



**DELIVERING  
FOR MOSMAN.**

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**MOSPLAN  
REVIEW  
20172021**

Submitted to Council 9 November 2021



End of Term Report to the Mosman Community  
Mosman Council - August 2021  
*ss406 & 428(2) Local Government Act 1993*

The Local Government Act 1993 requires that all Councils report to their communities on progress and achievements at the end of each Council term. This report presented to the last meeting of the current Council on 9 November 2021, responds to these legislative requirements.



**DELIVERING  
FOR MOSMAN.**

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## ACKNOWLEDGEMENT

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.

Mick Namarari  
*Mouse Dreaming*, 1997 (detail)  
Acrylic on canvas, Mosman Art Collection

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# INTRODUCTION

## In this section

Message from the Mayor

Message from the General Manager

Introducing the MOSPLAN Review



## FROM THE MAYOR

Welcome to the MOSPLAN Review 2017-2021, our end of term report for the 2017-2021 Council term. It has been my great honour to serve as Mosman's Mayor for the past four years and I am very pleased to be able to share this report with you.

As I write this message we are emerging from our second COVID-19 lockdown, yet another chapter in the quite extraordinary journey we have found ourselves on since early 2020. Council services have adjusted and adapted throughout this journey and will continue to do so according to community needs and in line with public health restrictions.

Notwithstanding the challenges of the past few years - and indeed across the full term of Council - I think Mosman Council has much to be proud of. We have listened to our residents and done our very best to respond in ways that are responsible, effective and sustainable. Not every decision of Council has been a popular one, but every decision has collectively been made, and every service delivered, with the best interests of our community at heart.

Over the course of the last four years Council has made great inroads in delivering new assets and restoring or renewing other assets for the benefit of our community. The extensive upgrades at Balmoral Beach have made the most of this very special part of Mosman. Not only has the beautiful promenade been restored; public amenities have been upgraded, public spaces enhanced and maintained and popular drawcards such as the baths renewed.

Our other open space areas and sporting facilities have also benefitted from capital upgrades and regular maintenance. A new surface treatment at Middle Head Oval has improved its playing capacity, netball courts at Drill Hall Common now have lights for night training, community BBQs have been installed in a number of parks, there are fabulous new multipurpose courts adjoining Balmoral Oval and there have been major upgrades to the Memorial Park and Memory Park playgrounds, to name just a few. We've also been ensuring that our facilities are more inclusive than ever, with excellent, accessible public facilities now available at Mosman Junction and accessible beach entry at Clifton Gardens.

The latest major capital project - replacing the pavilion at Allan Border Oval - is now underway and follows a significant refurbishment of Mosman Swim Centre in 2020. Other substantial works such as upgrades to Mosman Square and Village Green have been provided for in the current Budget.

Council services for our older residents have been further expanded over the Council term, with new and exciting offerings available, and many of our services have been assisted by our amazing team of local volunteers. Our Youth Services team have similarly delivered excellent programs and activities and our new Children and Families Officer will help support our local child care providers as well as deliver activities and support for families through playgroups and other programming. Our multi-award winning Mosman Art Gallery has delivered some truly exceptional exhibitions, including the Wendy Sharpe: Ghosts exhibition, Jumaadi: My Love is an Island Far Away, and Destination Sydney - as well as the prestigious Mosman Art Prize, held annually. The Festival of Mosman in 2017 and 2019 helped bring the community together in huge numbers, and in a way that we hope can again be achieved in the future.

There have been many issues that Council has actively represented the community on; in particular matters relating to planning and development, the environment and traffic and transport solutions. It has been an imperative of Council that the many wonderful qualities of Mosman be preserved and enhanced for current and future generations and I have no doubt that this will continue to be a core goal as we move forward into the new Council term.

**Carolyn Corrigan, Mayor**



## FROM THE GENERAL MANAGER

It's been a busy and eventful four years and I think the range of works, programs and services outlined in this report attest to a strong record of delivery by Council over the period. Mosman's Community Strategic Plan, MOSPLAN, has set the direction for Council's efforts, and our rolling MOSPLAN Delivery Program has guided service delivery as well as setting performance targets each year.

The current MOSPLAN was developed by Councillors with input from the community in 2017 and 2018, and the projects and programs agreed as part of the Delivery Program are largely complete. That is not to say there haven't been difficulties encountered along the way or that there haven't been some decisions or consequences that weren't anticipated four years ago. While many of our key performance indicators have been tracking well against adopted targets, some have not gone to plan due, largely, to the impacts of the COVID-19 pandemic over the last two years. That said, I am very proud of the way that staff have been able to adapt to changing circumstances and to continue delivering services in new and innovative ways.

The more recent challenges of COVID-19 have been tackled alongside longer-standing issues for our community including traffic congestion, development and maintaining Mosman's village lifestyle. For Council, there have also been the ongoing challenges of maintaining local infrastructure and services at levels expected by the community, while also ensuring that the financial sustainability of the organisation is carefully managed. As an established area we are cognisant that, although our population is not growing at a rapid rate, there are many existing facilities that require costly and consistent upkeep and renewal to meet contemporary standards and expectations.

I'm proud to say that we've been able to keep pace with necessary infrastructure renewals in terms of both financial and professional capacity to deliver. This is, however, always a fine balancing act and opportunities to raise the necessary revenue are not always within our control. The sound financial results achieved over the last few

years reflect strong budgetary control and an intimate understanding and appreciation of the resources at Council's disposal.

Council's customers have remained central to the way we do business and we have continued our efforts to constantly improve the quality of customer interactions. Whether you are attending Council's customer service centre, one of our community facilities or doing business online with Council at any time of the day, our focus has been firmly on making this an easier, more welcoming and streamlined experience. There have been huge advances in our online offerings which have not only been of great assistance in current times, but which have responded more generally to the realities of modern daily life.

It has been especially fulfilling for me to lead a team of staff who are by equal measures caring, proactive, diligent and highly professional in the way they go about serving the Mosman community. The results achieved in staff engagement surveys over the period demonstrate high levels of staff satisfaction and a strong understanding of the vision and purpose of Council. From the significant amount of positive feedback received from local residents, I'm confident there is a lot that we're doing right. Of course, there's also things we can improve upon and we'll continue to do just that.

With development of the next MOSPLAN due to take place over coming months, Council's Executive Team and staff look forward to delivering on the new Vision and directions endorsed by the Council elected for the 2021-2024 term.

**Dominic Johnson, General Manager**

# INTRODUCING THE MOSPLAN REVIEW

The MOSPLAN Review 2017–2021 is Mosman Council's response to the end-of-term reporting requirements introduced as part of the NSW Government's Integrated Planning & Reporting Reforms.

The current Integrated Planning & Reporting Guidelines, established in accordance with s406 of the Local Government Act 1993, set out mandatory requirements that councils must comply with. These Guidelines require that a report be produced by all NSW councils at the end of each term of office outlining the council's progress in implementing its Community Strategic Plan over the preceding four year period (based on a four year Council term). The Guidelines specifically provide that this report is to be presented at the final meeting of an outgoing council. Section 428(2) of the *Local Government Act 1993* also requires that this report be included in the Annual Report published in the same year as an Ordinary Election.

As the 2020 local government elections were postponed for NSW councils due to the COVID-19 pandemic, an end-of-term report was not required to be prepared by Mosman Council in 2020, as previously planned. The postponed elections are now scheduled for 4 December 2021 and accordingly this report has been prepared to both meet Council's legislative obligations and as a record of progress over the past four years.

The report was presented to the final Ordinary Meeting of the 2017-2021 Council term on 9 November 2021.







# INTRODUCING MOSMAN

## **In this section**

- Our Place
- Our People
- Our Organisation
- Our Values



## OUR PLACE

As a destination, Mosman today is a great place to sample some unique Sydney heritage.

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 Cammeraigal people and the area has since been renowned for 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. 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.

# OUR PEOPLE

**Mosman is home to just over 30,000 residents, having experienced only minimal population growth in recent years. This trend is likely to continue, with the most significant demographic shifts likely 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.**

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.



# OUR ORGANISATION

## MOSMAN MAYOR AND COUNCILLORS

Mosman is been governed by an elected Council comprising seven Councillors including a popularly elected Mayor. The current term of Council commenced in September 2017 and will conclude with the next local government election, scheduled for 4 December 2021.

Councillor Carolyn Corrigan was elected as Mosman's second popularly elected Mayor and first popularly elected female Mayor in September 2017 and has served in that capacity for the duration of the current Council term.

Over the past four years Mosman's Deputy Mayor has been elected annually by Councillors. Councillor Roy Bendall served as Deputy Mayor from September 2017 to September 2018 and Councillor Tom Sherlock served as Deputy Mayor from September 2018 to September 2019. Councillor Libby Moline has served as Deputy Mayor since September 2019 and will hold this position for the remainder of the current Council term.

The Mosman local government area is not divided into wards. The previous ward structure was abolished in September 2012 and all Councillors serve as representatives of the whole municipality.

Details of Councillors elected for the 2017-2021 Council term are provided below.



**Carolyn CORRIGAN**  
Mayor 2017-2021



**Roy BENDALL**  
Deputy Mayor 2017-2018



**David COOK**



**Simon MENZIES**



**Libby MOLINE**  
Deputy Mayor 2019-2021



**Tom SHERLOCK**  
Deputy Mayor 2018-2019



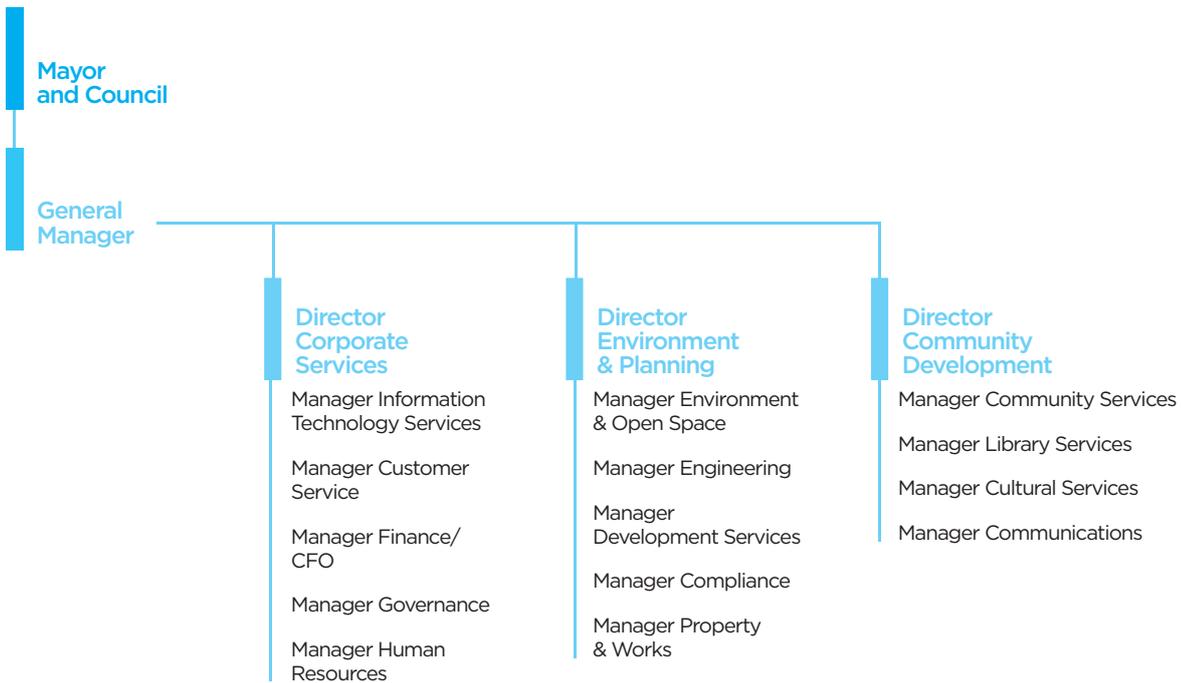
**Jacqui WILLOUGHBY**

## 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.

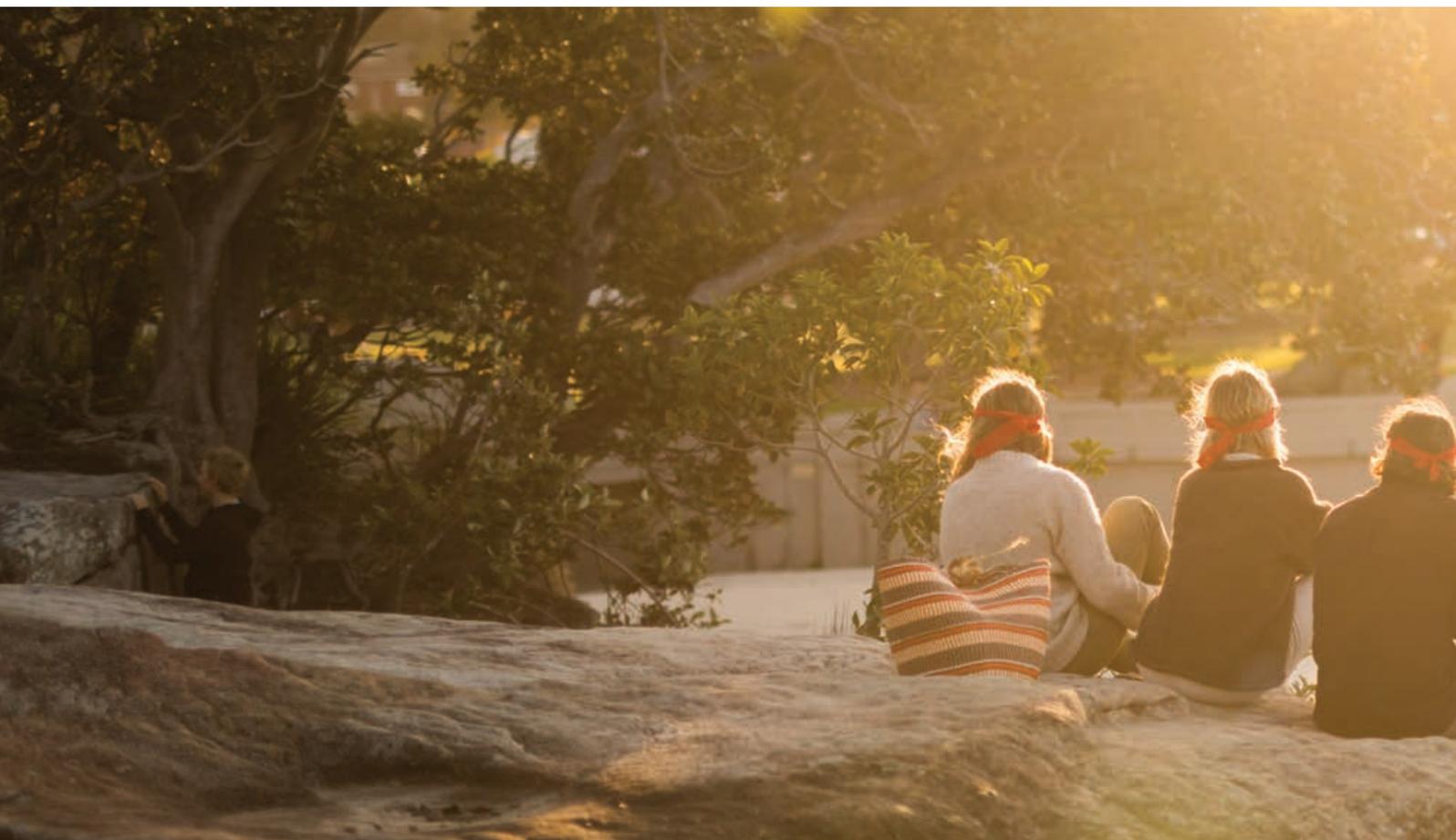
Council's organisational structure is illustrated below:



## OUR VALUES

Council has adopted 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

## **In this section**

Our Plan for Mosman's Future  
Reading This Report

# OUR PLAN FOR MOSMAN'S FUTURE

## INTEGRATED PLANNING AND REPORTING

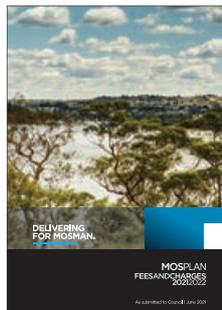
Mosman Council, like all other councils in NSW, operates within an integrated Planning and Reporting Framework established by the State Government. This framework requires preparation and adoption of the following plans to assist councils in their ongoing delivery of services to residents and ratepayers:



A **Community Strategic Plan** – a 10 year+ strategic direction for Mosman, supported by a Resourcing Strategy which details Council's approach to long term financial planning, workforce planning and asset management planning



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



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

These plans consider and respond to the views expressed by the community and are complemented by a series of reports at quarterly and annual intervals - as well as a report at the end of each Council term - that inform the community of Council's progress.

## MOSPLAN

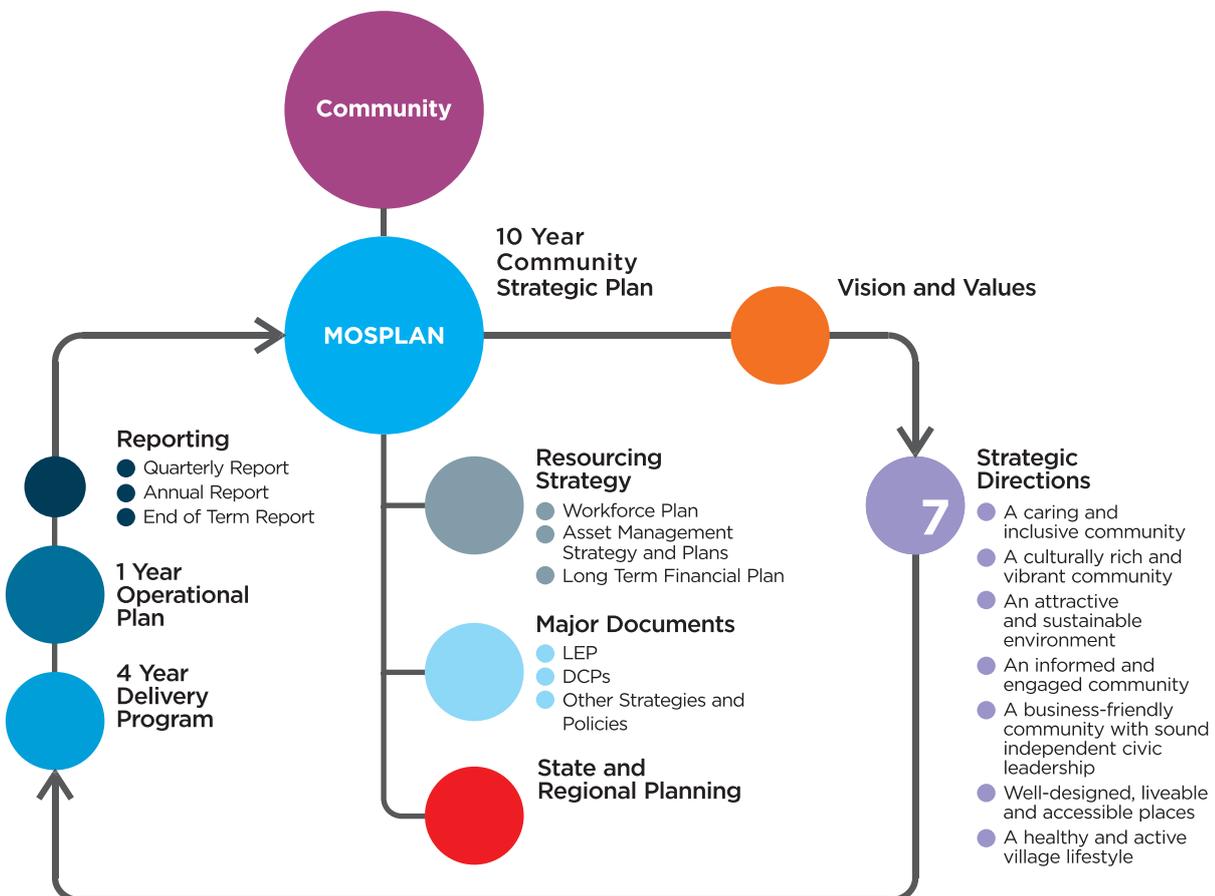
The suite of planning documents prepared by Mosman Council as part of its Integrated Planning and Reporting obligations (and more generally as a matter of good practice) is collectively known as MOSPLAN. The current suite of documents, adopted initially in June 2018, is known as MOSPLAN 2018-2028 and includes:

- The 2018-2028 Community Strategic Plan
- A Resourcing Strategy encompassing long term financial, infrastructure and workforce planning
- The 2018-2022 Delivery Program, including annual revisions
- Operational Plans for 2018-2019, 2019-2020, 2020-2021 and 2021-2022

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

Council has a measurement framework in place to gauge performance against key MOSPLAN deliverables. Quarterly and annual reports are prepared in relation to MOSPLAN progress, together with this report prepared at the end of each Council term.

A major review of MOSPLAN will be undertaken following the local government election in 2021, with the newly elected Council responsible for development of the next Community Strategic Plan.





# READING THIS REPORT

Much of the progress detailed in this end-of-term report has been structured around MOSPLAN's seven Strategic Directions. The report provides a comprehensive account of Council's delivery against the Strategic Directions and the Strategies that have underpinned each Direction over the past four years. It critically analyses Council's performance and highlights major achievements and advances across the period.

In reporting on progress over the 2017 – 2021 period, this report also addresses Council's financial performance, community views on Council performance, and how the Mosman community is tracking generally against a range of Community Sustainability Indicators.

To provide context to Council progress and achievements included in this report, the following pages detail the strategic foundations on which service delivery has been based over the period – including Council's Vision and Values, and the seven Strategic Directions and Strategies that support its Vision.





## OUR VISION

### **In this section**

A Vision for Mosman

Seven Strategic Directions

# A VISION FOR MOSMAN

MOSPLAN is based on a clear Vision for Mosman's future and how Council will help deliver that future in partnership with our community. MOSPLAN aims to bring this Vision to life, to provide a great place for current and future residents to enjoy.

Our Vision for Mosman is:

**A VIBRANT  
HARBOURSIDE VILLAGE  
WHERE COMMUNITY,  
LIFESTYLE AND  
HERITAGE ARE VALUED  
AND WHERE RESIDENTS  
FEEL SAFE AND  
CONNECTED.**



# SEVEN STRATEGIC DIRECTIONS

There are seven MOSPLAN Strategic Directions that guide Council operations, according to its adopted Vision and underlying values. Each of these Strategic Directions is supported by a series of Strategies to help bring them to life.



## STRATEGIC DIRECTION 1 A Caring and Inclusive Community

### Our Strategies

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



## STRATEGIC DIRECTION 2 A Culturally Rich and Vibrant Community

### 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



## STRATEGIC DIRECTION 3 An Attractive and Sustainable Environment

### 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



**STRATEGIC DIRECTION 4**  
**An Informed and Engaged Community**

**Our Strategies**

- 1 Actively involve the community in planning and delivering Mosman's future
- 2 Deliver community information that is accurate and readily available
- 3 Ensure the community knows how and why decisions are made



**STRATEGIC DIRECTION 5**  
**A Business-Friendly Community with Sound, Independent Civic Leadership**

**Our Strategies**

- 1 Council delivers high quality, convenient service to customers
- 2 Utilise local and regional partnerships to benefit Mosman
- 3 Provide support for business precincts and the local economy



**STRATEGIC DIRECTION 6**  
**Well Designed, Liveable and Accessible Places**

**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



**STRATEGIC DIRECTION 7**  
**A Healthy and Active Village Lifestyle**

**Our Strategies**

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



Together, MOSPLAN's seven Strategic Directions and accompanying Strategies help Council translate its Vision for Mosman into reality. They provide the basis for Council's Delivery Program and annual Operational Plans.

Progress against each Strategic Direction between 2017 and 2021 is detailed in Section 5 of this report.







# MOSPLAN IN REVIEW - OUR RECORD OF PROGRESS

## **In this section**

Community Views - What do our residents think?

Our Achievements

Delivering Financial Sustainability

# COMMUNITY VIEWS – WHAT DO OUR RESIDENTS THINK?

Mosman Council aims to conduct a major community survey every two years, at the middle and end of each Council term. With changes to Council terms in recent years there has been some deviation from this program, with surveys conducted in 2016, 2017, 2018 and 2021. The purpose of the survey is to seek information on the needs and aspirations of the local community, social connectedness and quality of life, and community satisfaction with Council performance.

The latest Mosman Community Survey, for which results are currently available, was conducted in June 2021. Undertaken by independent market research consultants, the survey involved 400 randomly selected Mosman residents participating in telephone interviews, sharing their views on local issues and Council performance.

The topline results from the 2021 survey are provided below, with comparisons where possible to earlier surveys and external benchmarks.

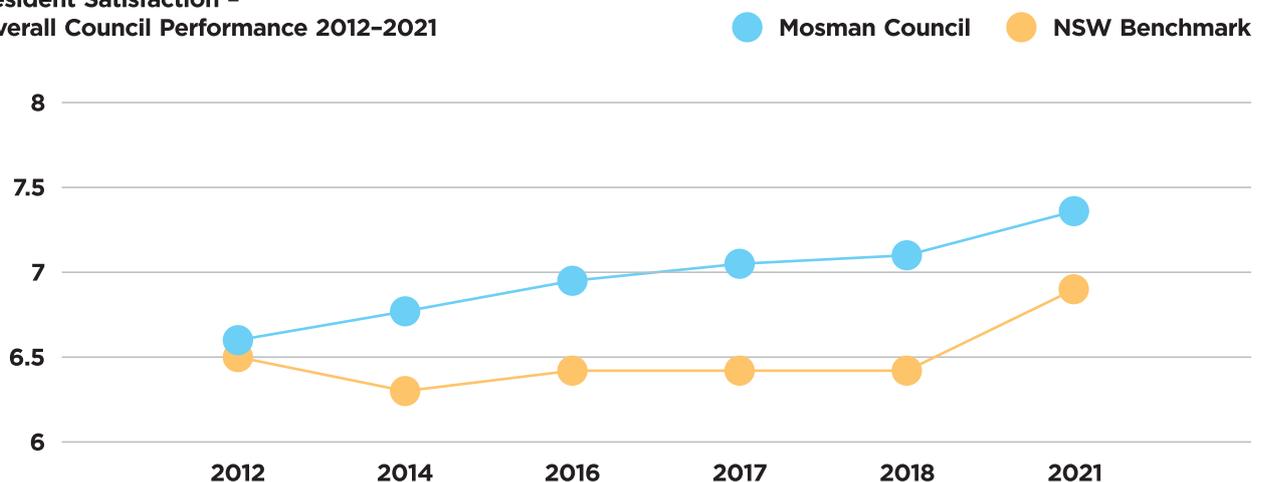
## OVERALL PERFORMANCE OF COUNCIL, STAFF AND COUNCILLORS

Results of the 2021 survey are overwhelmingly positive, particularly when compared to 2018 survey results and also when looking at trends from at least 2012. The results do, however, identify areas that require ongoing attention and these will be factored in to Council's planning processes when developing the next Community Strategic Plan.

Some of the more interesting results from the 2021 survey are:

- Ongoing improvements in community satisfaction have been recorded across key result areas including core Council functions, overall Council performance and satisfaction with Councillors.
- Community satisfaction with Mosman Council's overall 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 is 95%.

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



Mean score on a scale of 0-10



## VALUE FOR MONEY

- Residents' perception of the 'value for money' delivered by Council services has remained constant (with a mean score, on a scale of 0-10, of 6.74 in 2021 compared to 6.84 in 2016, 6.65 in 2017 and 6.77 in 2018). Interestingly, residents aged 65 years+ continue to be the age group most satisfied with the value of services and facilities provided by Council.

## COUNCILLOR AND STAFF PERFORMANCE

- For 2021 survey respondents who could recall contact with Council staff during the previous 12 months (approximately 60% of respondents), satisfaction with staff remains strong, with a mean score of 7.58 compared to a score of 7.73 in 2018 and 7.10 in 2017.
- Satisfaction scores for Councillor responsiveness have trended upwards since 2018, for survey respondents who could recall dealing with a Councillor in the past twelve months (approximately 12% of respondents). Between 2018 and 2021, this satisfaction rose from a mean score of 7.14 to 8.12. Overall satisfaction with Councillors (irrespective of recent contact) remained steady, falling marginally from 6.70 to 6.50 since 2018, with satisfaction generally higher amongst those who had contact with Councillors during the past 12 months.

