harbour and foreshores
- Natural environment, parks and recreational spaces, and beauty of the area
- Central location proximity to city, beaches, shopping, services and public transport
- Sense of community, friendly people and family connections
- Ambience and village atmosphere

The aspect of living in Mosman that is most commonly disliked (again as evidenced in the two major 2021 surveys) is traffic congestion.



## Community Connections

The results from Community Surveys conducted in 2018 and 2021 illustrate a significant increase in the proportion of residents who believe they make a contribution to the area they live in. This is consistent with other indicators such as the particularly strong level of local volunteering recorded in the 2016 census (the latest census for which results are currently available). In the 2021 Community Survey 89% of residents indicated that they mainly socialise in the local area, a result that has remained relatively consistent over recent years, but again an increase on 2018 survey results.



## Future Issues and Concerns

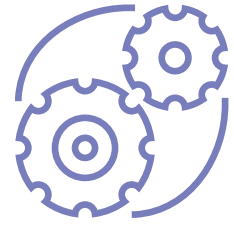
While Mosman continues to perform strongly against various quality of life indicators, there are certain local issues and concerns that residents commonly quote in engagement exercises. Results of the 2021 Community Survey show that residents see the following as key issues for Mosman over the next 5-10 years:

- Traffic congestion and management
- Development - control, overdevelopment and overcrowding
- Housing availability and affordability
- Parking availability and affordability
- Protection of the natural environment and addressing climate change

- 31% - Traffic congestion and management
- 16% - Development - control, overdevelopment and overcrowding
- 6% - Housing availability and affordability
- 5% - Parking - availability and affordability
- 5% - Protection of the natural environment and addressing climate change 5%
- 37% - Other



# Community Views



## The Big Priorities

As an issue, traffic congestion and management is quite clearly the one most concerning to residents. In the 2021 Community Survey, 38% of residents also identified traffic management as the top priority for Mosman Council over the next 10 years. Other top priorities, in descending order, were:

- Managing development/overdevelopment
- Environmental protection/management
- Availability of parking
- Availability and maintenance of beaches, parks and recreation areas
- Maintaining the heritage/character/sense of community in the area

The top priorities identified by respondents to the self-select 2021 Residents and Ratepayers Survey were largely in keeping with the above, with climate action rating highly in addition to other environmental initiatives. The top responses in the self-select survey also referenced more vibrant nightlife and support for small local businesses.

Targetted consultations with Mosman's children and young people also helped paint a picture of what is important to current and future generations. Primary and secondary students participated in a postcard competition, with themes of sustainability, community connection, innovation and the environment strongly evident. A special youth consultation identified (in order of importance) youth spaces, inclusion and diversity, mental health, and environment and sustainability as key issues. Community organisations identified a range of priorities specific to their areas of interest, as well as some of the themes common among the general community.

Our business community offered insights into local priorities around economic development including parking and business promotion and sustainability, and focus groups provided ideas and perspectives on ways to connect communities, to keep the 'village' in Mosman and to continue protecting and enhancing Mosman's natural environment.

The great depth of community feedback received through the MOSPLAN Community Engagement Plan contributed significantly to refining a Vision for Mosman's future, and to developing the Strategic Directions that will guide Council and community efforts in coming years.

# Community Views

## Current Service Delivery

To further inform decisions about future priorities, the Mosman Community Survey also routinely asks questions about resident satisfaction with a range of Council services and facilities, as well as how important residents perceive these services and facilities to be. Of particular interest from the 2021 Community Survey results were:

Highest levels of community satisfaction:

- Keeping food premises safe
- Cleanliness, appearance and management of public spaces
- Provision and maintenance of parklands
- Cleaning of streets
- Library service

Greatest 'performance gaps' between the importance of and satisfaction with local services:

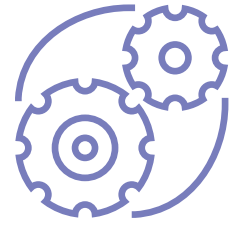
- Development approvals process
- Traffic management
- Providing and maintaining footpaths
- Provision of car parking
- Managing development (land use planning)

Most significant increases in community satisfaction since the 2018 survey:

- Condition of public toilets
- Management of street trees
- Waste and recycling collection services
- Local festivals and events

Most important service or facility:

- Waste and recycling services
- Provision and maintenance of parklands
- Management and protection of the environment
- Cleanliness, appearance and management of public spaces
- Providing and maintaining footpaths

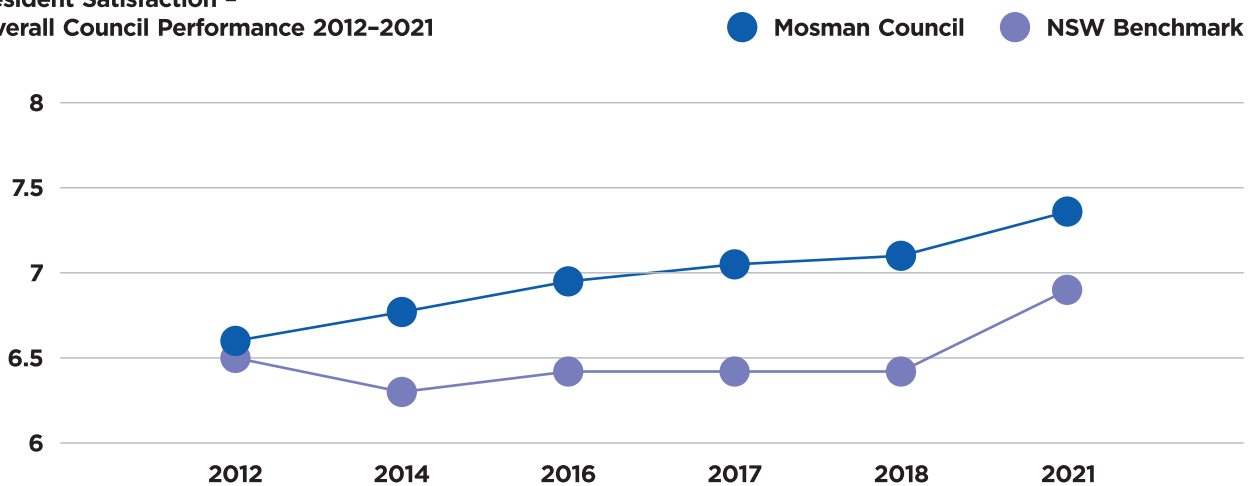


Highest satisfaction rating compared to local government benchmark:

- Cleanliness, appearance and management of public spaces
- Condition of public toilets
- Cleaning of streets
- Management and protection of the environment
- Keeping food premises safe

Overall, community satisfaction with Mosman Council's performance has improved with every survey since 2012 and has also remained above the NSW benchmark throughout the same period. When expressed as a percentage of residents at least moderately satisfied with Council's performance, the community satisfaction rate with overall Council performance in 2021 was 95%.

**Resident Satisfaction - Overall Council Performance 2012-2021**



Mean score on a scale of 0-10

# Issues and Challenges

## Demographic change

The resilience of Mosman residents, alongside communities across Australia and around the globe, has been tested significantly over the last few years. Although Mosman has not seen the kinds of climate events and natural or man-made disasters faced by other communities, the COVID-19 pandemic alone has had a major impact on local residents, families, and businesses. There have been huge economic difficulties faced by many, and of course illness and restrictions have been the cause of great stress. Conversely, the pandemic also provided some cause for reflection and what many have viewed as a renewed sense of community at the local level.

While Council planning has always been mindful of Mosman's changing demographics – our growing cohort of older residents, for example, requires special attention – there is equally a need to acknowledge and address the evolving nature of everyday life. A renewed appetite for local connection, the rapid take-up of new technologies, a more urgent need to build capacity and resilience, longer life spans and working lives, the ongoing and increasing prevalence of the time-poor, and a greater appreciation of the long term impacts of short term actions – these are all social considerations that must be built into Council decisions regarding both infrastructure and service delivery.

Even at the local level, however, societal change is not experienced equally and can sometimes be patchy. So planning for and delivering the right kind of infrastructure, the right kinds of services and the best possible local solutions becomes all the more challenging.

There are, however, some basic considerations that are likely to continue resonating with Mosman residents irrespective of the type and pace of change. These include preserving the village lifestyle, building resilience, maintaining a strong sense of community, providing places that are easy to move around, streets where neighbours feel safe and can still connect and public spaces where people can gather and enjoy local activities, culture and entertainment.