## SERVICES AND FACILITIES

- Of the 33 services and facilities for which comparable satisfaction data is available from other NSW Councils through Council's independent market researcher, Mosman rates above the benchmark for 23 of these services.
- Highest satisfaction scores in 2021 were recorded for :
  - Keeping food premises safe
  - Overall cleanliness, appearance and management of public spaces
  - Provision and maintenance of parklands including local parks, bushland, harbour foreshores and bushland trails
  - Cleaning of streets
  - Library services
- The greatest 'performance gaps' identified in 2021 between the importance of and satisfaction with local services relate to :
  - Development approvals process
  - Traffic management
  - Providing and maintaining footpaths
  - Provision of car parking
  - Managing development (land use planning)
- Compared to the 2018 survey results, the following services recorded the most significant increases in community satisfaction in 2021:
  - Condition of public toilets
  - Management of street trees
  - Cleaning of streets
  - Waste and recycling collection services
  - Local festivals and events

## COMMUNITY CONNECTIONS AND QUALITY OF LIFE

- Community pride and connectedness results are healthy, with feelings of safety particularly high in the 2021 survey (a mean score of 9.17 out of 10 for neighbourhood safety, compared to 9.00 in the 2018 survey). For other social capital indicators such as friendly neighbourhoods, socialising in the local area and feelings of community belonging, all 2021 scores were up on 2018 results.

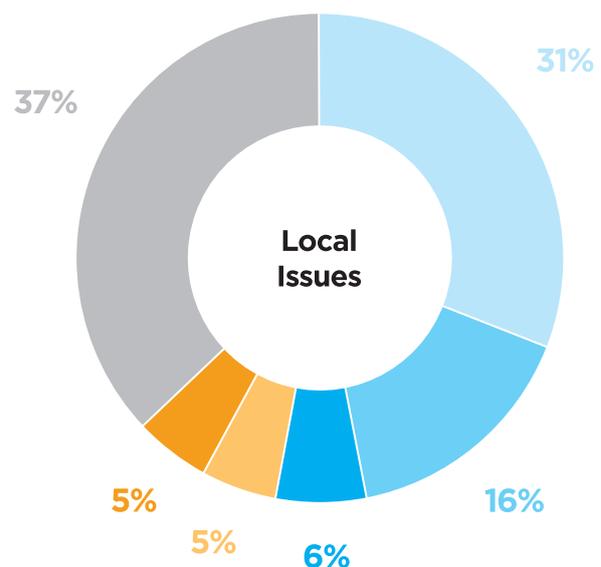
Compared to 2017, when a further comparable range of questions was asked on quality of life in Mosman, 2021 survey respondents also answered more positively in relation to matters such as community tolerance and harmony, opportunities for a healthy lifestyle, and the balance between natural and built environments in Mosman.

- The aspects of living in Mosman most valued by residents are:
  - Natural environment, parks and open spaces, beauty of the area 30%
  - Location – proximity to city, beaches and public transport 24%
  - Sense of community – friendly people and family connections 13%
  - Ambience – lifestyle, peaceful village atmosphere 7%
  - Beaches and harbour foreshore 5%
- The aspect of living in Mosman that residents most commonly quoted as in need of change is ‘Traffic Management’ (38%)

## LOCAL ISSUES

- The most commonly quoted issues for Mosman over the next 5-10 years, as offered by survey respondents in 2021, are:

- 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





# OUR ACHIEVEMENTS

Included in this section are a selection of key Council achievements between 1 July 2017 and 30 June 2021, organised according to MOSPLAN's seven Strategic Directions. As well as program highlights, a series of 'snapshots' provide a birds-eye view of the type and scope of services and facilities delivered by Council during this time. Key Performance Indicators are also reported on in this section, together with some of the awards Council has won for its work over the period.



# STRATEGIC DIRECTION 1

**A Caring  
and Inclusive  
Community**

# STRATEGIC DIRECTION 1

## A Caring and Inclusive Community

### Our Strategies

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

## A Caring and Inclusive Community



### Mosman Community Care

Over the last four years Council's Community Care team has continued to provide a range of services for older adults, people living with disabilities and their carers living in Mosman. Commonwealth Home Support Program (CHSP) funding from the Federal Government assists Council to deliver meals, community transport, care coordination and social support.

Mosman has an ageing demographic, with people aged 55+ making up 29.7% of the local population; a figure forecast to grow to 33.4% by 2036. Mosman Community Care programs aim to build connection between older people and help keep them healthy, independent, active and engaged.

#### Food Services

Mosman Meals has been home-delivering daily meals since 1995. Over 1,000 meals are delivered each month by a team of volunteers. In 2019/20 the service delivered over 19,000 meals - the highest ever number of meals delivered by the service in a single year. Council also collaborated with The St Vincent de Paul Society in 2020 to deliver care packs to vulnerable people isolated through COVID-19 lockdowns.

A regular Community Restaurant continues to be held at Mosman Square Seniors Centre, serving 9,705 meals in the last 4 years. In 2019 the service launched the 'Meal Mates Program', matching socially isolated residents with volunteers to bring them to the centre for Social Lunches, encouraging new connections and friendships.

### Social Support, Care and Carers

Council's Care Team provides information, referral and support for people 65 years and older, delivering over 5,000 hours of social support each year. The team helps facilitate connections and provides appropriate referrals into aged care services and programs. Weekly programs and groups provide respite for carers and support for people living with dementia.

In 2018 the *Saturday Social Club* began providing fortnightly respite for carers and a day program for those with memory loss and dementia. The service also ran its first Dementia Symposium, *'Dementia, the Brain and the Person'*, with its second taking place in 2019, *'Dementia and the Person'*. In 2020 Council collaborated with *'Moove and Groove'* to pilot a six-week program for people with memory loss and dementia using art, music and movement.

In November 2019, Council hosted the *'Art of Ageing'* exhibition in collaboration with the NSW Department of Family and Community Services, to celebrate the contribution of older people and challenge ageism.

Mosman Carers celebrated its 15th birthday in 2018. The group meets weekly to provide information, advice and peer support for carers. Comments from group members include: *"I was at the end of my tether, the weekly meetings and phone availability have saved me completely"* and *"our Carers group is all about friendship, support, sharing knowledge and having a laugh in company, this group has been a godsend to me."* and *"I do not know how I would have survived without the group"*.

# STRATEGIC DIRECTION 1

## A Caring and Inclusive Community

### Mosman Square Seniors Centre

Mosman Square Seniors Centre celebrated its 25th birthday in 2020. Officially opened on 26 August 1995, the Centre has become a vital social hub for Mosman residents and visitors aged 55 and over, as well as their family members and carers. It now operates 36 different programs and services, with the assistance of almost 200 volunteers.

The Centre's programming includes a wide variety of activities that focus on fun, socialising, and health and wellness. They include special annual events, a community restaurant, art classes, exercise classes, technology workshops, dancing, walking groups, excursions and discussion groups. The Centre also coordinates and hosts a popular program for the annual NSW Seniors Festival.

Membership at the Centre has increased by 150% since 2017. New activities that have started since 2017 include:

- Chair dance / Chair yoga
- Book Discussion Group
- Art Classes
- Mosman Bridge Club
- Zumba Gold
- Movie Matinees
- Dance For Parkinson's
- Technology for Seniors Program
- Walking Groups
- Sketch Classes
- Lunchtime Concerts and Music Appreciation Clubs
- MAD! Mature Aged Dance / Let's Dance
- Social Club for people living with dementia
- Discussion Group

There are approximately 20,000 visits per year to the Centre with over 75,000 since July 2017. During the period the Centre has been extensively renovated to further improve accessibility, amenities and audio-visual tools.

## A Caring and Inclusive Community



### Mosman Community Transport

Council's Community Transport Service provides individual and group transport, and serves as an essential lifeline to more vulnerable older adults, with over 250 clients each year aged over 79 years old. Mosman is the only Council in the Northern Sydney region directly involved in the delivery of a Community Transport Service.

On average, over 5,000 community transport trips are delivered each year, including individual and group trips, and clients continually rate the service highly in terms of satisfaction. In the most recent client survey (2018/19), 98% of clients said that they were 'satisfied or very satisfied' with the booking and payment system and the driver's skills and safety, and 92% of clients were 'satisfied or very satisfied' with transport options and client service.

During the Council term a new scheduling system, *RouteMatch*, was rolled out to Community Transport services across NSW - including Mosman - providing assistance with service bookings, scheduling, pickups and reporting.

### Mosman Rider Service

The free public transport service known as the Mosman Rider was withdrawn by Council in March 2018 in response to changing transport options available to local residents, falling patronage and ongoing increases in the cost of service delivery. The Mosman Rider began operations in December 2009 and, during the life of the service, operated across Mosman on a number of routes. During this time Council made numerous efforts to increase patronage and contain costs, including contracting the service to an external provider. Ultimately, however, it was not considered feasible to continue.

At the time of reaching its decision to discontinue the service, Council expanded its community transport service to ensure that targeted transport services were still available for those in greatest need. Council also made representations to the NSW Government supporting a Mosman trial of the 'on-demand' public transport then being trialled in other parts of Sydney.

# STRATEGIC DIRECTION 1

## A Caring and Inclusive Community

### Youth Services

#### Youth Engagement

Every three years, Council's Youth Services team conducts a large-scale youth consultation to identify key youth issues, driving factors and potential solutions. The youth service is underpinned by the voices of young people and the consultation results form the basis of the service's future strategy and programming.

The 2017-2018 consultation highlighted key youth needs around body image, academic pressure and peer pressure. As a result, targeted projects were developed including the three-year *'Engage to Empower'* Girls Inclusion Project as well as programming at the *'Young Entrepreneurs Hub'* at Mosman Youth Centre.

The 2020 - 2021 consultation took place between December 2020 and March 2021. Young people highlighted the following key issues as important to them:

1. Youth Spaces
2. Inclusion and Diversity
3. Mental Health
4. Environment and Sustainability

These issues will form the basis of the 2021-2024 Youth Service Strategy, due for completion later this year.

#### Youth Programs

Mosman Youth Services runs a range of programs for young people to connect with each other, be safe and provide a leadership role in their community. The aim of Council's Youth Services team is to engage and empower young people in Mosman to enable them to become solution-makers in their own lives and in their communities.

Daily activities include youth volunteering groups, and planning for regional and local events like ShoreShocked and Battle of the Bands. The service also runs holiday programs and youth activities as part of Youth Week and NAIDOC Week.

Mosman Youth Centre has undergone significant changes and upgrades over the last few years including re-painting inside the centre, refurbished toilets, new air conditioning units, creating a study/co-working space with the help of Mosman Men's Shed and adding more collaborative artworks created with young people. The Centre is accessed by 430 young people on average every week from the Mosman area and local high schools.

A new client management system was utilised to help manage details of young people who use Council's services. Parents and carers are actively involved through regular e-newsletters and parent talks and workshops.

Over the past four years there has been an increasing emphasis on providing opportunities for youth voice and youth-driven solutions. The Youth Services team prides itself on providing a space, and the support and resources necessary, for young people to plan and drive their own programs, activities and events in the community.

Since 2017 the service has had over 48,826 occasions of service with young people attending afternoon and evening drop-ins, targeted youth programs and youth volunteering activities.

Due to COVID-19 restrictions during 2020 and 2021, various centre-based programs transitioned to an online format during lockdown, before returning on-site at the Youth Centre in a reduced capacity to comply with public health regulations.



# STRATEGIC DIRECTION 1

## A Caring and Inclusive Community

### Caring for Children and Families

Over the course of the last few years Council's role in supporting children and families in Mosman has changed. Significantly, between 2019 and 2020 Council withdrew from the direct delivery of child care, instead helping put in place arrangements for alternate care provision in the local community. In 2018, in keeping with the majority of Councils in northern Sydney, Council also discontinued the direct delivery of early childhood immunisation, on the basis that this service is best coordinated and delivered by health professionals. Other child related services and programming have continued and Council has also expanded its resources to support other providers of children's services, reviewed the ways it can most meaningfully engage with children and families, and placed child safety at the forefront of service delivery.

In 2019 Council embarked on an exciting project to construct a new Children's Centre at Balmoral. This facility was to replace – and considerably expand – the service offered by the Mosman Occasional Care Centre (MOCC), located in the old pavilion at Allan Border Oval which was scheduled for major redevelopment in future years. The Children's Centre project was permanently stalled, however, by bushfire regulations impacting the proposed site and could not proceed. With redevelopment plans then well advanced at Allan Border Oval, Council was left with the difficult decision to permanently close the MOCC. To assist families impacted by the closure, Council negotiated arrangements with five Mosman child care centres to provide new occasional/care offerings and also supported MOCC families in their transition to other centres.

Following the NSW Government's commitment to provide Out of School Hours Care in all public schools and the establishment of a new service at Mosman Public School, Council closed the Out of School Hours Service it had operated for many years in March 2020. Again, assistance was provided to parents transitioning to the new service which provides Before and After School Care as well as Vacation Care.

Council has maintained its commitment to operating a supported playgroup for local families and there are plans to increase playgroups to twice per week. Like many other children's services, Council's playgroup was temporarily suspended during the COVID pandemic. Other services that Council continues to deliver include an annual Children's Fair, a variety of family-focussed workshops, as well as extensive programming for children at Barry O'Keefe Library and Mosman Art Gallery, and at other community events. Council also jointly owns the Cremorne Early Childhood Health Centre with North Sydney Council.

In 2021 a Children and Families Community Development Officer was appointed by Council to provide further support for both the children's services sector and local children and families. New playgroups will be established once operations return to normal after COVID-19 lockdowns. Council has also been proactive in responding to recommendations arising from the Royal Commission into Institutional Responses to Child Sexual Abuse, adopting a new Child Safety Policy in August 2020 and a Child Safety Code of Conduct in March 2021.

## A Caring and Inclusive Community



### Promoting Access & Inclusion

#### Disability Inclusion Action Plan

In mid 2017 Council developed its first Disability Inclusion Action Plan for the period 2017-21, building on Council's Access Strategy (2014) and Pedestrian Access and Mobility Plan (2012). The Plan reflects Council's commitment to making Mosman a more accessible and inclusive community for people with disability. It was prepared in accordance with the *NSW Disability Inclusion Act 2014* following a period of community consultation and engagement, particularly with people with disability.

The Plan covers four main areas:

- Developing positive community attitudes and behaviours
- Creating liveable communities
- Supporting access to meaningful employment
- Improving access to mainstream services through better systems and processes.

The 2017-2021 Plan has been reviewed following a period of community engagement in early 2021, and a new Disability Inclusion Action Plan has been prepared for the next four years.

#### Inclusive Projects and Programs

Council's commitment to disability inclusion has also been demonstrated in recent years through a variety of projects and programs.

The annual International Day of People with Disability event focusses on increasing awareness, understanding and acceptance of people with disability and celebrating their achievements and contributions. More than 140 students from local schools took part in a range of activities at this event in 2017 and 2018, with events scheduled in 2019 and 2020 unable to proceed due to bushfire smoke haze and COVID restrictions respectively. Council received exceptionally positive feedback from students, their teachers and school principals, in particular praising the participatory aspects of the event, which enable students to gain a deeper understanding of various disabilities.

Council's new website design, launched in mid-2021, features major improvements to WCAG compliance, building on the pre-existing accessibility features including text to speech and a range of design elements. Council's other websites and apps continue to be regularly reviewed with accessibility features in mind, with text to speech also added to Council's other flagship websites, Events Mosman and Mosman Art Gallery.

Each month a social evening is held for young adults with disability and over the course of the last four years a range of inclusive activities have been programmed for both people with disability and carers at Council facilities.

Major capital works have also been undertaken to promote inclusion during the Council term. These works, including new amenities at Raglan Street West and new water access at Clifton Gardens are detailed later in this report. Other works conducted on a regular basis over the period have included footpath improvements, new kerb ramps, tactile wayfinding, and accessibility upgrades at various public facilities and amenities.

# STRATEGIC DIRECTION 1

## A Caring and Inclusive Community

### Community Support and Capacity Building

Through active support to the Lower North Shore Multicultural Network, Council has facilitated the development of resources to assist newly arrived migrants, refugees and international students in their settlement. It has also facilitated training of community agency staff in service delivery for people from culturally and linguistically diverse backgrounds as well as training Council staff in cultural diversity. In May 2018 Council hosted a forum to assist agency staff to better engage with and offer culturally responsive services to Chinese community members. Funding was provided in 2019 to the Network to develop a website as an information hub on migrant services in the Lower North Shore.

In late 2018 Council resolved to become an official supporter of the Australian Human Rights Commission's 'Racism: It Stops with Me' campaign, and in the following year signed the 'Welcome Scroll' in recognition of Mosman's status as a Refugee Welcome Zone.

Council continued to support Mosman Reconciliation and other regional organisations during the term in celebration of Aboriginal heritage and culture; reconciliation, and culturally responsive service delivery. A community groups workshop on Aboriginal Cultural Appreciation was held in June 2019 and events are held annually as part of the Northern Sydney Gai-mariagal Festival. Council has also continued to provide funding support to an Aboriginal Women's Art program based in its friendship city of Glen-Innes Severn in rural NSW.

In collaboration with the Lower North Shore Domestic Violence Network, Council has contributed to strategies to prevent and reduce the impact of family and domestic violence. Council also worked with the Network and Lifeline Northern Beaches to organise a workshop for community members in June 2018, and in March 2019 offered training for community services workers with the NSW Health Education Centre Against Violence. During the 16 Days of Activism Against Gender-Based Violence in December each year, Council assists the Network in holding an information stall at Mosman Market. Grant funding also enabled the production of information resources to better inform people impacted by domestic violence regarding their legal rights, safety and support.

In 2019 Council worked with the Lower North Shore Child and Family Interagency to improve services and support for children and families, including the production of a services guide. Agency information on programs and services was promoted to local families and networks, including the Mosman Children's Services Network. Grant funding was also provided to the Interagency by Council to conduct parenting workshops in the first half of 2021.

## A Caring and Inclusive Community



### Community Capacity Building

Council actively facilitates the capacity development of community-based groups and organisations that make significant contributions to community life in Mosman. Council supports these organisations through its Community Grants program and through joint workshops and other forums. Over the period 2017-2021, 98 community grants totalling \$246,261 were awarded to 48 community organisations. During 2018 the process of application and grant evaluation was moved online, with positive feedback received from applicants. In the same year, Council also revised its Community Grants and Assistance Policy, strengthening the emphasis on funding projects focussed on inclusion and well-being, and increasing the funding limit to \$4,000 per project, up to a total of \$70,000 per annum.

Over the course of the Council term, 12 community group workshops were conducted by Council, including some delivered in partnership with Lane Cove and North Sydney Councils. Topics included grant seeking; writing for the web; inclusion of people with disability; and measuring social impact.

Council also provided sponsorship and assistance for a range of other community-based projects over the period, including Rotary's Mosman Jigsaw Puzzle in 2020, which in turn funded important community projects and Mosman High School's Mosman Art Walk, also in 2020, which supported arts education, local businesses and artists. In 2021 financial and in-kind support was provided through a partnership with Play for All Australia and Mosman Chamber of Commerce to deliver new, inclusive high-backed toddler swings to playgrounds in Mosman.

### Social planning

In January 2018, *'Mapping Mosman's Community Services and Programs'*, a social planning analysis report, was published by Council. The analysis provides strategic advice based on demographic data, identification of existing local community services, programs and facilities, Council consultation results and data provided by State, Commonwealth and non-government agencies.

### Creating a Better Mosman for Over 55s

Council undertook extensive consultation with people aged 55 years and over in 2020 to better understand their needs and aspirations for remaining active, healthy and engaged in the community. In addition to surveys and a range of community workshops, nine engagement events were coordinated by peer volunteer consultants. The consultation findings, along with demographic and other social data, informed the development of a *Positive Ageing Framework* released in May 2021. The Framework will assist Council in planning and responding to population ageing.

# STRATEGIC DIRECTION 1

## A Caring and Inclusive Community

### Community Volunteering

#### Mainstream Volunteering Programs

Volunteers are engaged in more than 20 Council services and programs. On average, Council has been assisted by 375 active volunteers over the last four years, collectively supporting:

- Mosman Art Gallery
- Mosman Library Service - Local Studies, Justice of the Peace and Outreach services
- Community Care - Mosman Meals, Community Transport, Community Restaurant, Discussion Groups, Walking Groups, Sketch Classes, Seniors Centre activities, Technology Support, Friday Night Social Groups, English Conversation Classes, Community Links and Newsletters
- Environment and Open Space - Bushcare and Harbourcare
- Event Management
- Youth Services

Volunteer numbers remained reasonably steady over the period, although both numbers of volunteers and volunteer hours were ultimately impacted by the disruptions of the COVID-19 pandemic.

Council hosted its first Volunteer Expo in 2019, giving residents the opportunity to learn about volunteering opportunities across the Lower North Shore.

A range of new volunteering initiatives also commenced during the Council term, including:

- 2018 - Mosman Community Transport introduced a social outing program *'Taste of Sydney'*
- 2019 - The *'Meal Mates'* program enabled volunteers to support isolated residents attending Council's Community Restaurant
- 2020 - A new volunteer-facilitated Walking Group commenced, providing an opportunity to connect seniors isolated by the COVID-19 pandemic.

Financial Year	Active volunteers	New Volunteers	Total hours
2017-2018	375	134	875
2018-2019	401	135	5,839
2019-2020*	395	97	4,616
2020-2021*	330	15	1,147
<b>TOTAL</b>			<b>12,477</b>

\*2020 and 2021 recruitment and activity were impacted by COVID-19

## A Caring and Inclusive Community



### Youth Volunteering

Mosman Youth Services' volunteering programs are a great way for young people aged 14-21 to get involved in the community, develop new skills and connect with their peers. Many young people take advantage of the programs to meet Duke of Edinburgh Award or CAS service requirements.

Youth volunteering programs offered over the course of the 2017-2021 Council term ranged from environmental sustainability, events management, and youth media campaigning to nutrition education. A total of five volunteering groups have been in operation including:

- Vocal Rewind - a group that runs local, all-age, music events such as Battle of the Bands and Breakout
- View Finders - focussing on the environment and sustainability
- F.R.E.S.H. - helping young people develop practical skills in cooking and knowledge around healthy eating and nutrition (Food, Recreation, Education, Society and Health)
- Mospress - youth media campaigners advocating for issues they care about, and providing media support for other volunteer group activities
- Green thumbs - focussed on creating a welcoming and sustainable youth garden.

In 2017 Council received a Youth Opportunities Grant to support the work of F.R.E.S.H.

Volunteer groups have organised a range of youth-led events over the last few years, including:

- 'Battle of the Bands'/'ShoreComp' - 2017, 2018, 2019 and 2020
- 'Shoreshocked' - 2017, 2018, 2019 and 2021
- 'Turning the Tides' - 2018
- 'Moonlight Movie' night - Pedal Powered Cinema 2018
- 'Kitchen to table' - Intergenerational cooking & social events - 2019
- 'Raise The Youth' - 2019, 2021
- 'Fright Club' - Fundraising to Adopt an Orang-utan 2019.

# STRATEGIC DIRECTION 1

## A Caring and Inclusive Community

### Snapshots

The following 'snapshots' provide further insight into the types and level of service delivered by Council between 2017 and 2021:

- 98 grants totalling \$246,261 were awarded to 48 community organisations through Council's annual Community Grants program
- 2,437 gifts were given to disadvantaged children in NSW by Mosman residents as part of Council's annual Christmas Gift Appeal
- There were 43,559 occasions of service at Mosman Youth Centre
- Mosman Meals volunteers delivered 63,265 meals to housebound residents
- 9,705 meals were served in the Community Restaurant at Mosman Square Seniors Centre
- 20,570 hours of social support were provided, including 18,962 hours for older people and 1,608 hours for young adults with a disability
- 20 people with disability attended a monthly peer group
- There were more than 75,000 visits to Mosman Square Seniors' Centre
- Over 20 events were held each year as part of the Mosman Seniors Festival
- Mosman Community Transport provided more than 16,358 trips for its passengers
- 375 adult volunteers assisted with Council services through their involvement in over 20 volunteer programs.

### Awards and Citations

Formal recognition of Council's efforts over the period included:

- 2019 WayAhead Mental Health Matters Awards – Winner for Mosman Youth Service's *'Market for Your Mind'* event
- 2019 NSW Youth Week Awards – Finalist for Best Local Youth Week Program
- 2019 Local Government Awards – Finalist for Best Youth Week Project - *'Raise the Youth'*

## A Caring and Inclusive Community



### Key Performance Indicators

Indicator	2017/18	2018/19	2019/20	2020/21
%Project Milestones Achieved - Caring and Inclusive Community	N/A	90%	79%	96%
No. of Community Transport trips per annum	5,130	5,007	4,124	3,280
No. hours of social support provided per annum	5,918	5,378	5,250	3,479
No. meals delivered by Meals on Wheels per annum	13,617	13,979	19,326	24,993
No. meals served in the Community Restaurant per annum	3,275	3,303	2,797	272
No. volunteers in Council services	394	394	399	345
No. of young people attending programs at Council's Youth Centre	14,294	13,233	14,781	8,809
Utilisation rate - Mosman Before and After School Care	79%#	73.2%#	81.6% After School Care‡ 39% Before School Care‡	N/A
Utilisation rate - Mosman Occasional Care Centre	76%	73.5%	70%†	N/A
Utilisation rate - Mosman Vacation Care	96%	96%	79.6%‡	N/A
Utilisation rate - Mosman Square Senior Citizens Centre	25,412	24,252	16,033	11,604
% Residents satisfied with access to Council information and Council support*	6.88	6.88	6.88	6.90
% Residents satisfied with overall range and quality of community facilities and activities*	7.24	7.24	7.24	7.48
% Residents satisfied with services and facilities for children and families*	7.56	7.56	7.56	7.53
% Residents satisfied with services and facilities for older people*	7.22	7.22	7.22	7.37
% Residents satisfied with services and facilities for people from culturally and linguistically diverse backgrounds*	6.04	6.04	6.04	6.19
% Residents satisfied with services and facilities for people with a disability*	6.83	6.83	6.83	6.78
% Residents satisfied with services for young people*	6.67	6.67	6.67	6.79
% Young people satisfied with programs and events coordinated by Youth Services	N/A	80.20%	91.81%	100%

\*Mean score on a scale of 0-10 – Mosman Community Surveys 2018 and 2021

†Averaged over two quarters

‡Averaged over three quarters

#Combined result of Before School Care and After School Care



# STRATEGIC DIRECTION 2

**A Culturally  
Rich and  
Vibrant  
Community**

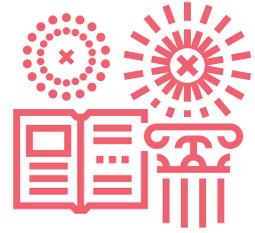
# STRATEGIC DIRECTION 2

## A Culturally Rich and Vibrant Community

### Our Strategies

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

## A Culturally Rich and Vibrant Community



## Celebrating Community

### Festival of Mosman

Council delivered a range of engaging community and cultural events throughout the term, including the biennial Festival of Mosman in 2017 and 2019.

A Freedom of Entry Parade by HMAS Penguin was a major drawcard for the 2017 Festival which attracted 20,000 people. Other highlights included an Ancient Whale Dreaming Ceremony, Creative Drawing on Sydney Ferries, Cinema under the Stars, Festival Opening Concert and Pet's Day Out.

A record number of more than 60 community and Council events and exhibitions were held as part of the 2019 Festival. The events were exceptionally well attended, with an estimated 37,000 people attending. New highlights included Dinner on the Green, a Traditional Sunset Ceremony on Balmoral Beach, the OctoberFeast Night Market and an outdoor movie marathon with silent cinema, which have since become regular fixtures on the events calendar.

### Out & About

The 2018 Out & About series of Spring outdoor events attracted more than 7,000 people. The events featured live performances including Classical Sounds by the Beach and Concert by the Beach at Balmoral and a movie screening on the Village Green.

### Pet's Day Out

Pet's Day Out continues to be one of the area's most popular events, with several thousand pet owners and their companions attending each year, participating in activities, competing in events and shopping at unique pet-oriented stalls.

### International Women's Day

Council's annual International Women's Day events were fully subscribed each year, featuring prominent speakers including Prof The Honourable Dame Marie Bashir (2018), Amelia Farrugia (2019), Maeve O'Meara (2020) and most recently Prof Mary-Louise McLaws (2021).

### Rapt Christmas Decorating Competition

Council's Rapt Christmas decorating competition continued to attract interest and entries from businesses and shopfronts throughout the area. Launched in 2011, the competition has become a tradition in Mosman's business and retail precincts.

### Other events

Other community events organised by Council between 2017 and 2021 included:

- A special family-friendly opening for the Mosman Junction upgrade in 2018, drawing about 2,000 residents from around Mosman to the free celebration of local food and entertainment.
- Participation in the Gai-mariagal Festival and NAIDOC Week celebrations, with Council hosting a variety of themed events each year between Sorry Day and the end of NAIDOC Week.
- In the online space, Council's monthly Instagram competition, MosmanMoments, has proven popular since its launch in December 2018, with community members producing scenic and interesting snapshots of local surroundings and life in Mosman.

With the exception of years impacted by COVID-19, Council also facilitated an average of 10 major events annually for community and special event organisers, including Bard on the Beach, Balmoral Swim, Balmoral Burn, Mudgee Wine and Food Festival, Hunter Valley Uncorked, Mini-Mos Community Fun Run and Balmoral Rotunda Carols by Candlelight.

# STRATEGIC DIRECTION 2

## A Culturally Rich and Vibrant Community

### Citizens and Young Citizens of the Year

Council has continued the tradition of recognising and celebrating the achievements of residents who have made exemplary contributions to the Mosman community. The awards of Citizen of the Year and Young Citizen of the Year were conferred during the 2017-2021 term of Council to the following recipients:

#### 2021

Citizen of the Year	Katrina Doran
Young Citizen of the Year	George Scammell

#### 2020

Citizens of the Year	Ivan and Elizabeth Hodge
Young Citizen of the Year	Elliot Connor

#### 2019

Citizen of the Year	Gordon Alexander
Young Citizen of the Year	Ella Spencer

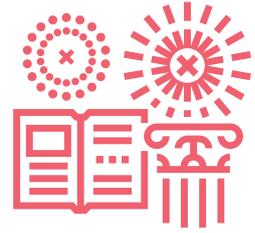
#### 2018

Citizens of the Year	Vicki Condon and William Tuck
Young Citizen of the Year	Melissa Thompson

### 'Remembering When'

A collaboration between Council and the Rotary Club of Mosman, the *'Remembering When'* project was created to help older adults and people living with a disability feel more valued by celebrating stories of their lives in, and connections with, Mosman. The result, a remarkable book of 36 stories and an accompanying art exhibition at Mosman Square Seniors Centre, was officially launched in March 2021.

## A Culturally Rich and Vibrant Community



### Our Dynamic Library

The past four years saw many changes and challenges in service delivery for Mosman Library Service.

In 2018 Mosman Library Service was successful in obtaining a Library Infrastructure Grant of \$180,000 from the Library Council of New South Wales to assist with the construction of an Indoor Garden Reading Zone at Barry O’Keefe Library. The Reading Zone, opened in February 2019, transformed Level One of the Library into a relaxing space for study and reading with an atrium-like space. Featuring natural light and a living green wall, the area has provided increased seating and has expanded the overall Library space available to the public.

The Library was painted and re-carpeted throughout in December 2018 and, in conjunction with refurbishment works undertaken at Mosman Civic Centre, a full refit of mezzanine-level office spaces and amenities was carried out together with installation of new roof sheeting to address historical water entry issues. The lounge furniture in the Teen Zone and on Level One was replaced, partially funded from a Stronger Communities Grant in 2019.

In 2020 and 2021 the Library service was affected by the COVID-19 pandemic. Barry O’Keefe Library was closed to the public from the end of March 2020 to 1 June 2020, and for a further extended period in 2021. On re-opening, Library services and programs were restricted by various public health orders, gradually returning to normal as restrictions were eased. All programs were delivered online via live social media streaming and Zoom, and in-house programs were reintroduced gradually with restricted participant numbers.

Mosman Library Service celebrated its Diamond Anniversary, 75 years of library services in Mosman, on 1 December 2020. The celebrations included competitions on social media and an anniversary raffle. Two online exhibitions were also created using the Local Studies Collection archives on the history of the Library and the major events and programs held over the previous 75 years.

Several new collections were added for lending at the Library over the Council term, including the Fast Reads collection in 2017, the Fast Flicks DVD collection in 2019 and the Graphic Novels Collection for adults in 2020.

# STRATEGIC DIRECTION 2

## A Culturally Rich and Vibrant Community

### The Digital Library and Information Technology

During the Council term Mosman Library Service adapted to and adopted new and emerging technologies to improve its services, programs and collections.

The Library's Information Technology was upgraded through two significant projects delivered over the period - the Library Self Check out Kiosks Upgrade and the 3-year eLibrary Project.

In December 2019 new Self Check-Out Kiosks were installed. The new kiosks improved customer service through the addition of a cashless payment option for Library fees and charges.

In Year One of the eLibrary Project (2018/2019), two interactive touch kiosks were installed, allowing users to search the Library catalogue and website and access Reader Advisory resources and online tools. The screens are also used to promote Library events, programs and activities. Special coding and robotics classes for children and teens were also introduced to support the development of STEAM skills. These classes continued to be programmed through 2019/20 and 2020/21.

In 2019/20 the eLibrary Project installed an interactive eKiosk in the Library's Mosman Room, providing digital access to the Trace Digital Archive of Local Studies images and Local Studies websites such as *Doing Our Bit* and *Mosman Memories of Your Street*. A Storytime Pod and two Storytime Pads for older children were also introduced to the Children's Library. These complement the library's extensive stock of hard-copy children's books, enabling children and carers to access stories on demand in English and in a range of community languages.

To complete the eLibrary project in 2020/2021 a digital interactive table was installed for use in future Library exhibitions and to provide further access to the Trace Digital Archive. The Carroll Collection of local history images and other archival material were scanned into high resolution images for viewing and exhibitions using the interactive table.

In 2021 a new Library App was also launched providing mobile access to the Library's services and collections for members via their mobile devices.

Cashless processing has also been introduced for all Library payments, with a new cashless POS device acquired for the Library Customer Service Desk, online payments available through Council's website and via the Montage Online Library Catalogue and the Library App from May 2021.

In December 2020 the Library introduced the Discovery Collection, a special loan collection of digital technology kits for all ages. These kits are primarily aimed at developing science, digital literacy, and math skills through play and include robots, circuit kits, virtual reality goggles, merge cubes, microscopes and vlogging equipment.

In May 2021 Council opened *The Creation Space*, a new learning hub adjacent to the main Library building. *The Creation Space* is a special makerspace focussing on STEAM programs and activities for all ages where the community can create, learn and develop digital literacy skills. It is equipped with cutting edge technology such as 3DPrinters, a Laser Cutter, Robots, Cricut Cutting Machines, 360 cameras, coding packages and VR.

## A Culturally Rich and Vibrant Community



### Library Events, Programs and Activities

The programs, events and activities delivered by Mosman Library Service for all ages have continued to prove popular with the community. Many programs and events during the 2017-2021 Council term celebrated high points in the calendar such as Library and Information Week, Children's Week, Heritage Festival and Seniors Week. Highlights included participation in the Sydney Writers Festival, hosting author talks with Gabrielle Chan in 2019 and Anita Heiss in 2021 and the Sydney Science Festival during Science Week in 2018 with a talk by UTS scientist Christopher Hall on the History of Oxygen, the screening of science films for the SCINEMA Film Festival and a Slime Making workshop for 5-12 year olds.

The annual Mosman Youth Awards in Literature continued to attract young writers with over 1,500 entries received. In 2020 submission of entries went online via Council's website.

The *Doing Our Bit, Mosman 1914-1918* Project ended in 2021 and the resulting *Doing our Bit* website is a valuable resource for future generations of researchers on the Mosman community's participation in the First World War.

The Mosman Faces website added two visual histories to its collection with *Migrants to Mosman* in 2019 and *Mosman's Olympic Families* in 2021.

### Shorelink Library Network

Mosman Council has been a member of the Shorelink Library Network, a collaboration of northern Sydney library services, since 1983.

This Network was rebranded in 2018 with a new logo, new website and marketing collateral to reflect its revised membership comprising Lane Cove, North Sydney and Mosman Councils. Automatic renewals and network wide reservations were introduced by the Shorelink Libraries, increasing intra network borrowing by 193.3% in 2018-19. Member contributions to the Shorelink Digital Library were increased in 2019-20 and 2020-21 to meet the demand for eBooks and eMagazines during the COVID-19 closures.

# STRATEGIC DIRECTION 2

## A Culturally Rich and Vibrant Community

### Mosman Art Gallery and Community Centre

During Council's term Mosman Art Gallery (MAG) consolidated its position and reputation as the major visual arts institution in northern Sydney servicing Mosman as well as a larger regional population of approximately 900,000. On average the Art Gallery and Community Centre annually hosted over 79,000 visitors, achieved over 1,600 school student visits, presented over 100 public programs and workshops, and developed and displayed 15 major exhibitions.

Council has improved the amenity of the facility over the period through replacement of the foyer floor, installation of new cabinetry and kitchen storage facilities, water-proofing and refitting of underfloor storage areas in the Grand Hall, and provision of enhanced storage options for gallery equipment.

The Mosman Community Centre has continued to provide affordable and accessible meeting rooms, venues, workshop space, lecture theatres, and performance areas to community groups, education providers, cultural organisations, artists, businesses and individuals. In the last four years the Centre has hosted over 80 weddings, and hundreds of workshops, meetings, forums, events, concerts, and parties. The Centre also functions as an important civic space, hosting citizenship ceremonies, Council run community meetings and forums and community events.

In 2019 the Centre (together with the Marie Bashir Mosman Sports Centre) implemented a new integrated venue booking system, providing staff full visibility in managing venue spaces and access to an array of dashboards and reporting tools to enable quick decision making. The system also allows customers to submit enquiries and pay invoices online.

### Exhibitions and Programming

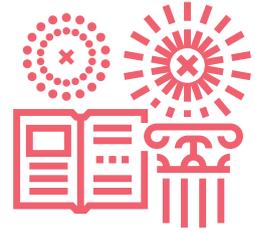
#### Exhibitions

Over the term of Council Mosman Art Gallery developed and/or displayed over 60 acclaimed local and touring exhibitions. Exhibitions of note during this time include the annual Mosman Art Prize, Mosman Youth Art Prize, Wendy Sharpe: Ghosts, Tensions: Tamworth Textile Triennale, Karla Dickens: Mother's Little Helpers, Three Views (2020 Sydney Festival), T5 Tank Sound Project (2019 Sydney Festival), The Moment Under the Moment, A Conversation with Shadows, Tracey Moffatt: Body Remembers, Performing Textiles, Jumaadi: My Love is in an Island Far Away (developed in partnership with the National Gallery of Indonesia), Halo, Halo (Redux), Bungaree's Farm, The Director's Cut, Moving Histories/Future Projects, Organised Confusion, Australian Exotica, Destination Sydney: Revisited, and New Sacred.

MAG also actively toured several of its exhibitions including Encounters with Bali to Museum Tekstil (the National Textile Museum of Indonesia), An Unending Shadow to a range of regional galleries in NSW and Bungaree's Farm to venues in Darwin, Adelaide and Cairns.

A new 'What's On' guide for Gallery events was introduced in 2018 and is produced and circulated quarterly. The guide is supplemented by regular fortnightly e-news, quarterly e-news for Friends of the Gallery and a quarterly Education e-newsletter.

## A Culturally Rich and Vibrant Community



### Education Programs

Mosman Art Gallery's ongoing Kindergarten – Year 6 Education Program caters for students from schools in the local area including Beauty Point Public, Middle Harbour Public, Mosman Prep, Mosman Public, Sacred Heart Primary, Ballykin Early Learning Centre, Headland Montessori, Jack and Jill Kindergarten, Queenwood School for Girls, Northern Nursery, The Killarney School, Only About Children Mosman, Bond Street Montessori, Mosman Cubs and Kids Cottage Middle Harbour. Education Packages offer students a variety of art appreciation and art making experiences that complement the school syllabus for each year group. Special workshops are designed to link temporary exhibitions and the Mosman Art Collection with specific curriculum topics.

### Public Programs – New Initiatives

In 2018 Mosman Art Gallery introduced a new series of evening adult workshops titled either *Sketch and Sip* or *Stitch and Sip*. These incredibly popular workshops are staged in the main galleries and are facilitated by artists (past artists have included Ann Cape, Rhonda Pryor and Penny Walton). These engaging but social workshops attract audiences to the Gallery and the local area after dark.

The Gallery has continued to offer a range of talks and other activities to complement its exhibition program. Highlights have included a half day program titled 'Making Room' which accompanied the 2018 exhibition *New Sacred*, Wendy Sharpe in conversation with the ABC's Simon Marnie to coincide with Sharpe's 2020-2021 solo exhibition *Ghosts*, and a series of talks and panel discussions as part of the 2019-2020 exhibition *Love is in an Island Far Away* by Jumaadi.

Art Explorers is a drop in program for children aged 3-5 years. These monthly programs include a supervised art-making activity held in the temporary exhibitions for children and their parents or carers. Art After School is a more recent program introduced for primary school aged children. It is designed for children aged from 9 to 13 years who are keen to improve their art skills and knowledge through fun explorations of different techniques and media. This 8-week program is taught by specialist art educators and is held during the school term.

### Digital Programs

Four Art Explorers videos were made during 2020 (amid COVID-19 restrictions). These popular videos were developed with the aim of introducing simple art making activities for pre-schoolers using materials easily sourced from around the home. *A Slow Look at Art* is a further series of videos commenced in 2020. In these videos gallery guides introduce one work from the exhibition program with an in-depth presentation. Videos have been made for the Mosman Art Prize, Tension(s) 2020, Artists of Mosman: 2088 and the Mosman Youth Art Prize. These videos are promoted through the Gallery's social media channels and e-newsletters.

# STRATEGIC DIRECTION 2

## A Culturally Rich and Vibrant Community

### Art Gallery Friends and Volunteers

In June 2021 there were 445 registered Friends of Mosman Art Gallery. Although the program has been affected by COVID-19 restrictions, Friends activities are typically offered throughout each calendar year with annual activities including three major excursions, five Focus Tours for Friends, invitations to exhibition openings, invitations to public programs and other special events, Mosman Art Prize Private Viewing and Christmas Celebrations.

There are currently 40 active volunteers at Mosman Art Gallery. Frequent enquiries are received each year from people interested in volunteering at the Gallery. Activities in which Gallery volunteers have been regularly engaged over the past four years include:

- Helping with preparation of materials for the Education Program
- Assisting students in their art-making activities and giving tours of the exhibitions for the Education Program
- Assisting students in their art-making activities for the Art After School and Art Attack school holiday program
- Assisting with mail-outs and exhibition openings
- Serving as Gallery Guides who research and conduct tours of exhibitions including highlights, art and dementia, Sirius Cove Artist Camps and Public Art tours
- Assisting pre-schoolers with their art making for Art Explorers
- Participating in the Friends Action Team: a group that helps to organise Friends activities

In 2021 the Gallery implemented a new cloud-based solution, providing existing and potential Friends the ability to join or renew their membership and donate online.

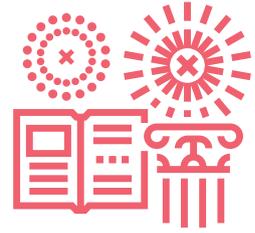
### Mosman Art Collection

During this term of Council the Mosman Art Collection grew significantly, and as at June 2021 was valued at \$8.6 million. Major acquisitions over the period include a significant donation of Indonesian textiles by Dr John Yu AC and Psalm xx by Salvadore Zofrea (a major work now permanently located in the Council Chambers).

In order to properly safeguard works, a new climate controlled storage facility was created for the Art Collection in 2019. The collection has been tagged with electronic Radio Frequency Identification (RFID) tags to enhance the speed and accuracy to locate, identify and audit artworks. With a RFID scanner, multiple artworks can easily be identified displaying corresponding details such as artist, name of work and location, greatly improving collection management.

Council has also commenced a program to actively conserve works in the Mosman Art Collection. During 2020 and 2021, the top 100 works of greatest value were inspected and provided with professional art conservation treatments.

## A Culturally Rich and Vibrant Community



### Mosman Art Prize

The Mosman Art Prize celebrates Mosman Council's enduring commitment to the visual arts, as the oldest and most prestigious municipal art prize in NSW. Its influence has been significant: it has pioneered local government support for the visual arts, created new opportunities for artists, incited artistic debate, and encouraged the broader appreciation of the arts within the Australian community. In 2017 prize money was increased to \$50,000, with the Margaret Olley and Guy Warren Awards created to honour noted former Prize winners.

### Arts and Culture Committee

Over the last four years Council's Arts and Culture Community Consultative Committee has provided ongoing community input and support for the work of Mosman Art Gallery and cultural endeavours more generally. Meetings of the group have been regularly attended by Councillors and community members with backgrounds as artists, philanthropists, educators and administrators.

### Performing Arts

Council continued to support performing arts opportunities during the Council term with ongoing support of local companies such as the Mosman Symphony Orchestra and Mosman Musical Society, making the Grand Hall at Mosman Art Gallery available for use for more than fifty concerts, recitals and performances annually. The Gallery has also commissioned selected works, including the *Island of Shadow* performance (accompanying the *My Love is in an Island Far Away* exhibition for the Sydney Festival 2020) and the T5 Tank Sound project - a site specific performance developed for the Camouflage Fuel Tanks at Georges Heights, and part of the 2019 Sydney Festival.

### Encouraging Private Giving and Support

Council provides leadership in encouraging private giving and has continued its support for the philanthropy officer position initiated by Neil Balnaves AO, a major donor to the Mosman Art Gallery. The Mosman Art Collection attracts many donors as one of the most prestigious municipal art collections in Australia. Over the period the Gallery was also successful in attracting cash donations, expanding the Creative Circle program and reaching the fundraising target for its innovative Hunters and Collectors campaign. The Gallery has also introduced a new tap and go point to encourage cashless donations by visitors.

# STRATEGIC DIRECTION 2

## A Culturally Rich and Vibrant Community

### New Technologies and Cultural Industries

Council has actively pursued innovation and new opportunities through the arts. At Mosman Art Gallery, Council has established a space dedicated to experimental art and new technologies called The Cube. The Gallery actively partners with a range of Sydney-based universities in the showcasing and development of technology projects and maintains several locative media projects including walking tours of the Sirius Cove Artists Camp and Public Art in Mosman.

Council also supports traditional artists and artisans, coordinating the monthly Mosman Market, a vibrant market hosting up to 140 stalls in Mosman Square and the Village Green. Mosman Art Gallery's retail space, *Galleria*, has also created opportunities for local artists and artisans.

### Aboriginal Cultural Development

Council is active in promoting key Aboriginal cultural issues to new audiences, activating Mosman and northern Sydney as critical sites for contemporary artmaking and providing a base for the on-going development and understanding of Aboriginal arts practices. Building on its programming success of recent years, Mosman Art Gallery developed its *Three Views* project which was awarded the 2020 Museums and Galleries National Award (MAGNA) for Aboriginal Exhibition or Keeping Place Project. The Art Gallery also toured its award winning Bungaree's Farm exhibition to venues in several states.

Council also features significant Aboriginal programming in its events such as the Aboriginal Whale Dreaming ceremony and Traditional Sunset Ceremony held as part of the Festival of Mosman. Djon Mundine OAM, an Aboriginal curator and artist who has worked closely with the Gallery over the past ten years, was awarded the Australia Council's Red Ochre Award (2020) for lifetime achievement in Aboriginal Art, after being successfully nominated by the Mosman Art Gallery Director.

## A Culturally Rich and Vibrant Community



### Public Art

Council has commissioned and refurbished a number of public artworks since September 2017. These include the installation of *Alinta* at Clifton Gardens Reserve and a major refurbishment of *White Flower* by Christopher Hodges at Hunter Park. Ephemeral artworks have also been created and/or displayed during the term of Council as part of the official program for the Festival of Mosman in 2017 and 2019. The *Three Views* exhibition, The T5 Tank Sound Project and *The Moment Under the Moment* were each developed as temporary public art installations in heritage sites across Mosman.

### Supporting the Night-time Economy

In 2018 Council established a series of Night Markets as part of a strategy to stimulate Mosman's night-time economy. EasterFeast, WinterFeast and OctoberFeast were added to the traditional Christmas Night market to form a year-round series of special events that celebrate each season. These markets have been well patronised and enthusiastically taken up by businesses and the local community.

Council also initiated an Art After Hours access program to the Mosman Art Gallery. Prior to COVID-19 lockdowns, the Gallery extended its opening hours until 8pm each Wednesday, with special events regularly organised to attract new visitors and those unable to attend the Gallery during standard work hours.

### Friendship Cities

Over the past four years Council has hosted several delegations from Otsu (Japan) and maintained links with Mudanjiang (China) and Glen Innes (NSW). No delegations from Mosman have been made to international friendship city communities during this term of Council. Major activities have been the exchange of children's art work (Otsu) and the Aboriginal Women's Art Project (Glen Innes). Council also provided direct financial support and fundraised for natural disasters impacting the Glen Innes/Severn Council region between 2018 and 2020 and supported the delivery of Christmas gifts to families in the region in 2019.

# STRATEGIC DIRECTION 2

## A Culturally Rich and Vibrant Community

### Snapshots

The following 'snapshots' provide further insight into the types and level of service delivered by Council between 2017 and 2021:

- There were 1,032,975 visits to Barry O'Keefe Library, an average of approximately 5,000 visits per week
- 1,164,608 items were borrowed from Mosman Library Service, an average of 5,600 per week
- Over 200,000 enquiries were answered by staff at the Library's Customer Service Desk
- 33,245 eBooks and eMagazines were borrowed from Mosman Library Service in 2019/21 which includes the 2020 and 2021 COVID-19 lockdown periods
- 401 Library Programs were delivered for adults with 7,246 people attending
- 908 Library Programs were delivered for children and teens with 61,522 attendees
- 160 Online Library Programs were delivered in 2020/21 with 15,948 views
- From July 2020 to March 2021, when all Library programs were delivered online only, there were more than 28,000 minutes viewed on Facebook with posts reaching almost 40,000 people. Instagram's photos and reviews over the same period reached almost 10,000 people
- More than 70,000 people attended community events hosted by Council
- There were almost 320,000 visitors to Mosman Art Gallery and Community Centre
- Mosman Market and Night Market events attracted 160,000+ visitors
- \$451,000 in gifts were made to the Mosman Art Collection
- \$370,000 in grants were received by Mosman Art Gallery
- The Mosman Art Collection increased in value by \$3.3million
- Council hosted 20 citizenship ceremonies, conferring Australian citizenship on more than 600 new citizens. Four ceremonies were cancelled due to COVID-19 restrictions in 2020.

### Awards and Citations

Formal recognition of Council's efforts over the period included:

- 2020 Museums and Galleries National Awards (MAGNA) – Winner for Aboriginal Project or Keeping Place for *Three Views* exhibition (Mosman Art Gallery)
- 2019 Leo Kelly OAM Arts and Culture Award (Local Government NSW) – Winner for the '*New Sacred*' Exhibition (Mosman Art Gallery)
- 2018 Museums and Galleries National Awards (MAGNA) – Highly Commended for Exhibitions for *Tokkotai: Australian and Japanese Artists on War and the Battle of Sydney Harbour* (Mosman Art Gallery)
- 2017 IMAGINE Award – Highly Commended for Exhibitions for *Tokkotai: Australian and Japanese Artists on War and the Battle of Sydney Harbour* (Mosman Art Gallery)

## A Culturally Rich and Vibrant Community



### Key Performance Indicators

Indicator	2017/18	2018/19	2019/20	2020/21
% Project Milestones achieved - Culturally Rich and Vibrant Community	N/A	79%	88%	90%
No. Library visits per capita per annum	9.68	9.51	7.88	6.51
No. Loans per capita per annum	9.54	9.81	8.31	8.61
No. of attendees at community events per annum	18,000	13,480	38,120	458
No. of community events per annum	12	8	12	6
No. of events, projects and activities undertaken with Mosman's Friendship Communities per annum	3	2	2	0
No. of exhibitions, educational activities and special events held per annum at Mosman Art Gallery	164	139	122	101
No. of Gallery Friends and Volunteers	535	494	476	470
No. of Library programs delivered for adults	321 (adults and children)	110	117	56
No. of Library programs delivered for children and young people	N/A	254	194	169
No. of members of the Creative Circle philanthropy program	33	34	40	40
Total visitation per annum - Mosman Art Gallery	95,200	91,570	71,185	60,100
Utilisation rate - Community Centre, Mosman Art Gallery	85%	85%	60.5%	51.2%
% Residents satisfied with Library services*	7.77	7.77	7.77	7.90
% Residents satisfied with local festivals and events*	6.98	6.98	6.98	7.39
% Residents satisfied with Mosman Art Gallery and Community Centre*	7.47	7.47	7.47	7.56
% Residents satisfied with overall range of facilities and activities relevant to culture and the arts*	6.82	6.82	6.82	7.10
% users satisfied - Mosman Market	N/A	92%	N/A	N/A
% Library users satisfied with Library services and resources	97.7%	95.75	96.53%	99%

\*Mean score on a scale of 0-10 - Mosman Community Surveys 2018 and 2021



**STRATEGIC  
DIRECTION 3**

# **An Attractive and Sustainable Environment**

# STRATEGIC DIRECTION 3

## An Attractive and Sustainable Environment

### Our Strategies

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

## An Attractive and Sustainable Environment



### Bushland Management

In 2019, Council conducted in-depth mapping of native vegetation at its managed bushland sites, including studies of weed density and comparisons to similar studies in 2011 and 2016. Findings were positive and reflected the quality of work conducted across managed bushland sites in Mosman. The survey found that 74% of Mosman's bushland reserves were at the top tier for native resilience - a 10% improvement on the previous survey conducted in 2016. The 2019 survey also reaffirmed 490 indigenous flora species (including two threatened species) and two significant ecological communities within Mosman. Council subsequently resolved to extend its existing bushland restoration contracts for a further and final three years until the end of May 2022.

Council received support through the Communities Environment Program in 2020 for restoration works adjacent to Rawson Oval. The project aims to enhance a wildlife corridor, allowing safe passage and habitat for native fauna and replenished food sources through the planting of indigenous trees, shrubs and ground covers between Sydney Harbour National Park and Bradley Bushland Reserve. In preparation, Council contractors have been targeting Asparagus Fern (*Asparagus aethiopicus*), Morning Glory (*Ipomoea indica*) and Coastal Morning Glory (*Ipomoea cairica*) across the site. One Weed of National Significance - Madeira Vine (*Anredera cordifolia*) - was also recorded and targeted for eradication by our contract teams.

Improvement works were undertaken by Council at Kahibah Creek in 2020 to reduce stormwater and flooding in and around Balmoral Oval. The creek functions as headwaters for the catchment and in recent times had reached capacity due to heavy rainfall and increased storm activity. Significant earthworks were required to deepen the channel and a sandstone block retaining wall was installed to withstand peak flows and divert water back into the allocated drainage channel.

The project also provided an opportunity for Council to carry out substantial bush regeneration works in the bushland directly adjacent to the creek. Comprehensive primary weed control of vines and woody weeds above the escarpment has greatly benefitted long term restoration goals in the vicinity. Other project works included the revegetation of disturbed creek banks with native sedges and planting of other local native species adjacent to the creek.

# STRATEGIC DIRECTION 3

## An Attractive and Sustainable Environment

### Tree Management

In July 2017 Council adopted a revised Street Tree Masterplan for Mosman with the aim of sustaining and further enhancing Mosman streetscapes. Street trees provide shade, habitat corridors for local fauna, and contribute significantly to local character and amenity. The Plan also aims to reduce long-term maintenance costs and nuisance through more appropriate species selection. In addition to the planting of several thousand native tubestock and Council's participation in National Tree Day, Council on average plants 300 semi-mature street trees each year throughout Mosman's streets and parks.

Council's Urban Forest Management Policy was also adopted in 2017. The new policy consolidates a number of previous tree-related policies, aiming to provide clarity, easier access and transparency for both members of the community and Council staff when managing trees in Mosman.

### Protecting our Trees

Mosman Council's tree management enables the community to benefit from the amenity provided by trees, including habitat and food for native wildlife, shade to reduce localised summer heat and glare and the protection of Mosman's natural beauty. As well as applying to private properties, Council's tree permit process allows for view pruning of trees on public land – Mosman is one of only two councils in NSW that allow such work.

During the Council term staff investigated over 150 tree vandalism incidents. As a result, 38 Penalty Infringement Notices were issued and four matters were finalised through the courts, resulting in a recorded conviction for the unauthorised works. Staff also installed ten tree banners around vandalised trees on public land over the period. Banners are installed where significant vandalism has occurred and no beneficial information leading to a prosecution has been forthcoming.

Council also launched a new app called *Trees Mosman* in late 2018. *Trees Mosman* offers users a simplified way to submit a tree permit application, request a street tree planting, report suspicious tree work and identify exempt tree species and tree protection zones when planning construction or development works.

## An Attractive and Sustainable Environment



### Environmental Education

Council has run numerous environmental campaigns and workshops over the last four years. Almost 500 local residents and visitors attended *Rethink Rubbish* activities that focussed on raising awareness about the damaging effects of single-use plastics and rubbish in our waterways.