## The planning landscape

While Council makes a concerted effort to establish planning controls that will protect and enhance local character and amenity, the wider planning landscape does, from time to time, present special challenges and constraints.

The evolution of the planning landscape has continued in recent years, with a raft of changes to planning policies and controls proposed or enacted by the NSW Government. Like other areas of Sydney, Mosman is subject to state-wide planning legislation and controls, as well as plans, policies and directives relating to part, or all, of the Sydney metropolitan area.

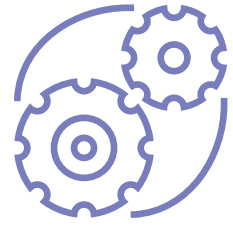
Mosman has responded to Government requirements in recent years including the preparation and adoption of a Local Strategic Planning Statement and an accompanying Community Participation Plan outlining the various engagement tools used by Council in relation to planning and development matters. Not all reform proposals instituted by the State government have been considered in Mosman's best interests. Where necessary Council has advocated strongly for certain proposals to be either shelved or amended, and has sought solutions to long-standing issues such as maintaining appropriate planning controls in the Mosman Scenic Protection Area.

Council has an ongoing role in anticipating, influencing and responding to wider planning agendas to help ensure that local planning outcomes are still driven, as much as possible, by Mosman's unique qualities and local priorities, and that residents are the ultimate beneficiaries of effective planning systems and controls. This includes appropriate recompense for development undertaken in the area, with a fair and equitable contributions regime most recently the focus of Council's lobbying efforts alongside the State's latest proposed zoning reforms.









## Traffic and transport

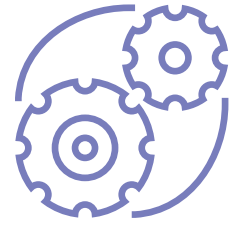
The amount of traffic in and around Mosman on both weekdays and weekends, and the degree of congestion on our roads continues to be the key issue of concern for Mosman residents. Council responds as best we can, acknowledging that some traffic issues are a product of wider infrastructure challenges at a regional and metropolitan level.

Traffic movement along the Military Road and Spit Road corridor remains a focus of attention following the implementation of the B-Line bus service connecting the Sydney CBD with the Northern Beaches and planning and budget allocations towards the Beaches Link tunnel. There is still uncertainty, however, regarding the long term future of the Beaches Link project, which has the potential to deliver positive outcomes for Mosman in terms of both traffic flow and local amenity more generally.

Parking availability also remains a matter of concern for residents. Council has implemented a range of parking technologies to better manage parking in local retail areas and is continuing to review further opportunities for off-street parking, particularly in conjunction with new developments around Spit Junction and Mosman Junction.

Changes in spending habits for new cars are expected to accelerate over the next few years with electric and hybrid vehicles taking a larger market share. The further expansion of local EV charger points in public spaces will assist this change to more sustainable transport solutions, as will Council's ongoing encouragement of alternate transport forms and careful planning and management of business precincts and residential neighbourhoods that takes into account new forms and patterns of transportation.





## Sustainable Finances

Council's finances have, like many other businesses, been severely impacted by the COVID-19 pandemic and volatile economic conditions, placing further pressure on service delivery and requiring a range of austerity measures to manage a significant reduction in revenues together with escalating costs. Coupled with other challenges such as rate-pegging, achieving a sustainable long term financial position while delivering expected levels of service is a fine balancing act. This plan, while attempting to synthesise community aspirations and core directions, is also acutely mindful of the limited resources that Council must manage in the most effective way possible.

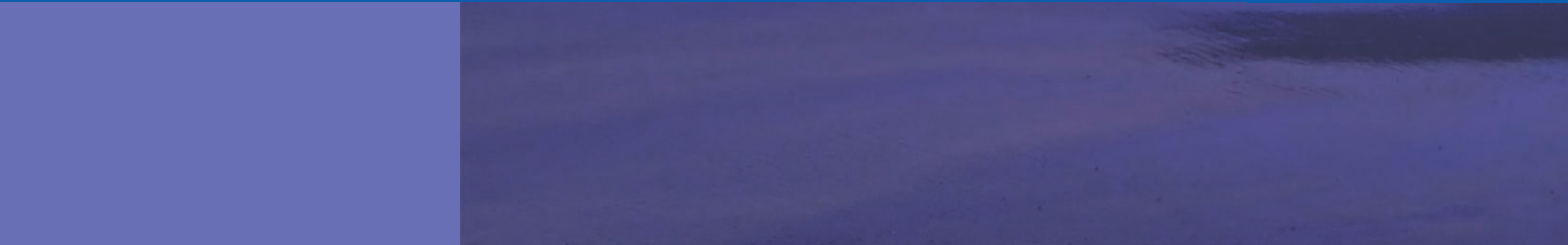
In recent years Council's accelerated spending on infrastructure assets has gone a considerable way towards 'future-proofing' our asset base. Despite the impacts of COVID, external constraints on Council's capacity to raise revenue and rising inflation, our current forecasting is still cautiously optimistic regarding longer term financial sustainability. A continued commitment to achieving further service efficiencies, together with only modest service expansion is key to delivering sound financial results in future years.