*Rethink Rubbish* events at Clifton Gardens and Balmoral focused on cigarette butts, outdoor party litter, single use plastics and fishing tackle. The Ocean Action Pod and a pop-up marine education display guided many participants through waste reduction educational activities and interactive displays. An artist taught people how to weave discarded plastics to create works of art. A giant jellyfish was compiled over several days and was built by many hands.

The popular *Seaside Scavenge* was held annually, with participants collecting litter on the beach, exchanging their collection for tokens which in turn were swapped for previously donated second-hand goods. Over 10,000 pieces of rubbish were collected and 141 kg of second hands goods were swapped. Collectively over 1,600 program interactions took place.

Council also ran an annual *Plastic Free July* event, several free composting and worm farm workshops in conjunction with Kimbriki Environmental Enterprises, and an electrical repair workshop with The Bower. Film nights were also held, with over 100 people attending the screening of *A Plastic Ocean* at Mosman Art Gallery and over 500 attending the screening of *2040*.

In an effort to keep our community, beaches, harbour, parks and foreshore clean and tidy, Council encourages residents and visitors to pick up after their dog by running an annual community awareness program '*There's no such thing as the Dog Poo Fairy!*'. The program has been run at Mosman's dog parks in Mosman LGA since 2014. Over the 2017-2021 Council term, the amount of dog waste identified through annual audits at Spit West, Clifton Gardens, Sirius Cove and Rosherville has remained stable, and Rawson Oval is trending downwards. The only upward trend has been identified at Reid Park, although waste identified in 2021 still remains below 2014-2016 levels.

During the challenges of the COVID-19 pandemic, online workshops such as the four-part Q&A solar installation series were introduced in 2020 alongside the Home Energy Saving video series. Members of the community responded to a request to submit their own sustainability action videos, with topics including how to start a veggie patch, composting and how to make a single speed pool pump more energy efficient.

### Living Mosman

Council has continued to run its "*Living Mosman*" environmental education series over the past four years. Workshops conducted over the period included food waste and pickling workshops, making 'insect hotels', waterwise gardening, an introduction to modern cloth nappies, rockpool rambles, organic skin care, and decluttering techniques. Over 400 people attend the *Living Mosman* workshop series each year, extending their skills across a wide range of sustainability issues and topics. Council also distributes a *Living Mosman* e-newsletter six times a year to over 800 recipients, informing them of current projects, Council works and opportunities for residents.

# STRATEGIC DIRECTION 3

## An Attractive and Sustainable Environment

### Climate Action

In November 2019 Mosman Council declared a State of Emergency in relation to climate change. In December 2019 Council resolved to prepare a Climate Change Action Plan and in July 2020 adopted the following emissions targets:

- Net zero emissions by 2030 for Council operations
- An aspirational target of net zero emissions by 2040 for the Mosman community

A number of community climate change workshops were facilitated by Council in 2020, including a workshop on Mitigation in July, and workshops on Adaptation and Resilience and Future Actions in August. Council then hosted a Climate Forum in September 2020 with guest speakers from all levels of government.

In August 2020 Council established a new Climate Action Community Consultative Committee. The committee has met regularly since and assisted in the preparation of Mosman's first Climate Action Plan and Mitigation Strategy, informed by extensive community engagement and adopted by Council in April 2021. Council has also facilitated meetings between schools in relation to action on climate change.

A Resilience and Adaptation Strategy was reported to Council in July 2021, complementing the Climate Action Plan and Strategy.

### Climate Mitigation Actions

Council's work in mitigating the impacts of climate change is ongoing.

In recent years Council has upgraded the lighting in its largest facilities to more energy efficient lighting. One of the latest buildings to undergo this upgrade was Council's Works Depot in Cowles Road. In March 2018 the lights at the Depot were upgraded to energy efficient LED lights.

Further lighting upgrades at Mosman Civic Centre and Barry O'Keefe Library were completed in 2019 as part of broader renovation work. These included:

- Installation of motion sensors and lights
- Automated light control units throughout the Civic Centre to match lighting with usage requirements
- Upgrade of Civic Centre air conditioning units to improve energy efficiency

## An Attractive and Sustainable Environment



The conversion of residential street lights to LED in Mosman was also accelerated during the Council term. Ausgrid has replaced 727 luminaires with LEDs. The existing 80W MBF – Sylvania Suburb luminaires have been changed to 17W LED Aldridge luminaires. The Program will reduce carbon emissions from streetlights by 200 tonnes per year and reduce Council's energy cost for streetlighting by 75%.

An Evie Networks fast electric vehicle charger installed in December 2020 at Mosman Square Car Park had saved about 4.5 tonnes of carbon emissions by the end of May 2021. It is averaging 2.5 charging sessions per day and has proven popular with motorists.

Emissions savings are made because electricity supplied through the charger to electric vehicles is renewable, avoiding the burning of fossil fuels. Council expects charger use to grow as more people opt for electric vehicles in coming years and is currently assessing the need for more chargers as ownership grows.

While Council only has a small fleet of motor vehicles that support its operations, a study was undertaken in 2020 to assess where fleet improvements could be made. Following careful analysis and consultation with external experts, Council's first fully electric vehicle was purchased in 2021 to replace one of its fleet. This first acquisition is serving as a test case for other potential replacements and a further step towards reducing Council's carbon footprint. The motor vehicle purchase was also complemented in 2021 by the purchase of Council's first electric bicycle for local use by Council staff.

Council also upgraded its solar panels on Marie Bashir Sports Centre in 2020. It is estimated that the 51kW system will generate approximately 68,000kWh per year. This will save 61.2 tonnes of greenhouse gas emissions per year, and reduce electricity purchase by 27%. Council partnered with a Sydney-based start-up that recycles solar panels, to divert the old components from landfill. The aluminium racking was recycled through a metal recycling partner, and the panels and inverters transported for future processing. Some panels were also sent to the University of New South Wales, for research and development on advancing photovoltaic end-of-life solutions and recycling technology.

Council also supported local public schools in the installation of solar panels by coordinating a *Solar my School* program, with each participating school receiving a cost-benefit assessment of solar installation. To date, the program has resulted in solar systems being installed at Mosman and Beauty Point Public Schools.

These programs build on the community's take-up of solar, which has seen the number of households with solar increase by more than 15 per cent from 2019 to 2020, contributing to a reduction in the local carbon footprint. The number of Mosman households with solar has almost doubled since 2014 to nearly 600 properties last year with a corresponding doubling in the volume of surplus energy exported from Mosman to the grid over the same period.

# STRATEGIC DIRECTION 3

## An Attractive and Sustainable Environment

### Environmental Volunteer Programs

Council's Bushcare and HarbourCare Programs continued to grow in numbers prior to the COVID-19 pandemic as Council welcomed more volunteers on board. The volunteers assist in regenerating natural areas and collecting rubbish from along our foreshores and beaches, helping to keep Sydney Harbour clean. Data is then reported back to Council to help shape bushland restoration works, education campaigns and infrastructure development.

### Car Share

In February 2019 Council reviewed its car share policy to further support car share in Mosman and to achieve an appropriate balance of public car spaces and designated car share spaces. Other objectives were to encourage multiple operators and to balance the cost to the operator for a designated car share space with the use of Council property for a commercial operation.

In order to assist Council in assessing the demand from the broader market, car share operators were contacted and expressions of interests sought. Car share policies adopted by other councils were also reviewed and this allowed for a more strategic review of car share spaces and gave Council an indication of an appropriate fee structure.

Council continues to support car share with the policy allowing multiple car share providers to provide services within Mosman. Council now has 13 designated car share spaces and multiple floating share cars.

### Recycling Initiatives

Each February and August Council coordinates the collection of approximately 800 mattresses and 30 tonnes of e-waste from Mosman residents. This equates to diverting approximately 60 tonnes of waste from going into landfill. Mattresses are taken apart and recycled into products such as roof sheeting, carpet underlay, kindling, weed matting, mulch and animal bedding. The e-waste is also taken to a processing facility where items are stripped back and components recycled.

In 2018 Council, through the Northern Sydney Regional Organisation of Councils, agreed to contribute to a Community Recycling Centre located at Artarmon. The centre provides a valuable free collection service to Mosman residents to dispose of items not permissible in landfill sites through normal waste disposal practices. The majority of items are recycled and include paints, gas bottles, ink cartridges, x-rays, car oil and other types of oil. Through a partnership with RecycleSmart Council has also more recently facilitated free recycling of soft plastics, unwanted clothes and e-waste.

Over the Council term, Mosman Youth volunteers promoted the Responsible Cafes program to local businesses, more than 20 businesses participated in food waste collection programs and another 20 businesses took part in a reusable cup campaign supported by the Environment Protection Authority. More recently, Simply Cups recycling collection bins were rolled out to four locations around Mosman as part of a new trial with EPA funding. This trial is ongoing.

All apartments and houses in Mosman were also part of a recycling education program supported by EPA grant funding, including 17 apartment buildings that participated in the Mosman Apartment and Strata Energy program.

## An Attractive and Sustainable Environment



### Waste Disposal

With Mosman now part of the Northern Sydney Regional Organisation of Councils (NSROC), Council joined the NSROC Waste Alliance group to scale up and achieve waste management efficiencies and drive better environmental outcomes for domestic mixed solid waste. Council's current waste contract sees domestic waste being disposed of in landfill. This decision was based on cost and the current prohibition on utilising products derived from alternative waste treatments. Future contracts will see Council explore other options and its membership in the alliance will allow for better environmental outcomes to be considered. To play its part and in line with Council's Climate Change mitigation actions, Council is actively participating in and promoting waste reduction activities to minimise waste going to landfill.

### Residential and Park Waste Bins

Over the last four years Council has extensively audited residential waste bins including multi-unit dwellings and single use dwellings. Original audits led to Council placing stickers on bins advising residents of waste types suitable for each colour lid bin. Stickers were also provided for unit bin rooms. After the stickers were placed a further audit was conducted. A total of 4,963 colour coded bin tags were issued as part of the auditing process. Green tags indicated correct bin usage and red tags highlighted what needed to change. Over a three-week period yellow lidded recycling bins had an improvement range from 51% to 69%, with a final overall contamination rate of less than 1% recorded.

All reserves received bin upgrades in early 2018. The new bins incorporate specially designed enclosures that prevent wildlife, especially birds, from accessing the bins and prevent light plastics from escaping bins on a windy day. Recycling bins have been included in the roll out. New signage on the bins highlights what can be recycled in public place bins and what items need to be placed in general waste.

### Mosman Environmental Foundation

Council resolved in November 2015 to establish the Mosman Environmental Foundation in response to a \$500,000 bequest by the late Mr Don Seaton. After much work over the intervening years the Foundation was finally entered on the Register for Environmental Organisations in March 2020, allowing the late Mr Seaton's wife, Ms Ingrid Kaiser to honour the bequeath and present the \$500,000 donation to Council in April 2020. Directors were appointed from the community to serve on the Foundation's Board in late 2020.

The Foundation will work towards raising funds and grants for environmental works in the Mosman local government area. Funds will generally be directed towards:

- Conservation, protection, restoration, creation, expansion and enhancement of the natural environment and its beauty
- Provision of access and associated infrastructure to ensure the enjoyment and use of the natural environment by the community
- Research on the natural environment generally
- Promoting and encouraging knowledge, understanding and enjoyment of the natural environment, and public participation and interest in sustainability action
- Acquisition and restoration of environmentally sensitive land in the Mosman local government area

# STRATEGIC DIRECTION 3

## An Attractive and Sustainable Environment

### White's Seahorse Recovery Project

In March 2020 nine Seahorse Hotels were placed underwater in Clifton Gardens, Mosman. These new hotels will house a soon-to-be-released colony of White's Seahorse from SEA LIFE Sydney Aquarium as part of an important breeding and recovery project led by the Aquarium in collaboration with the NSW Department of Primary Industries (DPI) Fisheries and the University of Technology Sydney (UTS).

Seahorse hotels start as artificial habitats that grow into natural habitats once they are placed in the marine environment. They are designed to be completely biodegradable, so the artificial structures will slowly collapse over time under the weight of the marine growth leaving a new natural habitat behind.

Council supported the project through signage installation and promotion of the project. Council also supports underwater diving activities to remove rubbish from the area.

### Stormwater Quality Improvement Device (SQID) Audits and Improvements

There are over 30 SQIDs throughout Mosman which Council maintains and operates. These units filter flows from over 90% of Mosman's drainage catchment before they enter the harbour. Significant works undertaken on Mosman SQIDs during the term of Council included:

- Botanic Road Stormwater Harvesting System Upgrade - the Botanic Road Stormwater Harvesting Scheme was originally completed in 2008. Following a review of the system in 2016, upgrades were undertaken in late 2017 and the unit has been reliably supplying irrigation waters for Balmoral Oval since.
- Cowles Road SQID - Upgrades were carried out to the Cowles Road SQID in 2017 and 2019, including an upgrade to the lid, introducing a diversion weir and installing surcharge points for the unit.
- Balmoral Oval/Balmoral Sailing Club SQID - The Balmoral Sailing Club SQID is one of the oldest SQID units in NSW. In 2020 exclusion bars were constructed to stop large debris reaching and damaging or blocking the SQID, which is now operating with improved efficiency.



# STRATEGIC DIRECTION 3

## An Attractive and Sustainable Environment

### Snapshots

The following 'snapshots' provide further insight into the types and level of service delivered by Council between 2017 and 2021:

- 39 hectares of bushland were managed by Council
- 2,291 private and public tree permits were assessed by Council staff
- 217 community sustainability workshops were held
- 30,000 domestic and 1,890 public waste bins were serviced weekly
- 750 semi-mature street trees were planted
- Over 30,000 native tubestock plants were planted
- 150 environmental programs (workshops and events) were delivered to the community\*
- 20 Waste Less Recycle More environmental program trials were implemented\*
- There were 7 appeals relating to tree permit applications

### Awards and Citations

Formal recognition of Council's efforts over the period included:

- 2017 Stormwater NSW Awards - Highly Commended, Excellence in Asset Management for Enhancing Yield and Reliability of Recycled Water
- 2019 Smart City Awards - Highly Commended, Best Environmental Outcome for Mosman Tree App
- 2020 Excellence in the Environment Awards - Council Environmental Education Officer Waste, Loani Tierny, awarded the Louise Petchell Award for Individual Sustainability

## An Attractive and Sustainable Environment



### Key Performance Indicators

Indicator	2017/18	2018/19	2019/20	2020/21
% Project Milestones achieved - Attractive and Sustainable Environment	N/A	75%	84%	81%
% Residents satisfied with cleaning of streets*	7.54	7.54	7.54	8.01
% Residents satisfied with Council keeping food premises safe*	8.01	8.01	8.01	8.31
% Residents satisfied with litter control and rubbish dumping*	7.47	7.47	7.47	7.72
% Residents satisfied with management and protection of the environment*	7.56	7.56	7.56	7.78
% Residents satisfied with overall cleanliness, appearance and management of public spaces*	7.85	7.85	7.85	8.19
% Residents satisfied with provision and maintenance of parklands including bushland, harbour foreshores, local parks and bushland trails*	7.90	7.90	7.90	8.16
% Residents satisfied with waste and recycling collection services*	7.20	7.20	7.20	7.65

\*Mean score on a scale of 0-10 - Mosman Community Surveys 2018 and 2021



## **STRATEGIC DIRECTION 4**

# **An Informed and Engaged Community**

# STRATEGIC DIRECTION 4

## An Informed and Engaged Community

### Our Strategies

- 1 Actively involve the community in planning and delivering Mosman's future
- 2 Deliver community information that is accurate and readily available
- 3 Ensure the community knows how and why decisions are made

## An Informed and Engaged Community



### Engaging Our Community

A Community Engagement Policy was adopted in September 2018 to provide a broad framework and principles to guide Council's engagement activity and to support the community in actively participating in Council's decision-making processes. The Policy was accompanied by a Community Engagement Toolkit outlining the various consultation tools available for staff when planning and carrying out engagement.

New and enhanced online engagement capability was introduced in 2020, including the development of segmented opt-in notifications and in-app surveys on the MyMosman app.

Major consultations during the period included the MYVOICE Youth Consultations, Memory Park Playground fencing, Creating a Better Mosman for Over 55s, Mosman Active Transport Strategy, Council's Child Safety Policy, Draft Climate Strategy and Action Plan, Valuing Inclusion in Mosman and the exhibition of key Council documents including most recently the Revised MOSPLAN 2018-2022 Delivery Program, 2021-2022 Operational Plan, Budget and Fees and Charges.

### Community Consultative Committees

A number of Community Consultative Committees were established by Council in 2012 to facilitate community engagement on key issues and Council functions. These Committees, referred to below, were re-established following the September 2017 Council elections, with new community representatives appointed following an open nomination process:

- Arts and Culture
- Access and Mobility
- Visual Amenity
- Active Transport
- Friendship Cities

The adopted Charters for these Committees were formally reviewed in July 2020, with the Friendship Cities Committee discontinued at that time. An additional Committee, the Climate Action Community Consultative Committee, was also established in August 2020, again with community representatives chosen through an open nomination process.

# STRATEGIC DIRECTION 4

## An Informed and Engaged Community

### Keeping Residents Informed

Council utilises a wide range of communication channels including various print publications, such as a weekly Mosman Daily editorial column and advertisement and a quarterly print newsletter, digital newsletters, Council websites, Council and external social media channels including Facebook, Twitter, and Instagram, electronic and community noticeboards, billboards and bus shelters, display posters and flyers in Council facilities and other local outlets, business and residential letterbox drops and digital screens in Council service areas.

Council's editorial column and weekly advertisement continues to be placed in The Mosman Daily, which has an advertised readership of 35,000, with deliveries to homes and bulk-drop locations such as Bridgepoint, aged care facilities and apartment buildings. This has been a key communication channel for Council with 77% of respondents in Council's 2018 Community Survey reporting that they sourced their information about Council services and programs from its news articles and 44% from Council's weekly advertisement or column. Mosman Daily news articles and advertising have consistently been identified as two of the most popular sources of information on Council activities over the past decade. Mosman's other print publication North Shore Living, which has a distribution of 47,000 copies across the wider region, also regularly published Council news and event content during the term.

Council continues to produce a popular quarterly and seasonal printed newsletter, Mosman Now, featuring the latest news and upcoming events, which is delivered to 15,000 household letterboxes and shopfronts.

The home landing page of Council's website was redesigned to enable easier navigation and clearer access to a broader selection of information in mid-2020.

To provide continuity, the landing page for the Library Services website was also redesigned in a consistent format in 2020. The new design provided additional opportunities to highlight important news and events and gave task-oriented visitors easier and quicker direct access to the most popular task-based enquiries such as reporting issues and parking permit renewals, as identified by data-driven insights and analytics. The interim update preceded the broader redevelopment of the website's content management system (CMS) in mid-2021, and the relevance of the site in a fresh, contemporary format.

Digital social media channels including Facebook, Twitter and Instagram continued to grow during the term and relationships were maintained with Mosman's primary online community networks. Council's MyMosman app continued to evolve with functionality improvements and increasing downloads.

Communications channels were quickly pivoted to address the challenges posed by COVID-19. An e-newsletter was launched to keep residents informed of significant service and program changes, initially on a weekly basis with COVID-specific updates, then later twice-monthly as content on Council activities broadened. The e-newsletter, which is delivered to approximately 14,000 subscribers, has continued to prove popular, recording above industry-average open and click-through rates. The redesigned websites also provided additional opportunities to highlight news, such as the impacts of COVID restriction changes on services and programs.

Other channels were also used to continue to engage with the community following the onset of the pandemic, including social media, apps and other websites, as well as the print publication of the Mosman Daily following its return in July 2020 after a short suspension, North Shore Living and popular community social media groups and websites.

Signage and community information and messaging was developed to support Council to inform the community about the pandemic and associated restrictions to assist in control and compliance, including the creation of venue-specific information, posters, printed advertising, flyers and other materials.

## An Informed and Engaged Community



### New Residents Guide

Council launched a comprehensive New Residents Guide in February 2018 to ensure new residents to the area can quickly find a wide range of information and services. The guide includes information on popular local topics, including recreation options, cultural and community events, a handy Moving In checklist and waste information. The guide is available at key Council buildings and online and has been provided to local real estate agents.

### MosmanMoments Instagram Competition

The MosmanMoments Instagram competition was launched in December 2018, inviting community members to post significant or scenic snapshots of Mosman, its people and places. The competition typically averages between 30 and 50 entries a month, indicating strong ongoing engagement with the community.

### Council Meetings

Council meetings provided an ongoing opportunity for community engagement during the term, with Public Forum sessions also held prior to meetings to hear questions from residents on local issues. Some disruptions to public attendance were encountered as result of the COVID-19 pandemic, with public health orders preventing public galleries. During both lockdowns, however, questions by email and addresses by video link enabled ongoing community involvement. Councillors continued to meet in person for the majority of 2020, with only the May 2020 meeting (and further meetings in 2021) conducted exclusively online.

Webcasting of Council meetings was available throughout the term, with a new integrated webcasting and wireless audio visual system upgrade in the Council Chambers implemented as part of Council's ICT Strategy. 'Council Decided', Council's web-based update on key Council decisions, was published monthly during the Council term in the week of each Council meeting.

# STRATEGIC DIRECTION 4

## An Informed and Engaged Community

### Mobile Apps

Online access for residents was improved through the development of, or significant updates to, a number of apps, including MyMosman and Trees Mosman, and most recently, with the launch of CellOPark, a locally-tailored parking payment app.

- MyMosman provides residents with convenient and quick access to a range of information and services including personalised waste calendars and collection reminders, local works, interactive maps for reserves, beaches and dog walking areas, a function for reporting issues, direct links to pay rates, apply for parking permits and provide feedback on community consultations, and to search for Development Applications.
- Trees Mosman enables residents to easily check tree types and protection zones, submit a tree permit application, request a street tree planting, and report suspicious tree work.
- CellOPark, launched in April 2021, works in conjunction Council's smart parking solutions to enhance the driving and parking experience in Mosman. Together with the NSW government's Park'nPay app, introduced in Mosman in 2020, CellOPark is one of two local pay-by-app options now available for motorists. The Park'nPay app also has live data from Council's parking sensors available to help guide motorists to free parking spaces, while the CellOPark app integrates with parking permit data, allowing users to access their free parking allowances. Both apps facilitate remote extension of a parking session and digitised receipts.

### Online Engagement

Council's dedicated community engagement microsite - [yourvoicemosman.com.au](http://yourvoicemosman.com.au) (EngagementHQ) - has been effectively used throughout the period to facilitate community consultations. The site provides staff with a range of information, analysis and reporting features for engagement projects. Community engagement is also facilitated online through Council's website, e-newsletters, social media channels and the MyMosman app with a special 'opt-in' available for app users to alert them to major consultations. This app was also enhanced prior to the Festival of Mosman 2019, enabling staff to highlight and group all festival activities into a special hub, as well as providing users exclusive access to a feedback survey.

In addition to the Community Engagement Policy and accompanying Toolkit adopted in 2018, further communications policies were also introduced in the same year to enhance Council's engagement with the community. A new Social Media Policy was adopted in March to provide guidance for Councillors, staff and others undertaking roles for Council on the appropriate and responsible use of social media, while in July Council adopted a new Media Policy to ensure a coordinated and consistent approach to media liaison for all Council officials.

## An Informed and Engaged Community



### Community Participation Plan

Amendments to the *Environmental Planning and Assessment Act 1979* in 2018 included a requirement for all Councils to adopt a Community Participation Plan, detailing how the community will be engaged in a variety of planning matters including the assessment and determination of development applications, preparation of draft local strategic planning instruments, planning proposals, draft development control plans and draft contribution plans. A draft Community Participation Plan was subsequently prepared for Mosman in August 2019 and, following community feedback, the plan was adopted by Council in November that year.

### Website Review

In mid-2020 the home landing page of Council's website was redesigned for enhanced navigation and access to a greater level of information ahead of the broader redevelopment of the website's content management system (CMS) in mid-2021.

Following a detailed website review process, the new site reflects best practice with intuitive navigation, design and content in line with accessibility standards, and improved search experience, content readability and prioritisation of top tasks from the homepage for both desktop and mobile users.

### Digital Public Place Messaging

During 2020 and 2021 Council was able to secure access to a new promotional platform after negotiating advertising space on various public place assets including the large digital billboard on Military Road and digital panels on bus shelters within Mosman. This arrangement provided Council with an excellent platform to deliver important community messaging on matters such as COVID Safety and road rules and the acknowledgment of our many wonderful community volunteers. Further, the platform assisted Council in promoting new and ongoing initiatives and activities such as online meals orders, climate action, Mosman Market and community engagement opportunities. Council was also able to facilitate additional promotion of the Think Mosman First campaign in support of local businesses.

# STRATEGIC DIRECTION 4

## An Informed and Engaged Community

### Snapshots

The following 'snapshots' provide further insight into the types and level of service delivered by Council between 2017 and 2021:

- More than 150 media enquiries have been dealt with each year
- 150 media releases have been distributed
- 48 Mosman Now e-newsletters were distributed (14,000 subscribers) and 16 editions of the Mosman Now printed newsletter were delivered to Mosman homes and businesses (readership per edition 22,000, circulation 16,600)
- 230 weekly advertisements have been designed and published in the Mosman Daily (readership per edition 44,000, circulation 35,000)
- More than 50 YouTube videos have been produced, along with additional event live streams on social media during the pandemic
- 3 new mobile applications were launched
- There were 7,650 new downloads of the MyMosman app
- Council attracted an additional 1,696 Instagram followers, 958 more Facebook likes and 285 new Twitter followers
- 15 sites or microsites were relaunched or redesigned
- There were 1,656,000 sessions/visits and 3,000,000 pageviews on Council's website
- 34,500 visits and 560 new registrations were recorded on Council's online consultation site EngagementHQ. 21,600 visitors to the site viewed a consultation, 12,400 visitors interacted with a consultation document and 2,500 users answered a survey or poll.
- The Engagement HQ consultation site provided an online platform for a total of 84 different consultations during the Council term.

### Awards and Citations

Formal recognition of Council's efforts over the period included:

- 2018 RH Dougherty Awards - Reporting To Your Community category - Winner for the MyMosman Resident App

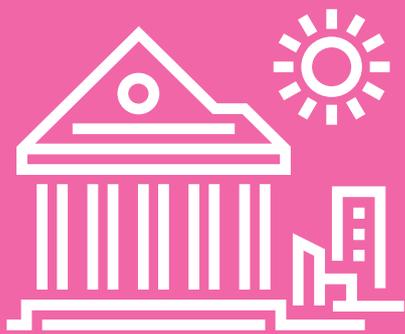
## An Informed and Engaged Community



### Key Performance Indicators

Indicator	2017/18	2018/19	2019/20	2020/21
% Project Milestones achieved - Informed and Engaged Community	N/A	73%	88%	56%
% of Council meetings webcast	100%	82%	100%	100%
No. of people accessing live Council meeting webcasts	256	89	513	445
No. of people accessing archive Council meeting webcasts	611	321	930	615
No. Website visits per annum	367,000	390,156	437,188	449,903
No. Website page views per annum	700,000	712,901	789,407	800,000
Total no. of downloads - MyMosman app	4,265	1,395	1,725	1,352
Total no. of downloads - Park Mosman app	3,133	669	759	570
% Residents satisfied with access to Council information and support*	6.88	6.88	6.88	6.90
% Residents satisfied with Council engaging (consulting) with the community*	6.32	6.32	6.32	6.54

\*Mean score on a scale of 0-10 – Mosman Community Surveys 2018 and 2021



## **STRATEGIC DIRECTION 5**

**A Business-  
Friendly  
Community  
with Sound,  
Independent  
Civic  
Leadership**

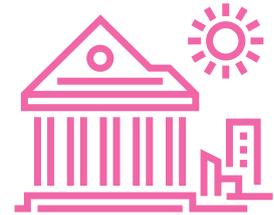
# STRATEGIC DIRECTION 5

A Business-Friendly Community with  
Sound, Independent Civic Leadership

## Our Strategies

- 1 Council delivers high quality, convenient service to customers
- 2 Utilise local and regional partnerships to benefit Mosman
- 3 Provide support for business precincts and the local economy

## A Business-Friendly Community with Sound, Independent Civic Leadership



### Putting Our Customers First

Council's commitment to customer service was maintained and strengthened over the 2017-2021 term, with a customer experience improvement project rolled out from 2018 to provide faster, simpler access to a range of services. At Council's Customer Service Centre a five-star concierge service is now available to walk-in customers, providing personal service in a relaxed environment. Ticket machines and barriers have been removed and replaced with comfortable chairs, relaxing music and refreshments. Self-service kiosks enable customers to peruse public information at their leisure. Customers have responded very positively to the improved aesthetics and additional services and the significant reductions in wait times when visiting Council.

Many customer interactions have also progressively moved online, providing customers the ability to transact with Council 24/7. This includes parking permits, over 100 of Council's most popular application forms, appointments for lengthy transactions and online payments. Tens of thousands of in-person visits per year to Council have now been moved online.

Council's Customer Service Charter, adopted in June 2017, publicly commits Council staff to response times and customer service behaviours. Adherence to the Charter is tracked, with complaints and response times reviewed monthly.

### Digital parking permits

Migrating from paper-based parking permits to digital permits through a process commenced in 2018, has been described as a 'game changer' for Mosman Council. Parking permits that once required forms to be filled out and permits collected or sent physically can now be applied for and paid online. This system has significantly diminished the number of residents needing to personally visit Council, enabling residents to apply for and renew permits, change vehicle registrations, make payments and update their details where and when they like.

# STRATEGIC DIRECTION 5

**A Business-Friendly Community with  
Sound, Independent Civic Leadership**

## **Integrated Planning and Reporting**

In late 2017 and early 2018 MOSPLAN was comprehensively reviewed in accordance with the NSW Government's requirements for integrated planning and reporting. Improvements to the Community Strategic Plan, the Delivery Program and Operational Plan were implemented as part of that review, including a simpler, streamlined format, new Strategic Directions, revised strategies and a new series of Key Performance Indicators. The new suite of MOSPLAN documents took effect from 1 July 2018.

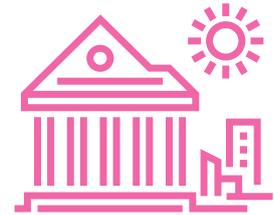
Further improvements to these documents were also undertaken in successive years, with clear annual targets set for all MOSPLAN indicators from 2019 onwards. The Resourcing Strategy linking the Community Strategic Plan with the Delivery Program was updated during the Council term with revisions to the Long Term Financial Plan and to Council's Asset Management Strategy, Policy and associated Asset Management Plans in October 2020.

Regular quarterly reports on MOSPLAN progress have been made over the period, with the current Delivery Program extended by one year in 2021 to become a four, rather than a three year document following rescheduling of the 2020 Council elections. This end of term report details progress against MOSPLAN deliverables across the period 2017-2021.

## **Insurance and Risk Management**

Council's Enterprise Risk Management Framework has been reviewed regularly during the term to ensure a consistent approach and to identify responsibilities for all council officials to manage risk in a structured and consistent manner. An integral part of the associated Enterprise Risk Management Strategy has been the redesign of Council's Business Continuity Plans (BCPs) ensuring that Council is well positioned to recover and restore critical business operations in the event of a significant business disruption. Elements of the BCP were put in place during the 2018 Civic Centre upgrade with the relocation of staff, and again during 2020 and 2021 when the COVID pandemic prompted remote working arrangements. Work on Council's corporate risk register is ongoing with regular monitoring and reviews.

## A Business-Friendly Community with Sound, Independent Civic Leadership



## Financial Management

Council continued to successfully manage its financial position over the term, as evidenced by the following results and ratios:

Operating Result before Capital Grants and Contributions:

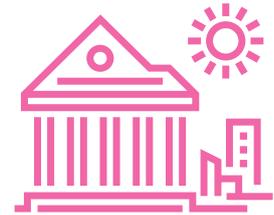
Year Ending	Surplus \$,000
30 June 2017	5,332
30 June 2018	1,089
30 June 2019	2,916
30 June 2020	1,447
30 June 2021	509 (est)

Financial Performance Ratios as at 30 June:

Ratio	2021 (est)	2020	2019	2018	2017
Operating Performance ratio (benchmark >0.0%)	1.4%	0.57%	3.83%	4.28%	6.22%
Own Source operating revenue ratio (benchmark >60.0%)	91.2%	89.53%	88.99%	87.84%	87.69%
Unrestricted Current ratio (benchmark >1.5)	1.39	1.38	1.68	1.87	1.79
Debt Service Cover ratio (benchmark >2.0%)	3.51	2.94	4.54	4.71	4.09
Rates, annual charges, interest and extra charges outstanding percentage (benchmark <5.0%)	5.0%	3.90%	3.33%	2.48%	2.59%
Cash Expense cover ratio (benchmark >3 mths)	3.03 mths	3.55 mths	3.83 mths	4.22 mths	4.7 mths



## A Business-Friendly Community with Sound, Independent Civic Leadership



### Ethical Standards and Culture

Council supports a strong ethical culture which is recognised by staff and was confirmed in Council's 2019 and 2021 Staff Engagement Surveys. Results from the latest survey show that 86% of employees view Council to be ethical as well as socially and environmentally responsible.

Council invests strongly in sound governance and planning, ensuring probity and accountability; and ensuring employees are well informed about their responsibilities under the Code of Conduct and Public Interest Disclosures legislation, by properly orienting and inducting new staff and through ongoing training in all areas of compliance.

### Workforce Planning

Key strategies and actions arising out of council's Workforce Plan 2017-2021 have focused Council's efforts on shaping the best possible workforce to deliver the organisation's current and future objectives. The plan also considers industry wide issues including skills shortages and Council's own workforce demographics.

Council reviewed and determined its organisation structure in July 2018. Further organisational changes over the term have been undertaken in the areas of Childrens Services, Urban Planning, Property and Works, Library Services and Community Services.

### Valuing our Staff

Employees at Mosman Council continued to provide positive feedback in the 2019 and 2021 Staff Engagement Surveys, with the overall response rate for both surveys sitting at 90% or more, and the majority of staff reporting they have a sense of wellbeing and are actively engaged with Council. Overall wellbeing in 2021 was rated at 71%, well above the average for local government. 85% of staff rated high levels of job satisfaction. The exceptional results received overall in the 2019 Staff Engagement Survey resulted in Council being presented with the Best Workplace Award that year.

Over the period there has been a focus on employee wellbeing and personal and professional development, including greater flexibility to manage work-life balance. Council ran its highly valued mentoring program for staff during 2018 and 2019, as well as offering several facilitated skills development workshops to emerging leaders. A new Cadet and Traineeship (CAT) program has been developed in 2021, to be piloted in 2022 to further assist Council in meeting its current and future workforce objectives with a highly skilled and agile workforce.

To foster a culture supporting the principles of equity and diversity, cross-organisational training programs were rolled out in the areas of Aboriginal cultural appreciation, cultural intelligence and disability awareness during the period.

# STRATEGIC DIRECTION 5

**A Business-Friendly Community with  
Sound, Independent Civic Leadership**

## Improving the way we do business

### Business Improvement Program

In 2019 a program was introduced to support over 15 business improvement initiatives within the organisation. These initiatives have focused on the identification and selection of potential improvements, resulting in best practice implementations and encouraging cross unit collaboration. Online project management and process mapping systems assisted in both project development and delivery.

### Updated ICT Strategy

In 2018 Council developed an Information and Communication Technology Strategy (ICT) with the objective to deliver an operational roadmap for Council to make informed and clear decisions for infrastructure upgrades and business systems investments. Over the term of Council this strategy has seen a number of strategic investments made to future-proof IT systems and deploy innovative solutions that have improved operational processes and delivered more online service offerings to the community.

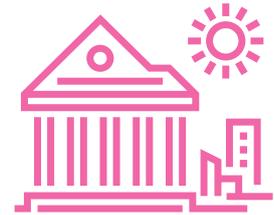
### Corporate Systems Improvements

In 2018, Council installed Corporate Wireless in the Mosman Civic Centre, Barry O'Keefe Library and Council Works Depot. This wireless capability was expanded to include the Mosman Art Gallery, Mosman Drill Hall and Marie Bashir Mosman Sports Centre in 2020. The expansion of a corporate wireless network to all Council sites has enhanced mobility and connectivity options, delivered productivity benefits and improved collaboration.

Council's Office 365 implementation, first piloted in 2019, has to date enabled greater collaboration between business units whilst offering better resiliency through the use of Cloud technology. Tools such as Teams, Exchange Online, OneDrive and Sharepoint have improved process flows and increased collaboration and accessibility to working documents through multiple devices and locations. A new staff intranet is currently in the final stages of development.

A cost-effective online mailing system implemented in 2019 has streamlined Council's correspondence with customers, achieving cost savings and improving productivity. Utilising Office 365, a further new administrative platform was implemented in 2019. This system is specifically designed to more efficiently manage report generation and agenda assembly for Council meetings, as well as manage and track resolutions arising from these meetings.

## A Business-Friendly Community with Sound, Independent Civic Leadership



Movement to cloud backup in 2020 has meant greater resiliency and redundancy for Council's IT systems. An objective of Council's ICT Strategy is to take further advantage of cloud services, in turn reducing the administrative burden of managing local server infrastructure.

Further improvements have been made to Council's corporate systems with the implementation of new spatial analytics capability, providing staff with a one-stop (online) shop delivering enhanced Location Intelligence. Additional work is currently underway to deliver a public version of this portal in 2021, enabling easy, self-serve access by customers to multiple datasets including Property and Road Boundaries, Zoning, Public Wifi areas, Waste Zones, Parks, Lot Size, Heritage, Height of Buildings, Floor Space Ratio and locality names.

With the advent of parking technology, digital parking permits and, more recently, the introduction of pay-by-phone apps during the Council term, a new multi-platform enforcement app was rolled out to Council rangers and regulatory officers from 2020. This has already delivered benefits including operational efficiencies and improved staff safety, and will support further integrations in the future.

A customised online help desk solution was implemented in 2020 to improve internal works orders and scheduling. The system also functions as a tracking and feedback platform and has resulted in improvements to time management, job prioritisation and internal customer satisfaction.

### Human Resources Technology Upgrades

During the term Council's learning management system was expanded to include several new e-learning modules spanning technical, soft and mandatory compliance skills development, as well as a new employee induction program enhancing staff knowledge and productivity.

The online performance development system was also enhanced, documenting employees' workplans, communicating organisational values and objectives and recording staff performance including skills acquisition.

A new e-recruitment platform was implemented in early 2018 to optimise recruitment processes, providing benefits for both Council and applicants. Further, the rollout of a new online time and attendance solution in 2019 has improved the management of staff timesheets and leave requests, providing greater visibility for management and flexibility for staff. The integration of this solution with Council's payroll system has also improved process efficiency and accuracy.

### Open Data and Digitisation

The process of digitising Council records is a significant and ongoing project that has been in place during the Council term. It is estimated that 15% of records have been digitised to date. Following digitisation, the next stage of the project will involve opening the data to the public through a community portal.

### Online Planning Certificates

In 2020, the way Council accepts, processes and issues Section 10.7 Planning Certificates was overhauled. By migrating to an online application form, customers can now submit and pay for certificates at any time online via Council's website. All certificates are now processed electronically and issued to customers by email. The result is faster delivery, an improved customer experience and reduction in waste when compared to the previous paper-based system.

# STRATEGIC DIRECTION 5

## A Business-Friendly Community with Sound, Independent Civic Leadership

### Mosman Free Public Wi-Fi

In 2018 Council commenced the rollout of its Mosman Free Wi-Fi service in the vicinity of Mosman Square, in the area bounded by Barry O'Keefe Library, Mosman Art Gallery and Mosman Civic Centre. This coverage area was expanded in 2019 to the retail precinct around Spit Junction. The final phase of the project is currently underway and will see the coverage area progressively expanded from Albion Lane, extending further along Military Road to Centenary Circle.

### Representing Mosman

Council was actively engaged over the period in representing the community on both local and regional matters, as well as contributing to a variety of consultations on issues impacting local government. More than 55 formal submissions were made to State and Federal Government between 2017 and 2021, on matters ranging from Short Term Lettings and the Music and Arts Economy in NSW to Private Certification, Tax Rulings, Waste and Resource Recovery, Infrastructure Contributions, Cybersecurity, Outdoor Dining, Changes to Planning Legislation and Compliance Burdens on Local Government. Submissions were made both independently and collaboratively as a member of the Northern Sydney Regional Organisation of Councils.

During the term, Council also submitted a variety of Motions to the Annual Conference of Local Government NSW, achieving good support for the matters put forward. These matters included:

2020

- Changes to Local Planning Assessment Panels – substantively carried
- Payments to Council Contributions Plans by Developers – carried
- Local Government State Award - carried

2019

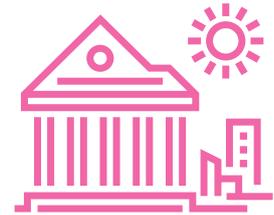
- Encouraging Takeup of Electric Vehicles – carried
- External audit coordination with internal audit – carried

2018

- Improved Parking Signs – carried
- Permanently Flying the Indigenous Flag on Sydney Harbour Bridge - carried
- Use of word 'independent' in local government elections – substantively carried

Council also continued its efforts to secure optimal traffic and liveability outcomes for the Spit Road/Military Road corridor, advocated for the retention of iconic 'Lady' class ferries and participated in other industry-wide initiatives including the *Renew Our Libraries* funding campaign, which assisted in delivering increased funding to public libraries across the State.

## A Business-Friendly Community with Sound, Independent Civic Leadership



### Commercial Property Management

Council leases or licences 38 properties or sites located on either operational or community land covering 42 separate commercial or residential agreements. In addition, Council leases or licences 17 community land sites covering 20 community agreements for community and sporting organisations.

Despite an uncertain economy and the more recent public health challenges of 2020/21, Council has maintained a near 100% occupancy of its Spit Junction retail and café premises between 2017 and 2021. Across its overall portfolio of commercial and residential premises, Council has achieved an overall occupancy rate of 96% over the last four years.

The successful tender for the lease, maintenance and management of the Balmoral Bathers' Pavilion in 2019 facilitated a significant upgrade to the fit out of the premises and consolidated its position as a popular and vibrant community hub. The asset continues to provide an ongoing and substantial market return to the community.

Approval was granted and an agreement entered into for digitisation of the city-bound advertising panel on the Bridgepoint pedestrian bridge, providing an additional revenue stream for community assets.

Outdoor dining uptake has increased over the term of Council, with operators of food premises taking advantage of new and well maintained public spaces to offer their patrons an *alfresco* experience. The Centenary Circle precinct has created new opportunities for food premises to deliver their services in an attractive and safe environment.

### Bus Shelter Contract Renewal

A new 15 year bus shelter contract between Council and a third party provider commenced in July 2017, with 21 contemporary shelters initially installed at key locations. By the end of the Council term, the number of shelters increased to 22, with the majority being fully digital except for 4 with scrolling or static panels and 4 with no advertising.

# STRATEGIC DIRECTION 5

**A Business-Friendly Community with  
Sound, Independent Civic Leadership**

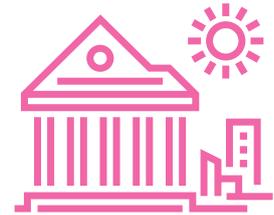
## New and Revised Policies

A range of new and revised policies have been adopted by Council since September 2017. These policies provide important guidance and direction to Council in delivering high quality services to the community and in operating an efficient and ethical organisation.

Policies developed or revised between 1 September 2017 and 1 August 2021 include:

<b>Policy</b>	<b>New or Revised</b>	<b>Policy</b>	<b>New or Revised</b>
Asset Management Policy	Revised	Nature Strip Maintenance Policy	New
Car Share Policy	Revised	Outdoor Dining and Goods on Footpath Policy	New
Child Safety Policy	New	Payment of Expenses and Provision of Facilities to General Manager Policy	Revised
Code of Conduct	Revised	Pricing Policy	Revised
Code of Meeting Practice	Revised	Privacy Management Plan	Revised
Community Engagement Policy	New	Public Banner Policy	New
Community Grants and Assistance Policy	Revised	Public Interest Disclosures Policy	Revised
Complaints Management Policy	Revised	Records and Information Management Policy	Revised
Debt Recovery Management Policy	New	Road Reserves Sale, Leasing and Consent Policy	New
Delegations to General Manager and Mayor	Revised	Social Media Policy	New
Financial Investment Policy	New	Statement of Business Ethics	Revised
Management of Community Properties Policy	Revised	Sustainable Event Management Policy	New
Marie Bashir Mosman Sports Centre Venue Hire Policy	Revised	Urban Forest Management Policy	New
Media Policy	New		
Mosman Local Planning Panel Submissions Policy	New		

## A Business-Friendly Community with Sound, Independent Civic Leadership



### Engaging and Supporting Local Business

Council continued to recognise the value of engaging and supporting the business community during the 2017-2021 term of office. Early in the term, businesses attended a Breakfast Workshop hosted by Council in November 2017 to share their aspirations and priorities for Mosman. The 'Business Plus' workshop series was also facilitated by Council in 2018 and 2020 to provide local business owners and operators with critical skills and networking opportunities.

Mosman Art Gallery also hosted Business After Hours events coordinated by the Mosman Chamber of Commerce, the peak organisation for business in Mosman.

Council has maintained a positive and fruitful working relationship with the Chamber over the period through various partnerships and joint arrangements including the successful annual Rapt Christmas Decorating Competition.

In June 2020 Council agreed to provide financial and in-kind sponsorship for the Chamber of Commerce's new 'Think Mosman First' initiative, now an ongoing program encouraging residents to buy locally whenever they need goods and services.

Council also supported the information campaign to roll-out the NSW government's Dine & Discover NSW initiative, which provided residents over the age of 18 with \$100 in vouchers to spend with local businesses and services.

As part of Council's support for local businesses, additional options were created for enhanced nightlife in Mosman through the introduction of new events, such as movie marathons and quarterly themed evening markets.

Local businesses and groups were also supported to market their evening events on Council's events site, youth events and staff worked with the Chamber of Commerce to encourage evening shopping or other activities during community activations. During the COVID-19 pandemic Council provided rental support to its commercial tenants, as well as waiving outdoor dining fees for an extended period for all businesses.

In addition, Council has undertaken a variety of capital works to activate shopping and dining options. The completion, for example, of public domain improvements at the Centenary Circle intersection, Mosman Junction in 2018 has provided outdoor dining areas for businesses and new alfresco opportunities for residents to enjoy.

During 2019 Council also signed up to the NSW Government's 'Easy to Do Business' program, an initiative designed to make it easier to set up business in areas across the State. Council has since maintained a working relationship with Service NSW to ensure that 'Easy to Do Business' objectives can be achieved for businesses looking to establish in Mosman.

# STRATEGIC DIRECTION 5

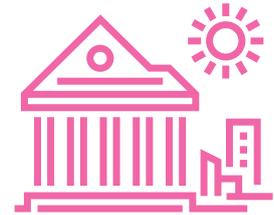
**A Business-Friendly Community with  
Sound, Independent Civic Leadership**

## **Northern Sydney Regional Organisation of Councils (NSROC)**

Following the amalgamation of several Sydney councils in 2016, including councils on the Northern Beaches, the Shore Regional Organisation of Councils (SHOROC), of which Mosman Council was a member, was formally disbanded. Council withdrew its membership of SHOROC in November 2017 and concurrently sought and was granted membership of the Northern Sydney Regional Organisation of Councils (NSROC).

Council has since been an active member of the NSROC alliance, contributing to a number of joint projects and initiatives such as the 10 Point Plan adopted in 2018, regional procurement processes, the Northern Sydney Community Recycling Centre, and the 2020 Northern Sydney Social and Cultural Infrastructure Strategy, as well as participating in the organisation's broader advocacy work to improve liveability in northern Sydney. Mosman Mayor Carolyn Corrigan served as NSROC's Vice President from 2019 to 2021.

## A Business-Friendly Community with Sound, Independent Civic Leadership



### Responding to a Global Pandemic

In early 2020 Mosman Council, like organisations and communities around the world, found itself responding to a global health crisis brought about by the COVID-19 pandemic. As a small organisation Council was able to quickly pivot its operations through an initial period of lockdown and the ongoing impacts of the pandemic over the following eighteen months. During the early days of the pandemic, the majority of Council services either ceased or were delivered on-line, with service delivery returning to pre-COVID levels very gradually during the latter part of 2020 and the early months of 2021.

By June 2021, service delivery had largely returned to pre-COVID levels and practices, with strengthened health practices still in place according to prevailing public health orders. The further lockdown announced in late June again resulted in facility closures and a move to online service and essential service delivery practices.

Throughout the pandemic the local community has remained the focus of Council's efforts, with the most vulnerable continuing to be supported with meal and book deliveries, transport and social connections by phone. Many office-based staff worked remotely and Council meetings were conducted either online or with special practices in place to protect both elected Councillors and community members.

Heightened cleaning and hygiene regimes were also implemented throughout all Council owned buildings and public facilities to ensure a safe environment for the public and Council staff. Signage alerting users to public health orders and practices such as social distancing was also installed within the outdoor domain (parks, footpaths, commercial areas) as well as within Council owned buildings.

Council also approved COVID-19 financial relief of \$671,985 in the form of rental abatements to its commercial tenants from March 2020. Phase 1 financial relief of \$453,815 was approved for Council's commercial tenants in late March 2020 and Phase 2 financial relief of \$218,169.98 was approved in July 2020.

Local businesses were also assisted through relaxation of outdoor eating restrictions, particularly when indoor capacity limits significantly reduced normal business operations.

There were no hire fees levied for grounds and facilities during lockdown periods and fees were maintained at 2019/20 levels in 2020/21. Fees for 2021/22 have also been maintained at largely the same level to provide ongoing relief for local community and sporting organisations.

As the pandemic continued into the normally busy summer period of 2020/21, a summer safety plan was put in place to appropriately manage volumes in popular areas such as Mosman's beaches. A multi-faceted summer safety marketing campaign was rolled out, together with designated COVID marshals at beaches such as Balmoral, a purpose-built webpage alerting the public to real-time numbers at local beaches and regular food business inspections to check and educate operators regarding COVID safety. Throughout the pandemic period Council officers also worked closely with the NSW Police Force.

Council remains responsive to the changing nature of the pandemic and remains committed to the safety of both the public and its staff as the situation continues to evolve.

# STRATEGIC DIRECTION 5

## A Business-Friendly Community with Sound, Independent Civic Leadership

### Snapshots

The following 'snapshots' provide further insight into the types and level of service delivered by Council between 2017 and 2021:

- 325 local businesses entered the annual RAPT Christmas Window Decorating Competition run by Council and the Mosman Chamber of Commerce
- Council's 2017 Business Breakfast and Business Workshop Series' in 2018 and 2020 attracted more than 250 registrations from local business operators
- A total of 148 investments were made on Council's behalf
- 2 loans, with an original value of \$2,800,000, were taken up by Council and 6 loans, with an original value \$5,665,000, were retired
- 174,140 Annual and Quarterly Rates and Instalment Notices were issued
- 2,400 S603 Certificates were issued
- 40,065 payments were made to creditors
- There were 44 Ordinary Meetings and 1 Extraordinary Meeting of Council
- 13 new policies were adopted by Council and 15 existing policies were revised
- 5 new Accounting Standards were adopted as part of Council's day-to-day operations
- 15 revaluations of infrastructure, property, plant and equipment were reviewed, critiqued and processed
- There were 51,236 visitors to Council's Customer Service Centre, which also dealt with 98,452 telephone calls
- 52,244 parking permits were issued

### Awards and Citations

Formal recognition of Council's efforts over the period includes:

- 2019 Voice Project Best Workplace Awards - Winner
- 2019 Parking Industry Awards - Winner, Excellence in Technology and Innovation - On Street Parking
- 2017 Risk Management Excellence Awards - Award for Technological Innovation in recognition of Council's efforts to promote continuous improvement of Council's risk management systems



# STRATEGIC DIRECTION 5

A Business-Friendly Community with  
Sound, Independent Civic Leadership

## Key Performance Indicators

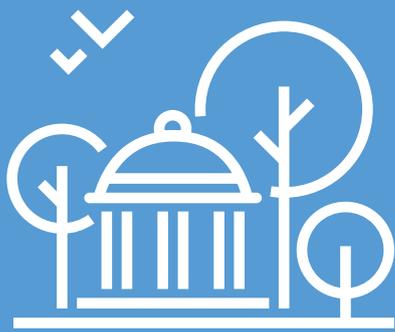
Indicator	2017/18	2018/19	2019/20	2020/21
% Project Milestones achieved - Business-Friendly Community with Sound, Independent Civic Leadership	N/A	96%	96%	82%
% Project Milestones achieved overall	N/A	84%	80%	78%
No. of complaints received	53	44	36	62
No. of complaints regarding non-adherence to Council's Customer Service Charter	13	6	5	25
No. of complaints resolved	51	40	29	62
No. statutory obligations not met	0	0	0	0
% of budgeted capital works achieved per annum	97%	98.6%	98.5%	98%
% Residents satisfied with Council advocacy on matters impacting on Mosman and neighbouring areas*	6.70	6.70	6.70	6.92
% Residents satisfied with Council assisting economic development with the business community and visitors*	6.27	6.27	6.27	6.50
% Residents satisfied with Council leadership on matters important to the community*	6.42	6.42	6.42	6.58
% Residents satisfied with Councillor performance*	6.70	6.70	6.70	6.50
% Residents satisfied with overall delivery of Council services*	7.10	7.10	7.10	7.36
% Residents satisfied with staff performance*	7.73	7.73	7.73	7.58
Annual energy consumption for all Council operations per capita of population (kWh)	51.8kWh	65.3 kWh	45.6kWh	N/A
Annual water consumption for all Council operations per capita of population	20,523 litres	23,500 litres	21,905 litres	N/A

## A Business-Friendly Community with Sound, Independent Civic Leadership



Indicator	2017/18	2018/19	2019/20	2020/21
Budget performance - actual operating result compared to budget	Council's actual year-end operating result before capital grants and contributions was a surplus of \$868,000 compared to a projected surplus operating result before capital grants and contributions of \$183,425 at the beginning of the financial year.	Council's actual year-end operating result before capital grants and contributions was a surplus of \$2.9million compared to a projected surplus operating result before capital grants and contributions of \$609,000 at the beginning of the financial year.	Council's actual year-end operating result before capital grants and contributions was a surplus of \$1.5million, compared to a projected surplus operating result before capital grants and contributions of \$426,751 at the beginning of the financial year.	Council's actual year-end operating result before capital grants and contributions is a deficit of \$404,000 compared to a projected deficit operating result before capital grants and contributions of \$868,504 at the beginning of the financial year.
Days lost per Work Health and Safety incident	7	9	22	4
Total no. days lost due to Work Health and Safety incidents	14	27	65	21
Infrastructure Renewal ratio - Amount spent per annum renewing assets divided by depreciation or loss of value	155.35%	184.88%	126.7%	100.44%
Level of Job Satisfaction - Council Staff	89%	87.5%	87.5%	85%
Percentage of waste generated from Council's open space areas and street sweeping activities diverted from landfill	N/A	33.30%	56.7%	89.9%
Total tonnage of waste generated from Council's open space areas and street sweeping activities	N/A	602	888.4	429.9

\*Mean score on a scale of 0-10 – Mosman Community Surveys 2018 and 2021



## **STRATEGIC DIRECTION 6**

**Well  
Designed,  
Liveable and  
Accessible  
Places**

# STRATEGIC DIRECTION 6

## Well Designed, Liveable and Accessible Places

### Our Strategies

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

## Well Designed, Liveable and Accessible Places



## High Quality Infrastructure to Enhance Daily Life

The upkeep of high quality public infrastructure has continued to be a priority for Mosman Council. The five broad categories of infrastructure assets owned and maintained by Council are roads/footpaths; stormwater, buildings, maritime structures and open space. Council utilises its Asset Management Plans to prioritise and identify works and establish work plans during each Council term.

### Balmoral Upgrades

#### Balmoral Promenade Renewal

In 2018, Council completed a major renewal of the Balmoral Promenade. The new footpath design was the outcome of expert heritage advice and extensive community engagement, including consultation with Council's Visual Amenity Community Consultative Committee. Seating was also upgraded, together with stairs accessing the beach. This footpath is used by thousands each week and is a well-loved asset in Mosman.

#### Balmoral Beach Stormwater Outlet Renewal

In 2017 a structural report indicated that the stormwater pipe at Balmoral Beach servicing Raglan Street catchment was reaching the end of its useful life. The pipe had been in situ above ground for many years and relocating it underground was cost prohibitive. Taking into account heritage advice Council completed the major renewal works in 2018.

#### Balmoral Rotunda Facelift

The Balmoral Rotunda has significant heritage and community value to Mosman and is regularly used for performances and other events such as weddings. In 2019, following the Balmoral Promenade renewal works, Council refurbished the Rotunda building restoring flooring and lighting, and repainting the structure.

#### Balmoral Beach Shower Installations

To complement the Balmoral Promenade renewal project, four showers along Balmoral beach were replaced in 2018 with new bespoke-design showers. An additional shower was also installed at the end of Raglan Street at footpath level. These showers are well used and have received positive feedback from the community.

#### Shade Structure Replacement – 11A & 21 The Esplanade

In 2006 to enhance the amenity of outdoor dining at Balmoral, Council facilitated the installation of outdoor dining shade structures at nos. 11A and 21 The Esplanade. In 2019, in consultation with the business operators, these structures were significantly upgraded - further adding to the amenity and streetscape of the Balmoral foreshore area.