The prioritisation of local needs and expectations in such a constrained budget setting is a complex and ongoing task for Council, as it is for other local businesses and service providers. With both Council's immediate and longer term financial position front of mind, it is essential that the many competing local priorities continue to be managed not only through prudent financial management, but through genuine engagement, evidence-based decision making, and through collaborative planning and service delivery.

## Green Futures

Council's Climate Emergency resolution of 2019 was emblematic of a growing sense of urgency around climate action. The development of Mosman's first Climate Action Plan in 2021, aided by many community members, as well as the adoption of new emissions targets, reflects an ongoing commitment to addressing climate change on multiple fronts. Significant advances have already been made by Council in relation to renewable energy production and use, waste recycling and use of recycled materials, reduced water usage, sustainable transport options and other energy efficiencies. Climate action is also very much a community issue, where real success is only ensured with widespread take-up and ongoing community education, advice and hands-on assistance.

Our community engagement clearly demonstrates the value placed on the natural environment by residents as a place for recreation and reflection, as well as its intrinsic value to both future sustainability and the aesthetic qualities of Mosman. The protection and conservation of Mosman's exceptional natural areas remains a high priority, together with the considered use of areas for recreation, entertainment and play. An ongoing challenge is to manage the popularity of these areas in terms of the resultant impact on not only the areas themselves, but surrounding streets and neighbourhoods.





# Vision

**A Vision for Mosman  
Strategic Directions**



## A Vision for Mosman

What kind of future does our community want for Mosman?

Our Vision for Mosman is:

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

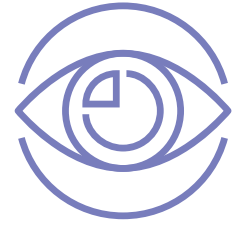




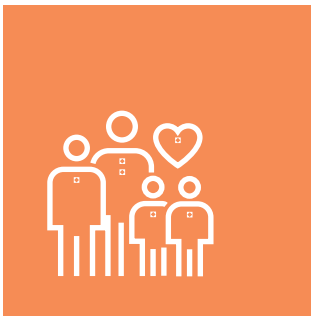
# Strategic Directions

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



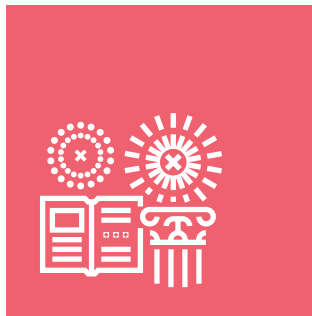


**Our six Strategic Directions are:**



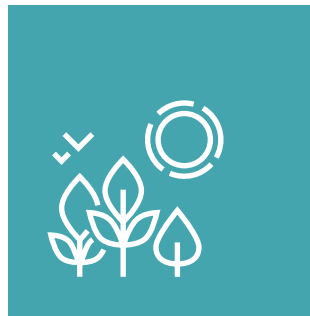
**Strategic Direction 1**

A safe, caring and inclusive community



**Strategic Direction 2**

A culturally rich and vibrant community



**Strategic Direction 3**

An attractive and sustainable environment



**Strategic Direction 4**

An engaged, business-friendly community with strong civic leadership



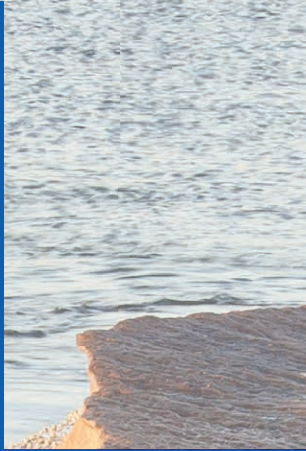
**Strategic Direction 5**

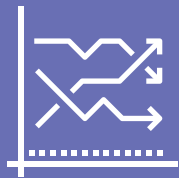
Well-designed, liveable and accessible places