#### Balmoral Jetty Upgrade

Boaters in Mosman have safer and easier access to Sydney Harbour following Council's \$524,000 upgrade of Balmoral Jetty completed in September 2020. The project was partly funded through the NSW Government's *Boating Now* program. With works including upgraded piles and jetty fendering, the jetty upgrade provides better access to berth vessels to board and unload passengers.

# STRATEGIC DIRECTION 6

## Well Designed, Liveable and Accessible Places

### New and Improved Public Amenities

During the last four years Council has also embarked on extensive renewals of public amenities. These include:

#### Raglan West Carpark Amenities

The existing public amenities building at Raglan Street West Carpark was reaching the end of its useful life. In looking to modernise the facility and make it fully accessible, Council found that the most cost effective solution was to demolish the old facilities and build a new fit-for-purpose amenities block.

In a successful collaboration with the local community, this project received a \$200,000 grant from the NSW Government's 2019 'My Community Project' funding program. As sponsor of the relevant funding application, Council also provided supplementary funding to deliver the project.

The result 12 months later was a brand new, fully accessible facility with family-friendly ambulant and unisex toilets, as well as a drinking water fountain. The building was officially opened by the Minister for Families, Communities and Disability Services and Mosman Mayor Carolyn Corrigan in September 2020.

#### Balmoral Amenities Upgrades

In 2019, a series of upgrades were conducted in public amenities at Balmoral Baths, Balmoral Tramshed and at the southern end of the Bathers' Pavilion.

The works included accessibility improvements and upgrades to fixtures and finishes. As well as including designer-finishes, the improvements have made the facilities more functional for users, easier to keep clean and more sustainable to operate and maintain. These facilities are used by thousands each month and have received positive feedback from beachgoers.

#### Library Walk Amenities Upgrade

As part of a review of Council's public amenities, the facilities located in Library Walk were assessed as requiring upgrades to meet contemporary accessibility, functionality and aesthetics standards.

In 2018, Council upgraded the toilets adding an ambulant toilet in both male and female facilities as well as replacing all fittings and fixtures and providing improved lighting and ventilation.

## Well Designed, Liveable and Accessible Places



### Civic Centre Refurbishment

The Mosman Civic Centre building was constructed in 1938-1940 and was refurbished in 1988. Major improvement works since 1988 had typically given way to other priority infrastructure works. However, by 2017 it was acknowledged that significant renewal works could no longer be deferred, bearing in mind heightened safety risks and rising maintenance costs.

In the same year Council resolved to allocate a budget of \$3.755 million to address the following:

- Upgrade of mechanical ventilation
- Roofworks
- Replacement of stormwater drainage systems and gutters
- Replacement of internal carpets
- External façade treatments
- Rectification of internal drainage issues
- New furniture and fixtures in public and staff areas
- Internal painting
- Refurbishment of bathrooms
- Upgrade of electrical systems
- Upgrades to public spaces including Council Chambers, Councillors Lounge, Mayoral Office and public meeting rooms

These works were progressively carried out in 2018 and 2019, with the program completed on time and on budget and significantly improving the user experience for the community, Councillors and staff.

Works in 2018 also included installation of a purpose-built climate and humidity controlled storage facility providing improved security and specialised art storage racking systems for the Mosman Art Collection.

In 2019 a full retrofit of all Civic Centre perimeter doors, and certain internal doors was undertaken to modernise Council's access control system. The new state of the art security system has significantly improved building security, reduced security management costs and improved out of hours access for authorised facility users.

# STRATEGIC DIRECTION 6

## Well Designed, Liveable and Accessible Places

### Public Building Management

In order to provide clean, safe and useable public facilities, five general building services contracts were successfully tendered out as one package in 2019. These services included building cleaning, public amenity cleaning, graffiti removal and pest control, with the current contract term expiring in 2025.

### Spit East Upgrade

Extensive infrastructure works were completed at The Spit in August 2019. Carried out over two years and in three stages, the total cost of the project was approximately \$2.5 million. Funded by Council as well as external grant funding, the works were designed to protect the beach from erosion, ameliorate flooding, and improve the recreational amenity and safety for users of the area.

The many elements of the comprehensive upgrade included installation of a seawall, stormwater improvements, erosion protection works, and a major streetscape upgrade including a bus stop and shelter, pedestrian paths, cyclist links, improved signage, pavements, traffic calming devices, seating and landscaping.

### Mosman Junction Upgrade

The Mosman Junction Upgrade project, officially opened in September 2018, has created a new pedestrian-friendly precinct in the area known as Centenary Circle where Military Road, Middle Head Road, Bradleys Head Road and Prince Albert Street converge. The project's aim was to build on Mosman's local identity and village character and to respond to community requests for improvements to the Military Road streetscape.

The project has created outdoor dining spaces and improved pedestrian accessibility to provide a safe, functional and vibrant hub. The works include two new alfresco spaces, improvements to landscaping and lighting, three pedestrian crossings for safe passage through the precinct and the closure of the slip lane outside The Buena hotel.

A free community street party was held to officially open the new space. The event featured entertainment, food provided by local businesses, and kids' activities.

## Well Designed, Liveable and Accessible Places



### Road Infrastructure Improvements

In accordance with Council's Road Asset Management Plan, Council develops and refines a road renewal program each year to maintain Mosman's roads to a high standard. As a result, Mosman roads were found to be one of the best conditioned roads in metropolitan Sydney by the NRMA's *Rate Your Road* report in March 2021.

Among the many road improvement works carried out over the last four years, some notable projects include:

**Mandolong Road** - In 2017 Council resurfaced the entire length of Mandolong Road, spanning approximately 750m from its intersection with Military Road to The Esplanade.

**Civic Lane Shared Zone** - As part of the State managed B-Line transport improvement project, Clifford Street was permanently closed at Spit Road. A shared zone in Civic Lane was proposed to allow a direct pedestrian route for commuters going to Military Road from the bus stop and closed section of Clifford Street, hence avoiding difficult circulation along Spit Road.

The subsequent upgrade works in 2018 converted the concrete road pavement of Civic Lane into a paved shared zone area, enhancing safety and comfort as well as beautifying the streetscape in the area.

**Bradley's Head Road and Athol Wharf Road** - Under the Federal Government's Roads to Recovery program, approximately 600m of Bradleys Head Road and Athol Wharf Road between Whiting Beach Road and Taronga Zoo Wharf was resurfaced. The works also included new kerb and gutter in some sections to improve stormwater management down Bradleys Head Road.

**Avenue Road** - Following a large scale Ausgrid project in 2017 to replace underground electricity cables in Mosman, Ausgrid requested that Council undertake permanent restoration works in Avenue Road. Approximately 750m of roadway on Avenue Road between Canrobert Street and Mosman Wharf was subsequently restored by Council in 2019 including asphalt and concrete roads, as well as concrete footpaths.

### Roundabout Upgrades

Council endeavours to ensure all road assets are in good condition, including roundabouts and traffic islands. Several intersections in Mosman were identified as requiring renewal and significant upgrade works have been undertaken over the last few years. These include:

**Rangers Avenue and Park Avenue Intersection** - In response to feedback from the community, Council undertook investigations and resolved to install a new roundabout at the intersection of Rangers Avenue and Park Avenue. The intersection upgrade was completed in 2019 and included refuge islands and kerb build outs.

**Prince Street and Bardwell Road Intersection** - The Artarmon to Mosman 132kV Underground Feeders project by Ausgrid involved major road works from Mosman substation to Willoughby substation. The works resulted in partial demolition of the roundabout at the intersection of Prince Street and Bardwell Road.

On completion of the Ausgrid works, the existing roundabout was upgraded by Council with new pedestrian refuges in 2020.

**Belmont Road and Cowles Road Intersection** - Similar to the Prince Street and Bardwell Road intersection, the roundabout at Belmont Road and Cowles Road was partially demolished as a result of Ausgrid works and was subsequently upgraded by Council in 2021 along with adjacent refuge islands.

# STRATEGIC DIRECTION 6

## Well Designed, Liveable and Accessible Places

### Decorative Lighting Program

Several new installations were added to Council's decorative lighting program during the Council term, further improving the amenity and aesthetic qualities of Mosman's public spaces after dark. Attractive low-voltage LED fairy lighting was installed at locations in Mosman Square and along the retail strip towards Mosman Junction. Signature trees now form a feature at the corner of Mandolong and Military Roads and at the Village Green. Additional decorative lighting was also installed in a selection of trees as part of the Mosman Junction Upgrade Project at Centenary Circle. Decorative lighting was upgraded at the Balmoral Rotunda and Council continues to install festive lighting and decorations on the Civic Centre each year.

### Smart Parking

Council has installed approximately 1,100 bay monitoring sensors throughout the Spit Junction and Mosman Junction areas to improve parking management and information sharing. In 2020 Council commenced electronic parking enforcement; using the sensor data to enforce parking restrictions in lieu of the traditional 'chalking' method. This has resulted in a significant decrease in overstaying, freeing up more parking for the rest of the community. As well as reducing overstays, the new technologies have also facilitated collaborations between Council, the NSW government and private parties to share live parking data through the Park'n'Pay app. Further, quarterly data analysis is providing insights into parking behaviours. This has already been applied in various ways, such as helping track the impacts of COVID-19 and reviewing parking restrictions at Council's Vista Street Car Park in 2020/21 to better respond to current parking behaviours.

### Boat trailer parking

As with many local government areas in Sydney, there has been increased demand for trailer boat parking in Mosman. Unfortunately this has had some negative impacts on local streets. In 2021 Council commenced a Trial in Redan Street that limits parking to motor vehicles only. The results of this trial are being monitored and broader considerations for trailer boat parking will be examined in 2022.

## Well Designed, Liveable and Accessible Places



## Road and Pedestrian Safety Improvements

Council continued an extensive program of educational and engineering projects during its term to deliver road and pedestrian safety improvements, with a particular focus on younger children. Project deliverables included:

### Education Projects

- Providing free vouchers for fitting and installation of child car seats
- *'Look out before you step out'* pedestrian safety campaign including pavement stencils at high-risk/crash locations
- Promotion of bike safety in schools and during Bike Week
- *'Safety around Schools'* program – working with schools on specific road safety education, implementing road safety in classrooms, to parents outside school gates and enforcement blitzes with Rangers and Police
- Highly successful workshops for older drivers and pedestrians
- *'Road Rule Reminder'* campaigns on most commonly infringed or misunderstood road rules
- Drink driving and fatigue campaigns including free resources to liquor outlets
- *'Slow down'* campaign trialled with signage and speed counts
- Free road safety teaching resources provided to childcare centres
- Police attendance and safety messages at the annual Children's Fair.

### Engineering Projects

- Active Transport Strategy developed to improve facilities and encourage safe walking, cycling and public transport use in and around Mosman
- Middle Head Road pedestrian refuge installed to improve safety of pedestrians using Middle Head reserve and sporting facilities
- Spofforth Street pedestrian crossing upgraded to a speed hump to slow traffic and improve pedestrian safety, especially for school children
- Shared zone constructed on Civic Lane to improve pedestrian safety
- Extended pedestrian kerb installed at Mandolong Road / Moruben Road intersection
- Pedestrian refuges installed along local streets including Cardinal Street and speed humps installed as entry/exit treatments on roads such as Harbour Street
- Various other roundabout and associated pedestrian refuge upgrades to improve road and pedestrian safety.

# STRATEGIC DIRECTION 6

## Well Designed, Liveable and Accessible Places

### Footpath and Fencing Improvements

In accordance with its Road Asset Management Plan, Council has a rolling program of renewal and maintenance for Mosman's footpaths and fencing.

Between 2018 and 2019 Ausgrid undertook major works in Myahgah Mews to replace underground electricity cables. These works involved removal of significant trees and footpath pavers. Council carried out works to restore the area in early 2020, including planting of new trees, regrading and replacement of footpath pavers.

Other major footpath works completed over the period included:

- The Esplanade
- Plunkett Road
- Redan Street
- Earl Street
- Countess Street

Fencing works carried out during the Council term included:

- Burran Ave timber fencing
- Prince Albert Street timber fencing
- Bickell Road timber fencing
- Clanalpine Street timber fencing
- Marsala Road timber to steel fencing upgrade

### Retaining Wall, Safety Inspections and Upgrade Works

In recent years Council has undertaken condition and safety inspections and condition audits of the retaining walls in Mosman. As a result, various repair and improvement works have been carried out. Key projects completed during the Council term included:

**Mosman Bowling Club** – The front boundary wall of Mosman Bowling Club, which is owned by Council, was developing cracks and a lean over the Belmont Road footpath. Given the heritage nature of the wall, in 2018 Council installed a new concrete retaining wall behind the existing brick boundary wall to ensure the longevity of the bowling green.

**Plunkett Road/Coronation Avenue** – The footpath on Coronation Avenue at its intersection with Plunkett Road was noted to be laterally shifting. Following investigation by a geotechnical expert, a new block retaining wall was installed to support the footpath and adjacent roadway.

Over the course of 2020 and 2021 Council also installed rock bolts and shotcrete the rock wall at 65 Avenue Road, as well as carrying out extensive work on a rockface in Ida Avenue.

## Well Designed, Liveable and Accessible Places



### Carpark Improvements

Council is responsible for the maintenance and renewal of public car parks. Notable carpark improvements undertaken during the Council term included:

**Raglan Street West Carpark** - Improvement works were carried out at Raglan Street West carpark in conjunction with the upgrade of the adjoining amenities block in 2020.

As part of the project parking spaces were re-aligned to create additional parking and landscaping was upgraded on the site. Disabled parking spaces were also improved and updated to meet current standards.

As a sustainability measure, the asphalt used to resurface the car park was sourced to contain recycled plastic. This will be monitored over time to determine if other locations may also be suitable for this type of application.

**Balmoral Park Carpark** - A large amount of work was undertaken in 2021 to rectify defects in the Balmoral Park Carpark. This site is constructed of interlocking pavers and is consistently under pressure given the high traffic volumes and the interface with large tree roots in the area.

### Stormwater Infrastructure Improvements

In keeping with Council's Stormwater Asset Management Plan, Council completed various projects between 2017 and 2021 to improve local drainage and reduce flooding risk in Mosman. Projects included:

**Marsala Road/Pearl Bay Avenue Drainage Upgrades** - In 2018 and 2020 significant works were completed to enhance the drainage network between the Marsala Road channel and Pearl Bay Avenue.

**Balmoral Channel Remediation** - In 2020, Council undertook remediation of the Balmoral Channel, traversing the eastern edge of Balmoral Oval. The works involved clearing the channel of accumulated sediment as well as installing sandstone blocks along the embankment to reduce erosion and reduce the risk of inundation for the oval.

# STRATEGIC DIRECTION 6

## Well Designed, Liveable and Accessible Places

### Building Improvements

Between 2017 and 2020 Council undertook various building improvements. These works, identified in Councils Building Asset Management Plan, included:

#### Library Walk Shops 1-5

Defects impacting the roof, floor and shopfront windows have presented themselves in recent years at the Council owned and leased building on the corner of Military Road and Library Walk.

A program of works to address the deficiencies and meet current business and accessibility standards was undertaken in early-mid 2021, including roof repairs, replacement of all shop front doors, floors and windows, and an upgrade of services.

In addition to these works, Council also replaced the paving in the adjacent Library Walk to remove trip hazards, improve surface drainage and enhance public amenity.

#### Council Works Depot

Improvement works undertaken at Council's Cowles Road Works Depot during the Council term included refurbishing the area occupied by the State Emergency Service to better accommodate the service's training and emergency response capabilities, replacement of roller doors, and refurbishment of the office area with new partitions, fixtures and fittings, improved air conditioning, IT infrastructure and painting.

During the early stages of COVID-19 in 2020 when the majority of staff were working off-site, the opportunity was taken to fully re-organise the Depot's storage and workshop areas. All storage areas were re-fitted with modern pallet shelving and workshops were completely re-organised, nearly doubling the area for storage and providing safer and cleaner working areas as well as efficiencies in materials and stock management.

#### Mosman Drill Hall

The Drill Hall, being a military building with heritage significance and given its age, requires regular maintenance. Works during the period include decking renewals, stair renewals and painting.

## Well Designed, Liveable and Accessible Places



### Clifton Gardens Accessible Ramp

Council is committed to the inclusion of residents with disability and, with the support of the Access and Mobility Community Consultative Committee, identified Clifton Gardens as a priority location to improve the accessibility of Mosman's beaches, including assisted access to the water.

Following community feedback and investigations an accessible ramp with a non-slip surface was installed for water access at Clifton Gardens in September 2020.

### Public Domain Manual

A new Public Domain Manual was adopted by Council in 2020. This manual informs any works undertaken by Council within the public domain and establishes a consistent and high-quality approach to public space improvements. The manual was developed in consultation with Council's Visual Amenity Community Consultative Committee and is reflected in the removal of many redundant signs, all being replaced with modern streamlined signage.

### Signage Improvements

In consultation with Council's Visual Amenity Community Consultative Committee, a new Signage Strategy and Style Guidelines were also developed for Mosman. The development of specifications for newly-styled street name blades has facilitated their installation at selected locations prior to a more intensive roll-out of street signs in future years.

# STRATEGIC DIRECTION 6

## Well Designed, Liveable and Accessible Places

### NSW Planning Reforms

In March 2018, the NSW Government amended the *Environmental Planning and Assessment Act 1979* in a major overhaul of the State's planning legislation to recognise the importance of strategic planning and the need for alignment between State and local plans.

As a result, Council undertook significant strategic planning work during 2018-2021 to give effect to the Greater Sydney Commission's *Greater Sydney Region Plan (A Metropolis of Three Cities)* and the *North District Plan*, including the following:

#### Local Strategic Planning Statement

The Mosman Local Strategic Planning Statement (LSPS) was endorsed by Council at its meeting on 3 December 2019, following public exhibition during June-August of that year. The LSPS sets out Council's 20-year vision for land use planning in Mosman, building upon the vision for Mosman expressed in MOSPLAN 2018-2028 and identifying that, as Mosman grows and changes to meet community needs, a key priority for Council will be to maintain the high levels of environmental amenity, liveability and landscape quality that characterise the municipality. The LSPS was approved by the Greater Sydney Commission in March 2020.

#### Local Housing Strategy

The Mosman Local Housing Strategy (LHS) was endorsed by Council at its meeting on 10 November 2020, following public exhibition during August-September of that year. The LHS is a plan for housing Mosman's population until 2036-2041. It considers projected housing demand and population change in Mosman, identifying how housing growth is to be managed, the right locations for additional housing supply and the delivery of housing supply targets set by the Greater Sydney Commission. The LHS was approved by the NSW Department of Planning, Industry and Environment in June 2021.

#### Local Environmental Plan Review

A review of Mosman Local Environmental Plan 2012 (the LEP) undertaken in 2018 found that generally the LEP is closely aligned to the *North District Plan*, although a number of potential amendments to the LEP were identified. These have been included as actions in the Mosman LSPS. Council is undertaking a staged approach to updating the LEP over the coming years. The LEP Review report was endorsed by the Greater Sydney Commission in December 2018.

## Well Designed, Liveable and Accessible Places



### Mosman's Local Environmental Plan

Mosman Local Environmental Plan 2012 (the LEP) is the principal legal document for controlling development and guiding planning decisions made by Council. The LEP is updated from time to time to ensure that it remains transparent, robust and contemporary.

Following strategic planning work undertaken during 2018-21, Council endorsed two planning proposals to amend the LEP. The first relates to the Mosman Scenic Protection Area and the proposed rezoning of land to Zone E4 Environmental Living to maintain the low-density residential character of land and special scenic qualities of the foreshore slopes. The second includes miscellaneous amendments such as amending business zone objectives to reinforce the importance of local character and village atmosphere in Mosman Junction, introducing objectives for wall height control and an earthworks local provision, updating exempt development allowed at the zoo and correcting minor mapping anomalies on certain land.

### Scenic Protection Area

For over 10 years Council has continued to advocate to the NSW Government for permanent exclusion of the Mosman Scenic Protection Area from the NSW Government's Housing Code, in recognition of the visual significance of the foreshore slopes to Sydney and Middle Harbours. The Code would permit new housing and alterations and additions without consideration of the visual impact of development or view sharing, and considerably less landscaping than required under Council's controls, which cumulatively would have a detrimental impact on this important landscape.

In November 2018, the NSW Government amended planning legislation to grant a Mosman a further three-year exclusion from the Code. Council and Departmental staff have continued to consider a range of planning solutions to ensure ongoing protection of the foreshore slopes.

On 1 December 2020 Council resolved to endorse a planning proposal to rezone 2,631 lots within the Mosman Scenic Protection Area from Zone R2 Low Density Residential to Zone E4 Environmental Living under the LEP. The change in zone recognises the significant scenic and landscape quality of the foreshore land and ensures that the land would remain excluded from the NSW Government's Housing Code. Preliminary consultation with affected landowners and the wider community undertaken during September-October 2020 indicated 74% support for the change (from 164 submissions received). Further consultation on the proposed E4 Zone is scheduled for late 2021.

# STRATEGIC DIRECTION 6

## Well Designed, Liveable and Accessible Places

### Development Control Plans

A series of Development Control Plans (DCPs) provide detailed planning and design controls to supplement the provisions of Mosman Local Environmental Plan 2012 (the LEP).

In 2020, Council undertook a suite of housekeeping amendments to Mosman's DCPs. The amendments ensured the compatibility of the DCPs with the Mosman Community Participation Plan, and that Mosman's development controls continue to maintain the high standard of amenity enjoyed by Mosman's residents.

Robust community consultation ensured that the amendments were understood by residents and aligned with community sentiment in Mosman.

### Mosman's Contributions Plan

Council prepared and adopted a new Section 7.12 Contributions Plan (the Plan) in 2018. This Plan provides the legal mechanism to enable Council to levy a monetary contribution on new developments valued at over \$100,000. The Plan also provides details of proposed works to be funded from the contributions collected, for example the upgrading of pavilions at Allan Border Oval and Middle Head Oval as well as upgrades to playgrounds.

### Mosman Design Awards

From magnificent contemporary residences to timeless heritage buildings, Mosman plays host to some of the finest architecture in Australia.

The Mosman Design Awards allow Council to recognise and celebrate outstanding contributions to the built environment and provides architects, builders and owners an opportunity to acknowledge their achievements in the area. The 2019 awards attracted 18 nominations, with each nomination exhibiting the diverse nature of design on offer in Mosman. The people's choice award was very popular as it allowed for the general public to get involved. Over 350 votes were cast by members of the community.

## Well Designed, Liveable and Accessible Places



### Heritage

There are around 500 heritage items and 13 heritage conservation areas (encompassing over 1,300 lots) listed in the Mosman Local Environmental Plan 2012 (the LEP). Heritage listing provides formal recognition that a place has heritage significance and is important to be kept for future generations.

Recent planning work undertaken in support of Mosman's heritage has included:

#### Updated Heritage Rankings

In April 2018 Council resolved to update the Heritage Rankings in its 13 Heritage Conservation areas. Many of the rankings were over 20 years old and were based on the 1996 Mosman Heritage Review. The new rankings were based on a new study and are used in development assessment to assist Council in maintaining the identified character of the area. The Heritage Rankings Maps are now available on Council's website.

#### Updated Archaeological Site listings

In February 2018 an amendment to the LEP was gazetted to update the heritage listing of archaeological sites on properties in Avenue Road and Royalist Road relating to former quarries and a tram terminus. This followed a comprehensive review of Mosman's archaeological sites undertaken by specialist consultants during 2015-16, and an update to Mosman's Development Control Plans in 2017 to ensure the ongoing protection of significant rock faces and retaining walls.

### Heritage Fund and Heritage Exemptions Applications

Heritage properties and properties located within heritage conservation areas often require regular maintenance and repairs. Typically works on such properties require a development application (DA) to be lodged with Council. To relieve administrative burden on owners, Council offers heritage exemptions for minor works to heritage properties on a case-by-case basis. This means a DA may not be required for minor works to be undertaken.

Council also encourages the maintenance and improvement of Mosman's heritage properties through the Mosman Heritage Fund. The Fund provides dollar for dollar funding for conservation works to properties that are heritage listed or within a heritage conservation area. The fund was established with the aim to maintain a high level of historic character throughout the area.

Since the start of the 2017/2018 financial year over 31 projects were approved for funding and 99 heritage exemptions were granted.

### Heritage Advisor Service

To help maintain and improve Mosman's heritage, Council provided a Heritage Advisor service during the term where customers received free heritage advice if proposed works affected a listed heritage item or were located within a Heritage Conservation Area. Council's Heritage Advisor also provided advice on all Development Applications lodged that affected Mosman's heritage. Over 500 heritage assessments were processed between 2017 and 2021.

# STRATEGIC DIRECTION 6

## Well Designed, Liveable and Accessible Places

### Development Services

Over the last four years Council's Development Services team has continued its efforts to improve the customer experience and has successfully implemented its goal to move from paper-based processing to electronic lodgement, assessment and determinations. The team has deployed a number of innovative solutions that have improved operational processes and delivered more online service offerings to the community.

#### Electronic 3D Models

In 2019 Council introduced electronic 3D models to replace physical models. The benefits of introducing electronic models were significant including:

- Substantial cost savings for applicants;
- Electronic models can be viewed over the DA Tracker and customers do not need to attend Council to view; and
- Council does not have to handle and store physical models.

### Improved Communication

During the Council term the Development Services team has enhanced its communications with applicants and submitters, with improvements including:

- All communications with the exception of neighbour notifications are now provided electronically, meaning customers receive information on applications they have an interest in sooner and in a more convenient form;
- Enhancements to Council's DA Tracker are making it easier for the community to find the information they need to access; and
- Customers are now able to make a submission on an application via the DA Tracker.

### Online Lodgements

In March 2020 Council began accepting development applications electronically and successfully transitioned to paperless applications consistent with its commitment to sustainability and using technology to streamline processes. This change resulted in considerable print and storage cost savings for both applicants and Council, with applicants no longer needing to attend council in person to lodge their application.

From 1 September 2020 all development applications were required to be submitted via the NSW Planning Portal following a mandate by the NSW Government relating to ePlanning Digital Services. Council engaged a middleware provider to provide integration between the NSW Planning Portal and Council's systems which has again provided efficiencies in terms of the handling and processing of applications. Applicants are now able to apply for services such as development applications and post approval certificates via the NSW Planning Portal.

## Well Designed, Liveable and Accessible Places



### Independent Hearing and Assessment Panels

In August 2017 the Minister for Planning announced that Independent Hearing and Assessment Panels would become mandatory for all Councils in Sydney and Wollongong. Mosman Council has had the benefit of an independent panel for many years and was able to transition to the requirements of new panels without unduly impacting planning assessment and determinations in Mosman.

The first meeting of the Mosman Local Planning Panel was held on 21 March 2018.

### Duty Planning

Council provides a Duty Planning service where an experienced Town Planner is available every day to answer questions and provide advice to customers on a wide range of planning matters. This includes enquiries on the planning controls applicable to a site, what type of development does or doesn't require Council approval and whether or not a proposed development is likely to comply with relevant controls. Council's Duty Planner has dealt with over 10,000 enquiries between 2017 and 2021.