**Strategic Direction 6**

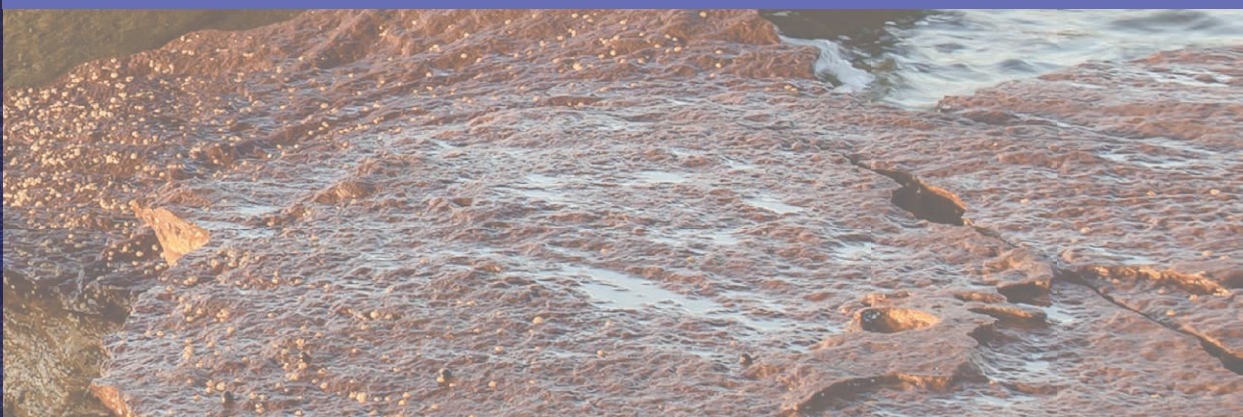
A healthy and active village lifestyle





# Strategic Directions

Strategic Directions 1-6



# Strategic Direction 1

A safe, caring and inclusive community

## How will we get there?

### Our Strategies

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

### Related Plans

Mosman Disability Inclusion Action Plan 2022-2026

Mosman Positive Ageing Framework 2021

## Who will help us get there?

### Our Partners

- Federal government - various agencies including Department of Health, Department of Social Services and Department of Education, Skills and Employment
- NSW Government - various agencies including Department of Communities and Justice, NSW Health, Department of Education and the NSW Police Force
- Northern Sydney Regional Organisation of Councils (NSROC)
- Non-government and community organisations
- Community members and volunteers



## A safe, caring and inclusive community

### How will we know we've arrived?

## Community Sustainability Indicators

Indicator	Measure	Desired Trend or Target	Source
Community Connectedness	Percentage of residents who feel connected to the Mosman community	Desired trend: Increase	Mosman Community Survey
Volunteering	Number of people registered as active Council volunteers	Desired trend: Increase	Mosman Council
Community services and facilities	Level of community satisfaction with the overall range of community services and facilities provided by Council	Desired trend: Increase	Mosman Community Survey
Cultural Diversity	Percentage of residents from culturally and linguistically diverse backgrounds	Desired trend: Increase	Australian Bureau of Statistics
Community safety	Percentage of residents who feel safe in their local area	Desired trend: Increase	Mosman Community Survey
	Annual crime rates for major criminal incidents	Desired trend: Reduce	NSW Bureau of Crime Statistics and Research

# Strategic Direction 2

A culturally rich and vibrant community

## How will we get there?

### Our Strategies

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

### Related Plans

Shorelink Strategic Plan 2022-2025  
NSW Arts and Cultural Policy Framework

## Who will help us get there?

### Our Partners

- Federal government - various agencies including Office for the Arts and Department of Education, Skills and Employment
- NSW Government - various agencies including State Library of NSW, Department of Education, Create NSW, and NSW National Parks and Wildlife Service
- Northern Sydney Regional Organisation of Councils (NSROC)
- Sydney Harbour Federation Trust
- Shorelink Library Network
- Non-government, community and cultural organisations
- Creative groups and individuals
- Community members and volunteers