## Well Designed, Liveable and Accessible Places



### Snapshots

The following 'snapshots' provide further insight into the types and level of service delivered by Council between 2017 and 2021:

- There were 17 meetings of the Local Traffic Committee and 95 Traffic Management Plans were assessed
- 9 new pedestrian refuges and roundabouts were installed
- 659 metres of new bicycle/shared paths were constructed
- 869 Development and Modification Applications were determined
- 4,450 Planning Certificates were issued
- 66 pram ramps were installed or replaced
- 55 jetty piles were installed or replaced
- There were 502 metres of stormwater infrastructure constructed or replaced
- 9 retaining walls were replaced
- 1.82 kilometres of fencing was replaced
- 17 buildings were refurbished
- 37 meetings of the Mosman Local Planning Panel were held

### Awards and Citations

Formal recognition of Council's efforts over the period included:

- 2019 AITPM Leadership in Traffic and Transport Excellence Awards – Finalist for Mosman Council's Parking Innovation Journey
- 2019 Parking Industry Awards – Winner, Excellence in Technology and Innovation – On Street Parking
- 2019 Parking Industry Awards – Finalist, Outstanding Marketing and Communications
- 2019 Parking Industry Awards – Finalist, Parking Organisation of the Year

# STRATEGIC DIRECTION 6

## Well Designed, Liveable and Accessible Places

### Key Performance Indicators

Indicator	2017/18	2018/19	2019/20	2020/21
% Project Milestones achieved - Well designed, liveable and accessible places	N/A	85%	70%	82%
% overstays in Council car parks	N/A	8%	5.65%	5.7%
Average duration of stay - Council car parks	N/A	99 mins	65 mins	61 mins
Mean gross time for DA determinations	110 days	119 days	104 days	93 days
No. of DA related legal appeals	6	9	9	21
No. of DAs determined	224	246	155	250
No. of DAs over 90 days	58%	61%	57%	40%
Total no. of signs removed under Council's signage program	N/A	147	35	30
Utilisation rates - Council car parks	N/A	82%	62%	68%
Value of DAs lodged (construction)	\$219,952,796	\$190,203,651	\$154,450,027	\$191,886,762
% programmed road renewal works completed per annum	157%	80%	120%	120%
% programmed seawall renewal works completed per annum	100%	N/A	N/A	90%
% Residents satisfied with condition of public toilets*	6.66	6.66	6.66	7.19
% Residents satisfied with development approvals process*	5.71	5.71	5.71	5.47
% Residents satisfied with enforcement of parking restrictions*	5.97	5.97	5.97	6.05
% Residents satisfied with managing development - land use planning*	6.31	6.31	6.31	6.48

## Well Designed, Liveable and Accessible Places



Indicator	2017/18	2018/19	2019/20	2020/21
% Residents satisfied with overall cleanliness, appearance and management of public spaces*	7.85	7.85	7.85	8.19
% Residents satisfied with protection of heritage values and buildings*	7.17	7.17	7.17	7.42
% Residents satisfied with providing and maintaining bike paths*	5.54	5.54	5.54	5.67
% Residents satisfied with providing and maintaining footpaths*	6.35	6.35	6.35	6.72
% Residents satisfied with providing and maintaining local roads*	6.68	6.68	6.68	7.04
% Residents satisfied with provision of car parking*	6.11	6.11	6.11	6.43
% Residents satisfied with traffic management*	5.99	5.99	5.99	6.18
Metres of footpaths constructed or renewed	3,830	520	967	1,970
Metres of roadway constructed or renewed	1,900	1,790	2,000	1,300
No. metres of new marked bike paths in Mosman	79 metres	500 metres	80 metres	50 metres
No. metres of stormwater pipes renewed per annum	99	140	70	44
No. of (off street) public car parking spaces	1,359	1,359	1,359	1,359
No. of traffic accidents reported on local roads per annum	66	66	53	54

\*Mean score on a scale of 0-10 – Mosman Community Surveys 2018 and 2021



## **STRATEGIC DIRECTION 7**

# **A Healthy and Active Village Lifestyle**

# STRATEGIC DIRECTION 7

## A Healthy and Active Village Lifestyle

### Our Strategies

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

## A Healthy and Active Village Lifestyle



### Sportsfields

Together with its annual playing surface restoration works involving 15,000 m<sup>2</sup> of new turf and 200 tonnes of topsoil being allocated to six playing fields, Council has undertaken an extensive sportsfield capital works program over the past four years. This works program has included:

- Installation of new irrigation systems at George's Heights Oval and Middle Head Oval
- Upgrade and expansion of synthetic cricket practice nets at Balmoral Oval, with works funded largely by Mosman Cricket Club and managed by Council
- Installation of new irrigation and drainage system at Allan Border Oval
- Installation of new sightcreens Rawson Oval
- Construction of a new safety fence and upgrade of the perimeter fence at Allan Border Oval
- Upgrade of the playing surface at Middle Head Oval including releveling and installation of organic soil and new turf
- Progressive conversion of all sportsfield playing surfaces to couch grass to improve surface quality for winter sport use

In 2019, Council entered into a new five year contract for the annual maintenance of all playing surfaces and the maintenance and preparation of four turf wicket squares including the practice turf wicket square at Allan Border Oval.

### Playground Upgrades

In late 2017 and early 2018 Council undertook major upgrades at two of Mosman's most popular playgrounds - the Memorial playground adjacent to Allan Border Oval and Memory Park. Extensive consultation was undertaken for both playgrounds to determine the type of play equipment and softfall material required. Upgrades at the Memorial playground included new equipment for younger children and rubber softfall. At Memory Park new equipment was provided for older children, together with bark softfall. Swing sets and landscaping were upgraded at both playgrounds. In response to community requests Council also fully fenced the playground equipment at Memory Park in December 2020 and will commence construction of new amenities at the park in late 2021.

Smaller playground upgrades over the period included the installation of accessible equipment and softfall at Clifton Gardens, and the replacement of older equipment at Curraghbeena and Countess Street playgrounds with more inclusive equipment for younger children.

All playgrounds are maintained on a weekly basis and repairs and small equipment replacement works occur on an as-needs basis. Council's priority is to provide playgrounds that are safe and fit-for-purpose.

# STRATEGIC DIRECTION 7

## A Healthy and Active Village Lifestyle

### Netball Court Lighting – Drill Hall Common

In November and December 2017 Council undertook public consultation on the installation of floodlights at three outdoor netball courts at Drill Hall Common. Extensive consultations continued in the ensuing years with numerous stakeholders, including the lessor of the site, the Sydney Harbour Federation Trust.

Following receipt of the lessor's approval, new floodlights were installed at Drill Hall Common and officially 'switched on' in December 2020, enabling outdoor netball training on weeknights from March to mid-September. The installation includes 12 LED floodlights, with 10 mounted on poles and two mounted on the nearby Marie Bashir Mosman Sports Centre.

The lighting works, funded by a \$150,000 NSW Government Community Facility Funding grant, followed the establishment of temporary netball grass courts at Spit West and installation of a new multipurpose and practice court at Balmoral in October 2020.

### Parks and Reserves

During the Council term new signage was installed in all major parks and minor reserves managed by Council. The signage strategy is one of minimisation and consistency. Council also installed sandstone edging at Sirius Cove, Reid Park and Balmoral; a project that will continue at other reserves in coming years. The purpose of the sandstone, which reflects the natural rock of Mosman, is to help define the edge between the bushland and the turfed areas within reserves, preventing the spread of weeds into bushland and providing a hard edge for lawnmowers .

A new irrigation system was installed at Balmoral on The Esplanade between Hunter and Raglan Streets adjacent to the Promenade in 2017. The area was then levelled and turfed including the mulching of fig trees. The irrigation system will provide much needed water to grass and the fig trees to aid in their establishment and maintenance throughout the summer periods. All the fig trees along Balmoral also received a soil injection with a NPK fertilizer and a soil wetting agent to help infiltration of water and nutrient into the trees' drip zones.

Council installed community BBQ facilities at Clifton Gardens, Sirius Cove, Rosherville Reserve and Spit West in 2017. Chinaman's Beach dune fencing was upgraded and this will help protect and preserve a unique natural resource.

Following the success of previous water refill stations, further installations have been made, with all sportsfields and netball court areas and a large majority of playgrounds now having a water refill station. This assists in reducing the need for single use plastic bottles.

Of the 38 actions listed in Council's 10-Year Open Space Recreational Needs assessment, prepared in 2015, 22 actions have been substantially completed.

## A Healthy and Active Village Lifestyle



### Walking Trails

Significant walking track improvements were carried out at Quakers Hat Park in 2019. This track winds around Pearl Bay and the Beauty Point foreshore where visitors can enjoy the beauty of Mosman's unique flora and fauna. Works included the addition and/ or upgrade of boardwalks and sandstone steps along the 1.5km track, providing greater ease of access.

The 80km Bondi to Manly Walk was launched in December 2018. Council is one of the many participating Councils connecting Sydney in this iconic 80km walk, rich in indigenous heritage. Council has installed numerous way-finding markers for the walk within Mosman and completed minor track upgrades at Sirius Cove and Clifton Gardens to improve useability of the trail.

### Managing our Public Places

Council is committed to the ongoing cleanliness of Mosman streets, business centres, beaches and parks. Public place maintenance contracts were renewed during the Council term, including the Beach and Reserve Cleaning Contract and the Street and Gutter Cleaning Contract.

Other open space assets also continue to be managed through maintenance contracts to ensure the assets are well maintained, preserved for future generations and are fit-for-purpose. These contracts are for Bushland Restoration, Turf Management, Parks and Sportsfields and Tree Management. All contracts are market-tested to ensure the Mosman community is receiving value for money.

### Balmoral Baths Turning Board Replacement

New turning boards designed by a specialist marine consultant were installed at Balmoral Baths by a pontoon crane in August 2018. The previous turning boards were more than 40 years old and beyond their service life, requiring frequent and costly maintenance.

The 2018 upgrade included the reinforcement of structural piles and a new pontoon-type turning board for use by swimmers doing laps, training and competitions.

### Balmoral Oval Multi-Purpose Courts

A new multipurpose hardcourt, suitable for basketball and netball, was officially opened adjacent to Balmoral Oval in October 2020. The court project received majority support from residents following engagement with the community on options for the site.

As well as the full-sized multipurpose court, with interchangeable posts for basketball and netball, the facility also has a separate netball practice court. The project was complemented by upgrades to surrounding landscaping and footpaths, provision for future light poles and a ball-proof perimeter fence along the adjoining creek.

# STRATEGIC DIRECTION 7

## A Healthy and Active Village Lifestyle

### Mosman Swim Centre Refurbishment

The Mosman Swim Centre is owned by Council and managed by independent contractors. It was opened in 2003 with the last major renewal works occurring in 2011.

Further refurbishment works were originally planned to be undertaken in late 2020 - early 2021 but were brought forward to mid-late 2020 to minimise downtime of the centre, and take advantage of COVID-19 restrictions. As a result, Council was able to complete the refurbishment works at this facility by late November 2020, re-opening to the public ahead of the summer swimming season. The outcome has been a reinvigorated facility, well received by the community.

As part of the refurbishment works, new waterproofing was installed, together with new tiling, ventilation ducting, new water features and a water fountain, energy efficient lighting, and a dedicated storage room. Other upgrades included a new locker system for pool users and upgraded change rooms with ambulant toilets. The majority of electrical, hydraulic and mechanical services at the centre were also upgraded to enhance performance and energy efficiency and minimise maintenance.

### Allan Border Oval Pavilion and Landscape Project

For the last 6 years Council has been looking at options for Allan Border Oval Pavillion, a facility which has reached the end of its useful life. This culminated in 2020 with Council accepting a tender from Lloyd Group for the construction of a \$4.3 million new facility.

The project involves the demolition of the existing amenities pavilion at Allan Border Oval and the construction of a new pavilion structure. It seeks to deliver an improved facility to meet the functional, contemporary requirements of cricket, soccer and AFL clubs. It will deliver improved accessibility to diverse user groups and provide additional open space infrastructure.

Facilities on the ground floor of the new pavilion will include change rooms, public toilet amenities, groundkeeper/storage facilities and a kiosk while first floor facilities, accessible via a lift, will include a function room, kitchen, toilets, scorers room and a terrace. The project will incorporate a range of environmental features including the installation of solar panels, rainwater harvesting and low carbon concrete.

Works on site began in May 2021 with completion expected to take just over a year.

## A Healthy and Active Village Lifestyle



### Fire Safety Program

A detailed investigation was undertaken during the Council term to capture all commercial and residential buildings constructed in Mosman after 1988 to and to ensure fire safety measures are installed in all these buildings and working to the relevant Australian standard. Council has a role in educating building owners of their legal obligation to have these buildings inspected and appropriately certified for fire safety each year. Following the audit, there is now a program requiring submission of Annual Fire Safety Statements for more than 470 buildings in Mosman and ongoing education to ensure building occupiers are safe and aware of their responsibilities.

### Cladding Review Program

Following tragic fires overseas where unsafe building cladding was found to be a major contributor, Council's Building Compliance Team conducted a local audit of buildings with aluminium composite panels. Throughout the audit, and since, staff worked closely with the NSW Cladding Taskforce, established to support local councils in addressing the use of non-compliant cladding materials. Of a potential 18 buildings initially identified as containing these panels in Mosman, only 5 high risk buildings were subsequently identified as having been built with the panels. Action to remediate external cladding on these building is underway.

### Companion Animals

A major Companion Animal Education Campaign was held over the June 2019 long weekend to raise awareness about responsible pet ownership. Council's Rangers were on hand to talk with residents at local parks, providing educational handouts, along with 500 merchandise bags containing companion animal merchandise including cat and dog collars and balls. Responsible pet ownership continues to be encouraged through ongoing education and enforcement programs.

### Plans of Management

To meet its regulatory requirements and better manage public reserves and open spaces, Council has set out to develop Plans of Management for all Crown Reserves across Mosman.

The Draft Mosman Bay and Little Sirius Cove Foreshore Reserves Plan of Management was prepared following an overwhelming response to community consultation undertaken in early 2020. The draft Plan was considered by Council in 2021 and has now been referred to the NSW Crown Lands Department for final sign-off prior to public exhibition.

A further seven plans of management are in development for other Crown reserves around Mosman.

# STRATEGIC DIRECTION 7

## A Healthy and Active Village Lifestyle

### Snapshots

The following 'snapshots' provide further insight into the types and level of service delivered by Council between 2017 and 2021:

- 9 hectares of sport fields were actively managed
- 53,150 m<sup>2</sup> of turf was laid on Mosman sport fields and 27,000 sqm of sub-surface drainage was installed
- 1,890 public bins were serviced weekly
- 975 tonnes of waste were collected through SQIDS, 1,919 tonnes of waste were collected by streetsweepers and 1,668 tonnes of waste were collected from beaches and reserves
- 9 sporting field user group meetings were held
- Weekly cleaning took place across of 5 hectares of beaches, including manual raking of Chinamans Beach
- 16.65 tonnes of e-waste were collected on e-waste collection days
- 22,850m<sup>2</sup> of public space in business districts was pressure-washed four times a year
- 13 playgrounds were serviced weekly
- 94 km of roads, carparks and lanes were swept every 3 weeks
- 23,184 m<sup>2</sup> of public gardens were serviced fortnightly
- 144,000 m<sup>2</sup> of turf in Mosman's parklands was mowed 20 times each year
- 28,800 phone enquiries regarding open space management were resolved
- 3,121 incidences of graffiti were removed up until the end of April 2021

## A Healthy and Active Village Lifestyle



### Key Performance Indicators

Indicator	2017/18	2018/19	2019/20	2020/21
% Project Milestones achieved - Healthy and Active Village Lifestyle	N/A	86%	71%	60%
Average no. ovals bookings per week	191	62	42	62
No. of users per annum - Marie Bashir Mosman Sports Centre	2,927 hours	22.5 organisations 2,719 hours	21 organisations 1,744 hours	30 organisations 2,467 hours
No. users per annum - Mosman Swim Centre	155,162	157,457	100,178	76,109
Utilisation rate - Council ovals	N/A	47.4%	40%	40%
% Residents satisfied with sport and recreational facilities*	7.28	7.28	7.28	7.68
% Residents who feel safe in their local community*	9.0	9.0	9.0	9.17
% users satisfied - Sporting fields	80%	80%	70%	89.8%

\*Mean score on a scale of 0-10 – Mosman Community Surveys 2018 and 2021





# MEASURING PERFORMANCE

## In this section

Performance Measurement Framework

Community Sustainability Indicators

# PERFORMANCE MEASUREMENT FRAMEWORK

Council's performance measurement framework, detailed in MOSPLAN, takes a 3-tiered approach. A range of indicators and measures are used to gauge whether the type of future we envisage for Mosman is actually being achieved, and how Council is doing in delivering on MOSPLAN objectives.



The performance measurement framework is made up of:

## COMMUNITY SUSTAINABILITY INDICATORS

These indicators help track the sustainability, wellbeing and liveability of Mosman as a place and as a community. They are organised according to MOSPLAN's seven Strategic Directions, and each is matched with a desired direction for the future.

These indicators are about whole-of-community performance, not Council performance alone. Council's degree of influence over these indicators is variable; often there are a number of factors outside Council's control that can affect the outcomes significantly.

Performance against Community Sustainability Indicators is reported at the end of each Council term and the latest results can be found on pages 156 to 195 of this report.

## KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPIs) provide insight into how Council, as an efficient and progressive local government organisation, is delivering against MOSPLAN's seven Strategic Directions.

These Indicators are not subject to the same level of external influence as Community Sustainability Indicators (CSI's), and therefore can be more confidently viewed as measures of Council performance. Performance against KPIs is included in quarterly and annual reports and can be found in this end of term report under each Strategic Direction in Section 5. Viewed alongside the latest data for Community Sustainability Indicators, this provides some collective insight into the well-being of both Mosman Council and the community it serves.

## PERFORMANCE MEASURES – PROGRAMS AND PROJECTS

A variety of operational performance measures are also used to track operational performance and to assist in future planning and improvement. At times, significant measures are also identified as Key Performance Indicators and included in reports to Council and the community.

# COMMUNITY SUSTAINABILITY INDICATORS

## Community Connectedness

### What do we measure?

Proportion of residents who feel connected to the Mosman community, as expressed in biennial surveys

### Desired Direction

Positive trend in community connectedness

### Result

Community Survey Responses to Selected Connectedness Statements	2017 Mean Score*	2018 Mean Score*	2021 Mean Score*
'I can call on a neighbour or local relative if I need assistance'	8.37	8.41	8.73
'I feel I belong to the community I live in'	7.72	7.93	8.15
'My neighbourhood is a friendly place to live in'	8.25	8.23	8.62
'I make a contribution to the community I live in'	7.18	7.03	7.44

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Council - Community Survey 2017, 2018 and 2021

### Comment

Community connectedness and wellbeing in Mosman remains strong. All indicators measured by Council in its regular community surveys have rated consistently well, with results in the latest 2021 survey particularly strong. The 2021 results for belonging, connection, and contribution to community are higher than any other time in the last 10 years. It is possible that the impacts of the COVID-19 pandemic during 2020 and 2021 have contributed to these results, with residents commonly choosing to live, work and play closer to home.

A Caring and Inclusive Community



## Volunteering

### What do we measure?

Number of people registered as active Council volunteers

### Desired Direction

Positive trend in number of volunteers

### Result

	2017/18	2018/19	2019/20	2020/21
Number of volunteers in Council services	360	394	399	345

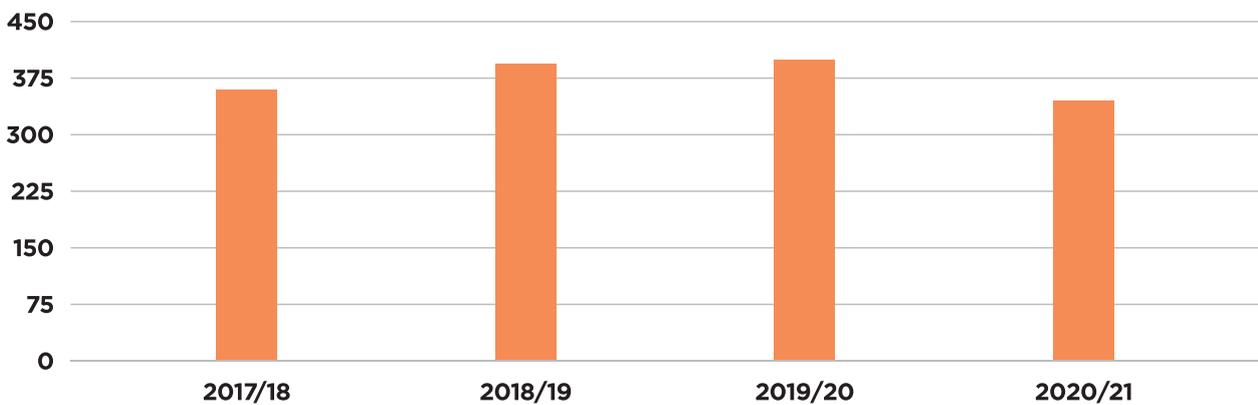
### Information Source

Mosman Council

### Comment

The number of volunteers in Council services has fallen marginally since 2017, however numbers are still strong and volunteers continue to play an essential role in supporting the local community. Volunteering has been impacted during 2020 and 2021, with many roles suspended due to the COVID-19 pandemic, in the interests of volunteer and client safety. There will be a focus on further volunteer recruitment as Sydney progressively emerges from COVID restrictions.

Number of volunteers in Council services



# COMMUNITY SUSTAINABILITY INDICATORS

## Community services and facilities

### What do we measure?

Proportion of residents satisfied with the overall range of community services and facilities provided by Council

### Desired Direction

Positive trend in community satisfaction

### Result

Community Survey Responses	2017 Mean Score*	2018 Mean Score*	2021 Mean Score*
Satisfaction with Community Services and Facilities	7.27	7.24	7.48

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Council - Community Survey 2017, 2018 and 2021

### Comment

Community satisfaction with the overall range of community services and facilities provided by Council has remained high, with the survey results in 2021 being particularly pleasing. Satisfaction also rose in 2021 for services and facilities delivered to sectors of the community including older residents, people from culturally and linguistically diverse backgrounds, and young people.

A Caring and Inclusive Community



## Cultural Diversity

### What do we measure?

Percentage of residents from culturally and linguistically diverse backgrounds

### Desired Direction

Increase in cultural diversity

### Result

	2006	2011	2016
Proportion of Residents Speaking a Language other than English at Home, as illustrated by the last three available census	10.3%	12.7%	15.1%

### Information Source

Australian Bureau of Statistics

### Comment

Based on the proportion of residents speaking a language other than English at home at the time of the last three census', cultural diversity in Mosman is growing, with this proportion growing by almost 5% over a 10 year period. The most common language other than English spoken by residents at the time of the 2016 census was Mandarin. Comparatively, diversity remains much higher across Greater Sydney, with the proportion of residents speaking a language other than English at home being almost 36% at the time of the last census (for which results are available) in 2016. The latest census was conducted in August 2021 and results are not expected until at least 2022.

# COMMUNITY SUSTAINABILITY INDICATORS

## Cultural Participation

### What do we measure?

Number of visitors to Mosman Art Gallery

### Desired Direction

Positive trend in visitation

### Result

	2017/18	2018/19	2019/20	2020/21
Number of Visitors to the Mosman Art Gallery per annum	95,200	91,570	71,185	60,100

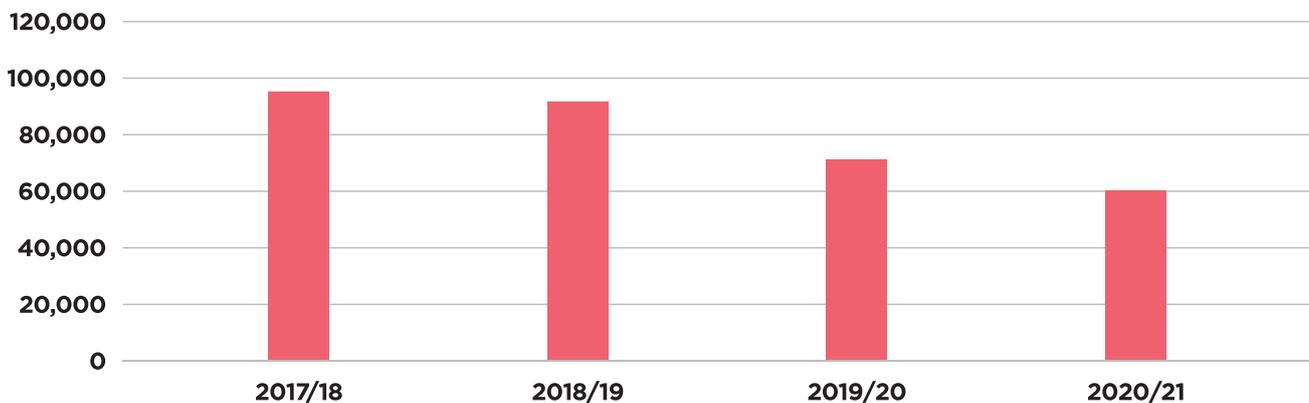
### Information Source

Mosman Council

### Comment

It is evident that the numbers of visitors to Mosman Art Gallery have been substantially impacted during the last two financial years by extended closures necessitated by COVID-19 restrictions. The extremely strong visitation statistics for the prior two years reflect both an excellent range and quality of Gallery exhibitions during normal operating conditions, as well as the ongoing popularity of the facility for performances, community hire and civic events.

### Number of visitors to Mosman Art Gallery





**A Culturally Rich and Vibrant Community**

**Cultural Diversity**

**What do we measure?**

Number of visitors to Barry O’Keefe Library

**Desired Direction**

Positive trend in visitation

**Result**

	2017/18	2018/19	2019/20	2020/21
Number of Visitors to Barry O’Keefe Library per annum	294,953	293,937	244,085	201,755

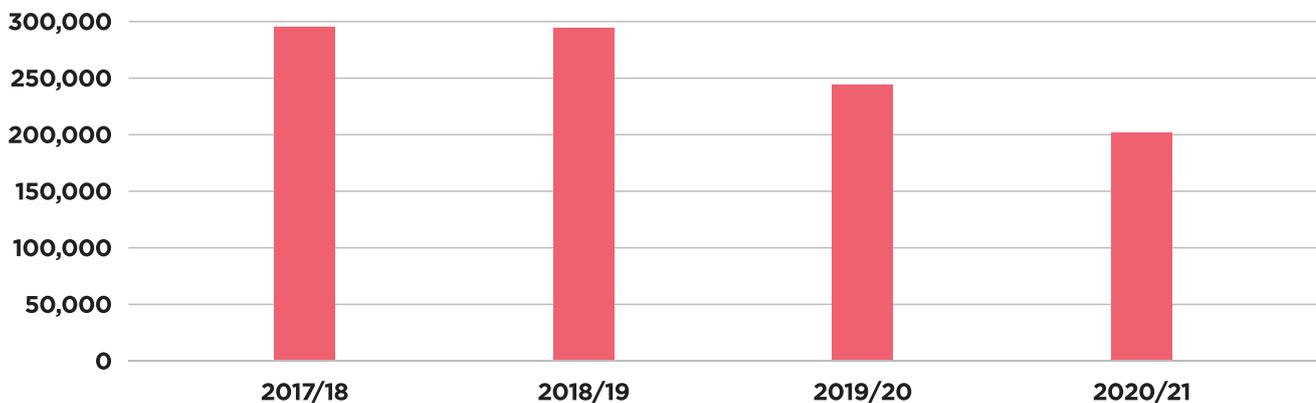
**Information Source**

Mosman Council, State Library of NSW Public Library Statistics 2017/18, 2018/19 and 2019/20

**Comment**

The consistent popularity of the Barry O’Keefe Library is evidenced in the visitation statistics for 2017/18 and 2018/19, with visitation during subsequent periods significantly impacted by COVID-19 shutdowns. Although closed to the public for extended periods (with full operations only returning progressively in line with ongoing restrictions), many services continued online and other services were maintained through the Home Library Service and through an expanded range of e-books and other online resources.

**Number of visitors to Barry O’Keefe Library**



# COMMUNITY SUSTAINABILITY INDICATORS

## Cultural Participation

### What do we measure?

Number of people attending Council-run events and festivals

### Desired Direction

Positive trend in the number of attendees

### Result

	2017/18	2018/19	2019/20	2020/21
Number of Attendees at Community Events per annum	18,000	13,480	38,120	458

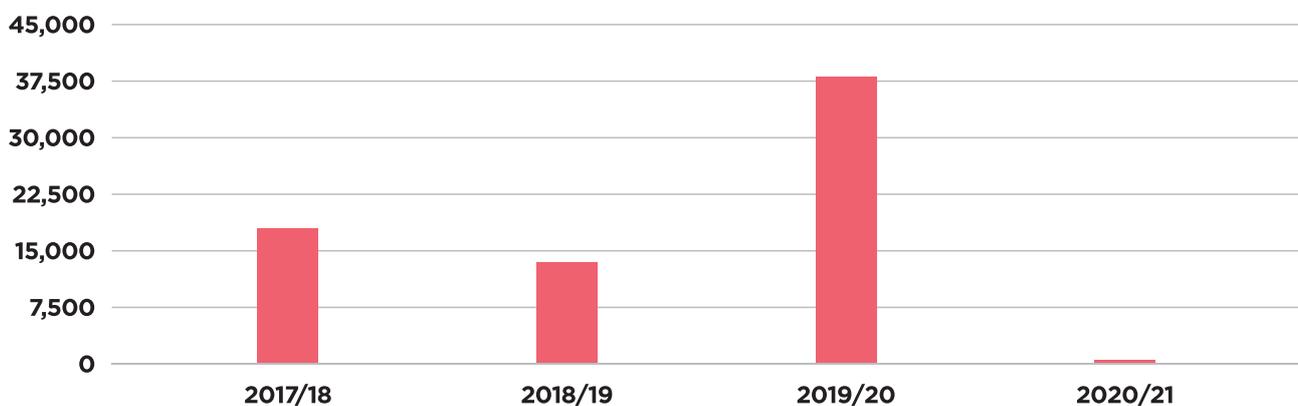
### Information Source

Mosman Council

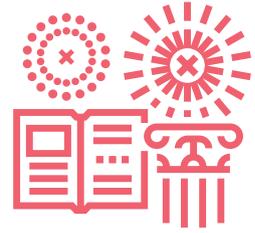
### Comment

Community events were severely impacted by the COVID-19 pandemic and the associated restrictions on community gatherings, particularly during the normally busy months of Spring and Summer 2020. Attendances at community events are typically most pronounced during years that Council hosts the biennial Festival of Mosman (most recently in 2017 and 2019).