## A culturally rich and vibrant community

### How will we know we've arrived?

## Community Sustainability Indicators

Indicator	Measure	Desired Trend or Target	Source
Cultural Participation	Number of visitors to Mosman Art Gallery	Desired trend: Increase	Mosman Council
	Number of visitors to Barry O'Keefe Library	Desired trend: Increase	Mosman Council
	Number of people attending Council-run events and festivals	Desired trend: Increase	Mosman Council
Socialising in Mosman	Percentage of residents who mainly socialise in Mosman	Desired trend: Increase	Mosman Community Survey

# Strategic Direction 3

## An attractive and sustainable environment

### How will we get there?

#### Our Strategies

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

#### Related Plans

Mosman Asset Management Strategy and Plans

Mosman Catchment Management Plans - various

Plans of Management - various

Mosman Climate Action Plan - Mitigation Strategy 2021

Sydney Harbour Federation Trust Management Plans

National Parks and Wildlife Plan of Management - Sydney Harbour National Park

Mosman Flora and Fauna Survey 2021-2022

### Who will help us get there?

#### Our Partners

- Federal government - various agencies including Department of Agriculture, Water and the Environment and the Climate Change Authority
- NSW Government - various agencies including Department of Planning, Industry and Environment, Environment Protection Authority, NSW Rural Fire Service and NSW National Parks and Wildlife Service
- Northern Sydney Regional Organisation of Councils (NSROC)
- Sydney Harbour Federation Trust
- Non-government and community organisations
- Community members and volunteers



## An attractive and sustainable environment

### How will we know we've arrived?

## Community Sustainability Indicators

Indicator	Measure	Desired Trend or Target	Source
Health of bushland	Percentage of bushland with greater than 90% native vegetation cover	Desired trend: Increase	Mosman Council
Tree canopy	Percentage of tree canopy cover across Mosman	Desired trend: Increase	Mosman Council
Community environmental footprint	Level of overall energy consumption by the Mosman community	Desired trend: Reduce	Mosman Council
	Level of overall water usage by the Mosman community	Desired trend: Reduce	Mosman Council
	Percentage of domestic waste diverted from landfill	Desired trend: Increase	Mosman Council
Air and Water Quality	Level of water quality at harbour beaches	Target: Water quality at all Mosman beaches 'Good' or above	Harbourwatch
	Number of air quality complaints received by Council	Desired trend: Reduce	Mosman Council
Public Transport Use	Percentage of Mosman residents using public transport to travel to work	Desired trend: Increase	Australian Bureau of Statistics

# Strategic Direction 4

An engaged, business-friendly community with strong civic leadership

## How will we get there?

### Our Strategies

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

### Related Plans

Mosman Community Engagement Policy 2018  
 Community Participation Plan 2020  
 Mosman Customer Service Charter 2017  
 Workforce Management Strategy 2022-2032  
 Long Term Financial Plan 2022-2032

## Who will help us get there?

### Our Partners

- Federal government - various agencies including Department of Industry, Science, Energy and Resources
- NSW Government - various agencies including Department of Premier and Cabinet, Office of Local Government, Department of Planning, Industry and Environment, Service NSW and the Small Business Commission
- Northern Sydney Regional Organisation of Councils (NSROC)
- Media organisations including Mosman Daily and other metropolitan, regional and local publications
- Mosman Chamber of Commerce and local businesses
- Regulatory bodies including IPART and ICAC
- Industry peak bodies
- Non-government and community organisations
- Community members and volunteers

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



**How will we know we've arrived?**

## Community Sustainability Indicators

Indicator	Measure	Desired Trend or Target	Source
Community Engagement	Level of community satisfaction with Council engagement	Desired trend: Increase	Mosman Community Survey
Informed Communities	Level of community satisfaction with Council information and support	Desired trend: Increase	Mosman Community Survey
Democratic participation	Percentage of eligible voters voting in local government elections	Desired trend: Increase	NSW Electoral Commission
Overall Satisfaction with Council	Level of community satisfaction with overall Council service delivery	Desired trend: Increase	Mosman Community Survey
	Level of community satisfaction with performance of Councillors	Desired trend: Increase	Mosman Community Survey
	Level of community satisfaction with performance of Council staff	Desired trend: Increase	Mosman Community Survey
Budget Performance	Year-end financial result compared to budget	Target: Year-end operating result within 10% of budget	Mosman Council
Corporate Compliance	Level of compliance with statutory requirements	Target: 100% compliance with all statutory requirements	Mosman Council

# Strategic Direction 5

Well-designed, liveable and accessible places

## How will we get there?

### Our Strategies

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

### Related Plans

Mosman Local Strategic Planning Statement 2019  
 Mosman Local Environmental Plan 2012  
 Mosman Development Control Plans - various  
 Mosman Local Housing Strategy 2020  
 Mosman Signage Strategy 2017  
 Mosman Pedestrian Access Mobility Plan 2012  
 Mosman Asset Management Strategy and Plans  
 Greater Sydney Region Plan - A Metropolis of Three Cities  
 North District Plan  
 State Infrastructure Strategy 2018-2038  
 Future Transport 2056 Strategy

## Who will help us get there?

### Our Partners

- Federal government - various agencies including Department of Infrastructure, Transport and Regional Development and Communications
- NSW Government - various agencies including Department of Planning, Industry and Environment, Roads and Maritime Services, Department of Transport and Greater Sydney Commission
- Northern Sydney Regional Organisation of Councils (NSROC)
- Sydney Harbour Federation Trust
- Utility providers
- Non-government and community organisations
- Community members and volunteers

## Well-designed, liveable and accessible places



### How will we know we've arrived?

## Community Sustainability Indicators

Indicator	Measure	Desired Trend or Target	Source
Accessibility	Number of accessibility improvements delivered annually by Council	Desired trend: Maintain or Increase	Mosman Council
Infrastructure Delivery	Year-end capital works result compared to budget	Target: Year-end capital works result within 5% of works programmed	Mosman Council
	Level of community satisfaction with provision and maintenance of local infrastructure	Desired trend: Increase	Mosman Community Survey
Community Pride	Percentage of residents who are proud of their local area	Desired trend: Increase	Mosman Community Survey
Development Assessment Performance	Average time taken to assess Development Applications	Target: Equal to or below average development assessment times of Category 2 Councils	Mosman Council

# Strategic Direction 6

A healthy and active village lifestyle

## How will we get there?

### Our Strategies

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

### Related Plans

Plans of Management - various

Mosman North Sydney Willoughby Bush Fire Risk Management Plan 2017

Mosman Open Space Recreational Needs Assessment 2015

Mosman Working and Cycling Strategy

## Who will help us get there?

### Our Partners

- Federal government - various agencies including Department of Health
- NSW Government - various agencies including NSW Health, the NSW Office of Sport, the NSW National Parks and Wildlife Service and Resilience NSW
- Northern Sydney Regional Organisation of Councils (NSROC)
- Sydney Harbour Federation Trust
- Non-government, community and sporting organisations
- Community members and volunteers



## A healthy and active village lifestyle



### How will we know we've arrived?

## Community Sustainability Indicators

Indicator	Measure	Desired Trend or Target	Source
Community Health	Average life expectancy for Mosman residents	Desired trend: Increase	NSW Health
Physical Activity	Percentage of Mosman residents undertaking adequate physical activity each week	Desired trend: Increase	NSW Health
Road safety	Number of road accidents and casualties in Mosman per annum	Desired trend: Reduce	NSW Roads and Maritime Services

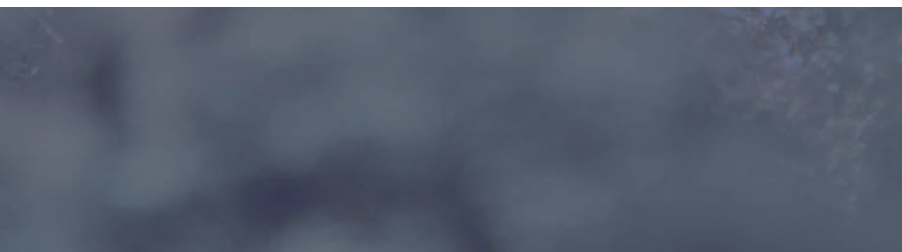
**A PLAN FOR  
MOSMAN'S FUTURE.**

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**Mosman**  
COUNCIL



# A PLAN FOR MOSMAN'S FUTURE.

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MOSPLAN  
COMMUNITY  
STRATEGIC PLAN  
2022-2032

**Mosman**  
COUNCIL