### Number of Attendees at Community Events



## A Culturally Rich and Vibrant Community



## Socialising in Mosman

### What do we measure?

Proportion of residents who mainly socialise in Mosman

### Desired Direction

Increase in the proportion of residents socialising locally

### Result

Community Survey Responses	2017 Mean Score*	2018 Mean Score*	2021 Mean Score*
Socialising in Mosman	6.30	6.53	6.75

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Council - Community Survey 2017, 2018 and 2021

### Comment

Community connectedness and wellbeing in Mosman remains strong. All indicators measured by Council in its regular community surveys have rated consistently well, with results in the latest 2021 survey particularly strong. The 2021 results for belonging, connection, and contribution to community are higher than any other time in the last 10 years. It is possible that the impacts of the COVID-19 pandemic during 2020 and 2021 have contributed to these results, with residents commonly choosing to live, work and play closer to home.

# COMMUNITY SUSTAINABILITY INDICATORS

## Health of bushland

### What do we measure?

Percentage of bushland with greater than 90% native vegetation cover

### Desired Direction

Increase in the proportion of bushland with more than 90% native vegetation cover

### Result

	2016	2019
Percentage of total bushland with greater than 90% indigenous vegetation cover	65.8%	74%

### Information Source

Mosman Council Flora and Fauna Survey

### Comment

There has been very pleasing improvement in this indicator, with an increase of more than 8% in the percentage of Mosman's bushland with greater than 90% native vegetation cover between 2016 and 2019. The next Flora and Fauna Survey is due to be completed in 2022.



An Attractive and Sustainable Environment

## Community environmental footprint

### What do we measure?

Level of overall energy consumption by the Mosman community

### Desired Direction

Reduction in community energy consumption

### Result

	2016/17	2017/18	2018/19	2019/20
Total electricity use in Mosman per annum (MWh)	136,916	134,219	131,834	130,397

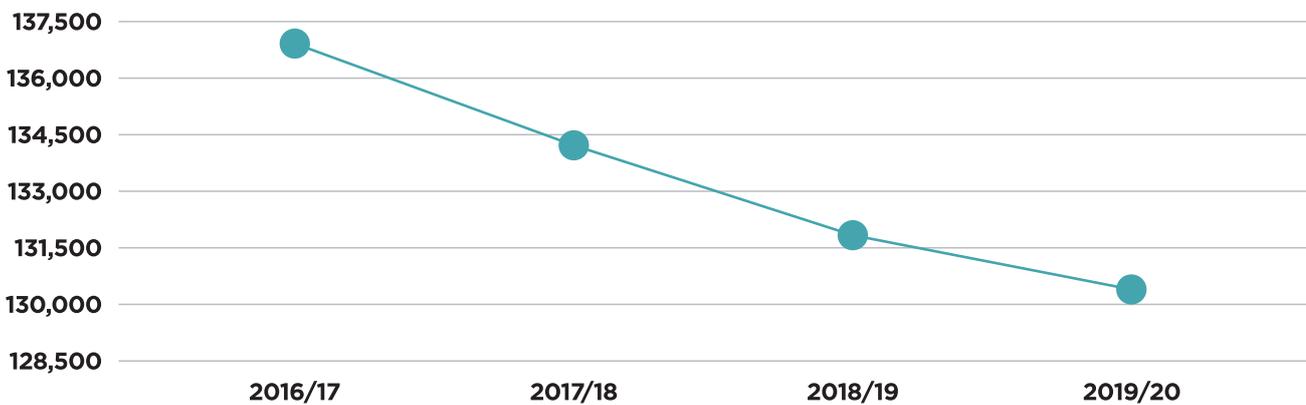
### Information Source

Mosman Council - Annual State of the Environment Scorecards 2017-2020, Origin and Shell Energy

### Comment

Although 2020/21 data was not available at the time of compiling this report, electricity usage in Mosman has seen modest but sustained reductions year-on-year between 2017 and 2020.

Total electricity use in Mosman (MWh)



# COMMUNITY SUSTAINABILITY INDICATORS

## Community environmental footprint

### What do we measure?

Level of overall water usage by the Mosman community

### Desired Direction

Reduction in community water consumption

### Result

	2016/17	2017/18	2018/19	2019/20
Total potable water consumption in Mosman per annum (kilolitres)	3,201,659	3,429,718	3,262,836	3,059,919

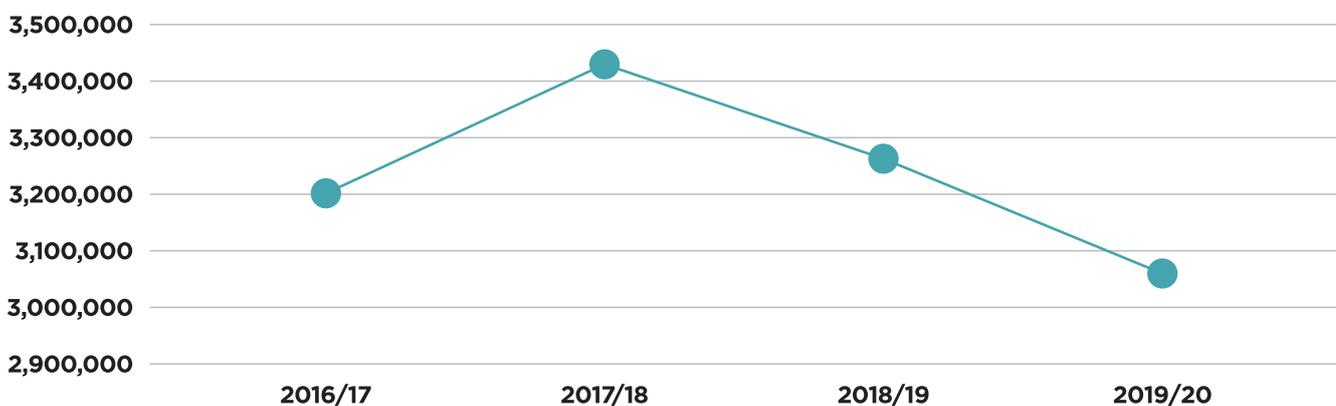
### Information Source

Mosman Council - Annual State of the Environment Scorecards 2017-2020

### Comment

Although 2020/21 data was not available at the time of compiling this report, there have been relatively significant and sustained reductions in overall water usage in Mosman from 2017 to 2020.

Total potable water consumption in Mosman (kilolitres)





# COMMUNITY SUSTAINABILITY INDICATORS

## Community environmental footprint

### What do we measure?

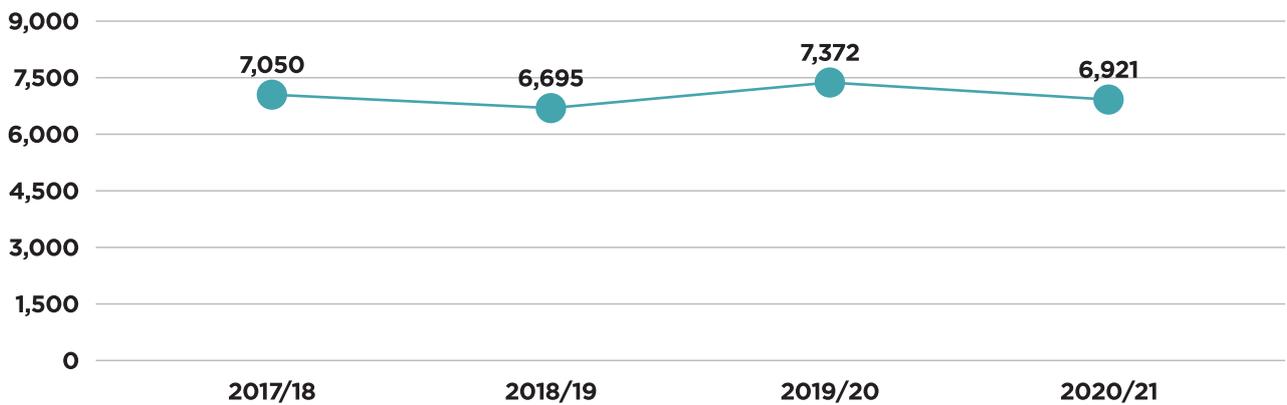
Percentage of domestic waste diverted from landfill

### Desired Direction

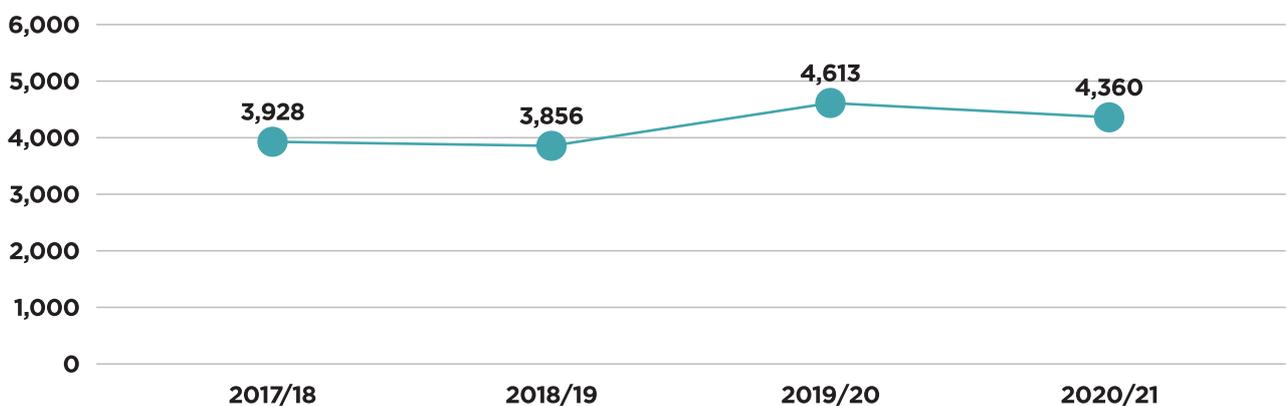
Increase in proportion of recycled waste to total waste collection

### Result

#### Waste to Landfill (tonnes)



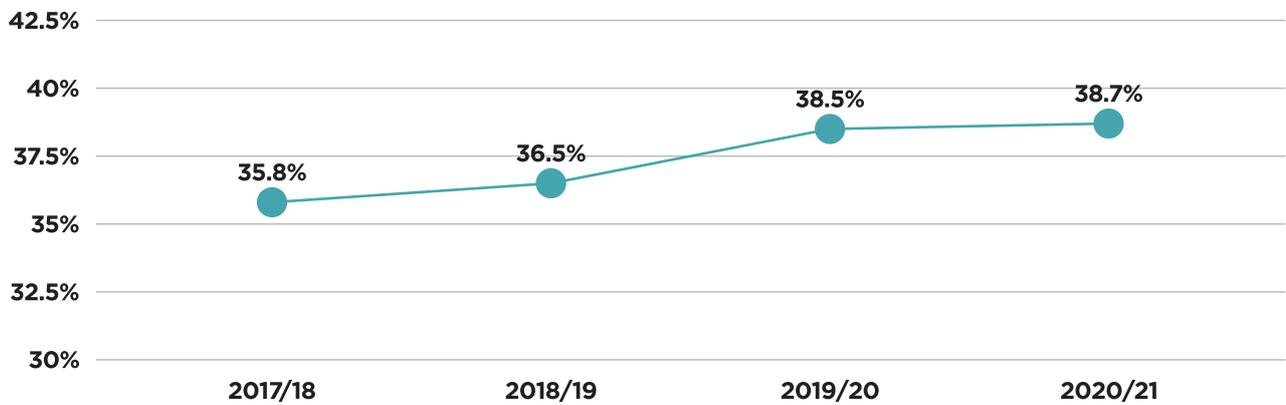
#### Waste to Recycling (tonnes)



An Attractive and Sustainable Environment



Proportion Recycled Compared to Total Waste per Annum (percentage)



Information Source

Mosman Council - Annual State of the Environment Scorecards 2017-2020

Comment

Between 2017/18 and 2020/21 there was a slight reduction overall in the amount of waste being produced in Mosman, coupled with an increase in waste being recycled. When compared in percentage terms, the proportion of total waste being recycled grew by almost 3% over the period, although this rate is still not at the level achieved in earlier years.

# COMMUNITY SUSTAINABILITY INDICATORS

## Water Quality

### What do we measure?

Level of water quality at harbour beaches

### Desired Direction

Moving toward 'Very Good' Beachwatch test results at all harbour beaches

### Result

Beachwatch Beach Suitability Grades	2016/17	2017/18	2018/19	2019/20
Clifton Gardens	Good	Good	Good	Good
Balmoral Baths	Good	Good	Good	Good
Edwards Beach	Good	Good	Good	Good
Chinamans Beach	Good	Good	Good	Good

Note: A 'Good' Beach is defined in the following terms by the NSW Department of Planning, Industry and Environment: *Location has generally good microbial water quality and water is considered suitable for swimming most of the time. Swimming should be avoided during and for up to one day following heavy rain at ocean beaches and up to three days at estuarine sites*

### Information Source

Mosman Council, NSW Department of Planning, Industry and Environment

### Comment

Each of Mosman's beaches has reported 'Good' beach suitability grades for several years running, and are recorded as 'Stable' in the 2019/20 State of the Beaches report released by the NSW Department of Planning, Industry and Environment. A 'Good' beach suitability grade is defined in the following terms:

*'Location has generally good microbial water quality and water is considered suitable for swimming most of the time. Swimming should be avoided during and for up to one day following heavy rain at ocean beaches and up to three days at estuarine sites'*

Of all Sydney harbour beaches, only two (Camp Cove and Nielsen Park) achieved a higher rating – 'Very Good' – in the 2019/20 State of the Beaches report.

An Attractive and Sustainable Environment



### Air Quality

**What do we measure?**

Number of air quality complaints received by Council

**Desired Direction**

Reduction in number of air quality complaints

**Result**

	2017/18	2018/19	2019/20	2020/21
Total air quality complaints received per annum	12	12	5	2

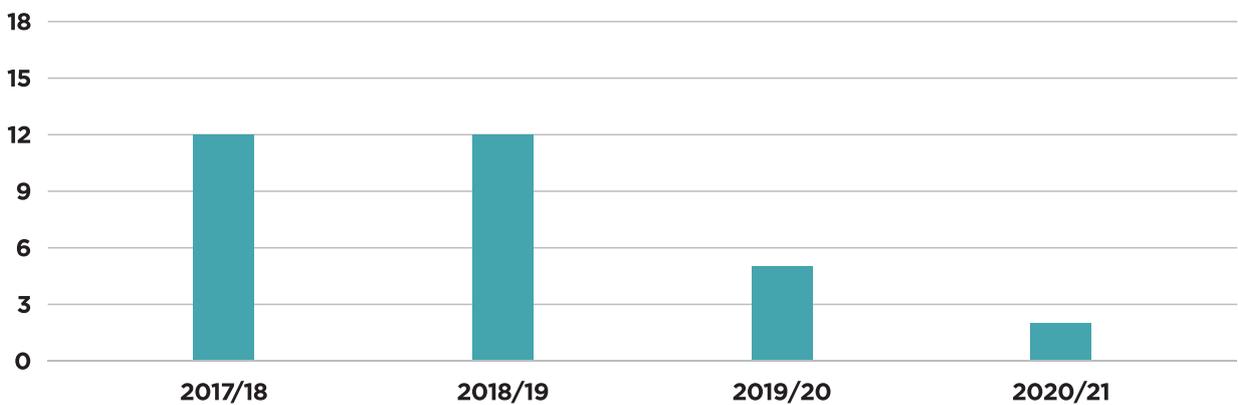
**Information Source**

Mosman Council - Annual State of the Environment Scorecards

**Comment**

Air quality does not currently appear to be a significant concern for the Mosman community. Although complaints received by Council about air quality were particularly high in the early part of the reporting period, complaints fell to historically low levels in the last financial year.

Total air quality complaints received





THE SPIT  
09

WHEN LIGHTS

EMERGENCY EXIT

B1

Blue

WOKLAIR

DO NOT OVERTAKE  
TURNING VEHICLE

## An Attractive and Sustainable Environment



### Public Transport Use

#### What do we measure?

Percentage of Mosman residents using public transport to travel to work

#### Desired Direction

Positive trend in public transport usage

#### Result

Percentage of Mosman Residents Travelling by Public Transport to Work	2011	2016
Mosman	29.2	19.9
Sydney	31.1	22.7

#### Information Source

Australian Bureau of Statistics

#### Comment

There is limited current data on this indicator, with the most recent data only available for the Census conducted in 2016. Based on a comparison of the 2016 and 2011 Journey to Work data, however, use of public transport by Mosman residents does appear to have increased, although at a slower rate than for Greater Sydney overall. Despite this, Mosman residents remain significantly more likely to use public transport for work-related trips than the average Sydney worker.

# COMMUNITY SUSTAINABILITY INDICATORS

## Community Engagement

### What do we measure?

Proportion of residents satisfied with Council engagement

### Desired Direction

Positive trend in community satisfaction

### Result

Community Survey Responses	2017 Mean Score*	2018 Mean Score*	2021 Mean Score*
Satisfaction with Council Engagement	6.50	6.32	6.54

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Council - Community Survey 2017, 2018 and 2021

### Comment

The proportion of residents satisfied with Council engagement has remained relatively stable over the past four years, with marginal adjustment only between 2017 and 2021. Over the past decade, however, there has been a more meaningful adjustment in community sentiment, with satisfaction increasing from an average mean of 5.93 in 2012 to 6.54 in 2021.

## An Informed and Engaged Community



### Informed Communities

#### What do we measure?

Proportion of residents satisfied with Council information and support

#### Desired Direction

Positive trend in community satisfaction

#### Result

Community Survey Responses	2017 Mean Score*	2018 Mean Score*	2021 Mean Score*
Satisfaction with Council Information and Support	6.82	6.88	6.90

\*Mean score on a scale of 0 - 10

#### Information Source

Mosman Council - Community Survey 2017, 2018 and 2021

#### Comment

The proportion of residents satisfied with Council information and support has remained relatively stable over the past four years, with only a marginal increase in satisfaction between 2017 and 2021. Satisfaction across the past decade has also been consistent, with a mean score of 6.72 in 2012 compared to 6.90 in 2021.

# COMMUNITY SUSTAINABILITY INDICATORS

## Democratic participation

### What do we measure?

Percentage of eligible voters voting in local government elections

### Desired Direction

Increased participation of eligible voters in elections for Mosman Council

### Result

Community Survey Responses	2008	2012	2017
Council Election Participation Rate – Mosman	71.3%	76.8%	75.9%

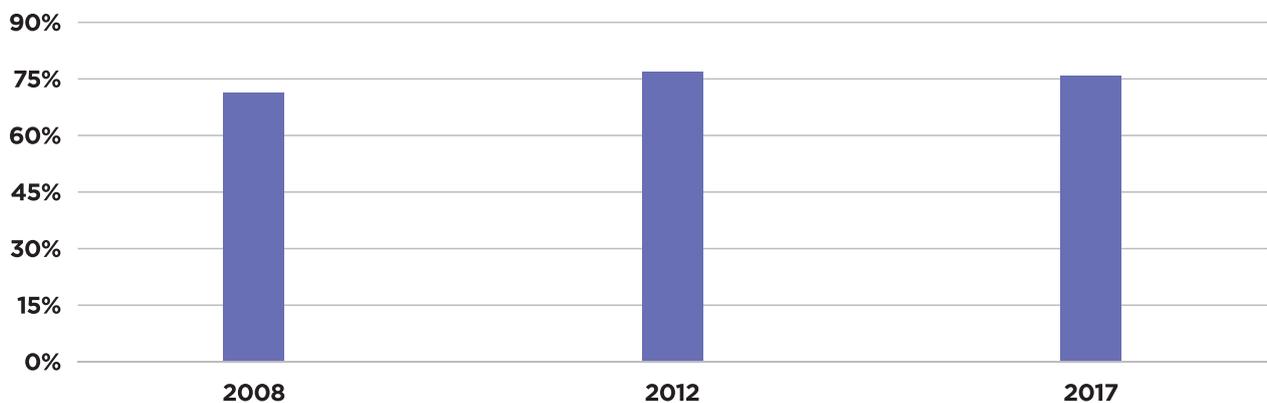
### Information Source

NSW Electoral Commission

### Comment

Between the 2008 and 2012 local government elections, the percentage of eligible voters participating in the election for Mosman Council increased by an encouraging 5.5%, falling off slightly to an overall increase of 4.6% at the 2017 elections. The next election is currently scheduled for 4 September 2021.

### Council Election Participation Rate – Mosman





# COMMUNITY SUSTAINABILITY INDICATORS

## Overall Satisfaction with Council

### What do we measure?

Proportion of residents satisfied with overall Council service delivery

### Desired Direction

Positive trend in community satisfaction

### Result

Community Survey Responses	2017 Mean Score*	2018 Mean Score*	2021 Mean Score*
Satisfaction with Council Service Delivery	7.05	7.10	7.36

\*Mean score on a scale of 0 - 10

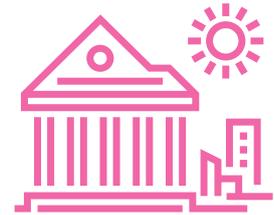
### Information Source

Mosman Council - Community Survey 2017, 2018 and 2021

### Comment

Community satisfaction with Mosman Council's overall 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 is 95%.

## A Business-Friendly Community with Sound, Independent Civic Leadership



## Overall Satisfaction with Councillors

### What do we measure?

Proportion of residents satisfied with performance of Councillors

### Desired Direction

Positive trend in community satisfaction

### Result

Community Survey Responses	2017 Mean Score*	2018 Mean Score*	2021 Mean Score*
Satisfaction with Performance of Councillors	6.54	6.70	6.50

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Council - Community Survey 2017, 2018 and 2021

### Comment

Overall satisfaction with Councillors (irrespective of recent contact) remained steady between 2017 and 2021, falling marginally from 6.70 to 6.50 since 2018, and with satisfaction generally higher amongst those who had contact with Councillors during the past 12 months. Satisfaction scores for Councillor responsiveness have trended upwards since 2018, for survey respondents who could recall dealing with a Councillor in the past twelve months (approximately 12% of respondents). Between 2018 and 2021, this satisfaction rose from a mean score of 7.14 to 8.12.

# COMMUNITY SUSTAINABILITY INDICATORS

## Overall Satisfaction with Council Staff

### What do we measure?

Proportion of residents satisfied with performance of Council staff

### Desired Direction

Positive trend in community satisfaction

### Result

Community Survey Responses	2017 Mean Score*	2018 Mean Score*	2021 Mean Score*
Satisfaction with Performance of Staff	7.10	7.73	7.58

\*Mean score on a scale of 0 - 10

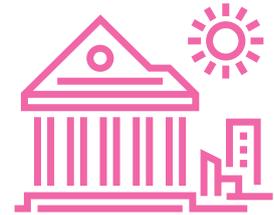
### Information Source

Mosman Council - Community Survey 2017, 2018 and 2021

### Comment

For survey respondents who could recall contact with Council staff during the previous 12 months (approximately 60% of respondents), satisfaction with staff remains strong, with a mean score of 7.58 compared to a score of 7.73 in 2018 and 7.10 in 2017.

## A Business-Friendly Community with Sound, Independent Civic Leadership



## Budget Performance

### What do we measure?

Year-end financial result compared to budget

### Desired Direction

Year-end operating result within 10% of budget

### Result

Actual Year End Operating Result (Before Capital Grants & Contributions) Compared to Original Budget	2017/18	2018/19	2019/20	2020/21
Budget	\$183,425	\$609,000	\$426,751	(\$868,400)
Actual	\$868,000	\$2.9 million	\$1.5 million	(\$404,000)

### Information Source

Mosman Council

### Comment

Council has regularly established a target of achieving a surplus operating budget result each year. While variations on the original budget results have been more substantial than 10%, council has achieved a surplus operating result every year with the exception of 2020-21. Notably in that year, despite the extremely difficult circumstances precipitated by the COVID-19 pandemic, Council was able to more than halve its projected operating deficit.

# COMMUNITY SUSTAINABILITY INDICATORS

## Corporate Compliance

### What do we measure?

Level of compliance with statutory requirements

### Desired Direction

Compliance rate of 100% for all statutory requirements

### Result

	2017/18	2018/19	2019/20	2020/21
Number of statutory obligations not met	0	0	0	0

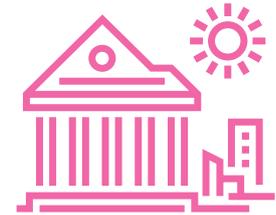
### Information Source

Mosman Council, Annual Reports 2018/19 and 2019/20

### Comment

Performance against this indicator has been consistently strong. Between 2017 and 2021 there have been no recorded instances in which Council has failed to meet its statutory obligations.

**A Business-Friendly Community with Sound, Independent Civic Leadership**



## Development Assessment Performance

### What do we measure?

Average time taken to assess Development Applications

### Desired Direction

Achievement of assessment times equal to or below average development assessment times of Category 2 Councils

### Result

	2017/18	2018/19	2019/20	2020/21
Mean gross times for DA determinations	110 days	119 days	104 days	93 days

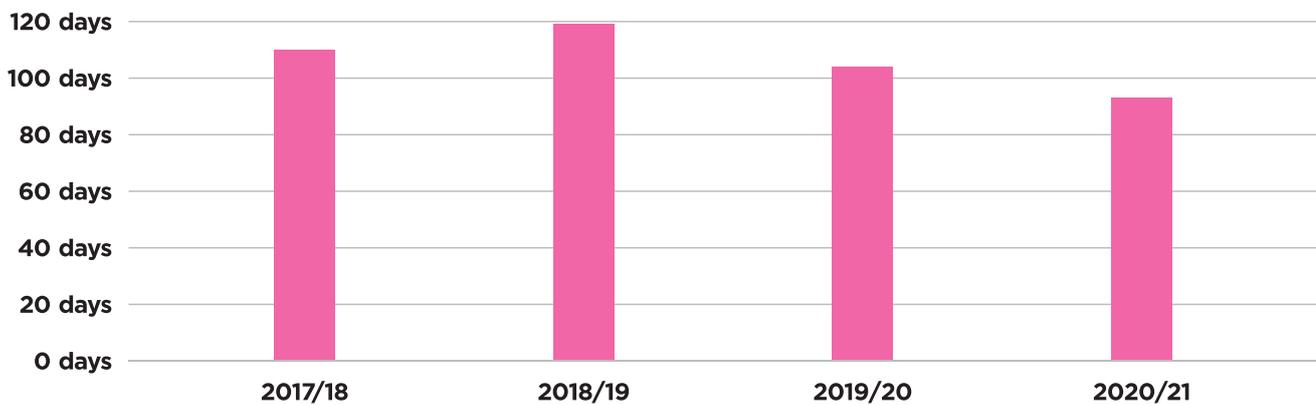
### Information Source

Mosman Council, Annual Reports 2018/19 and 2019/20

### Comment

Between 2017 and 2020, the mean gross time for DA determinations in the Mosman Local Government area was between 104 and 110 days. Performance significantly improved in 2020/21, with the mean gross time falling to 93 days.

Mean gross times for DA determinations



# COMMUNITY SUSTAINABILITY INDICATORS

## Accessibility

### What do we measure?

Number of accessibility improvements delivered annually by Council

### Desired Direction

Number of annual improvements maintained or increased

### Result

	2017/18	2018/19	2019/20
Number of annual improvements maintained or increased	63	35	32

### Information Source

Mosman Council

### Comment

There has been a strong focus on accessibility and inclusion over the last four years. Data available to date demonstrates a significant number of improvements carried out each year. The number of improvements alone do not necessarily demonstrate the scale of an improvement or its impact on accessibility overall. For example, there were a large number of kerb and pram ramp improvements delivered in 2017/18, while figures for 2018/19 and 2019/20 include works with broad impact such as WCAG compliance for Council's website, installation of hearing loops, disability awareness training for staff and the community sector, and a successful grant application for major accessibility improvements at Mosman Junction.

**Well Designed, Liveable and Accessible Places**



## Infrastructure Delivery

### What do we measure?

Year-end capital works result compared to budget

### Desired Direction

Year-end capital works result within 5% of works programmed

### Result

	2017/18	2018/19	2019/20	2020/21
Scheduled Capital Works Budget Achieved	97%	98.6%	98.5%	98%

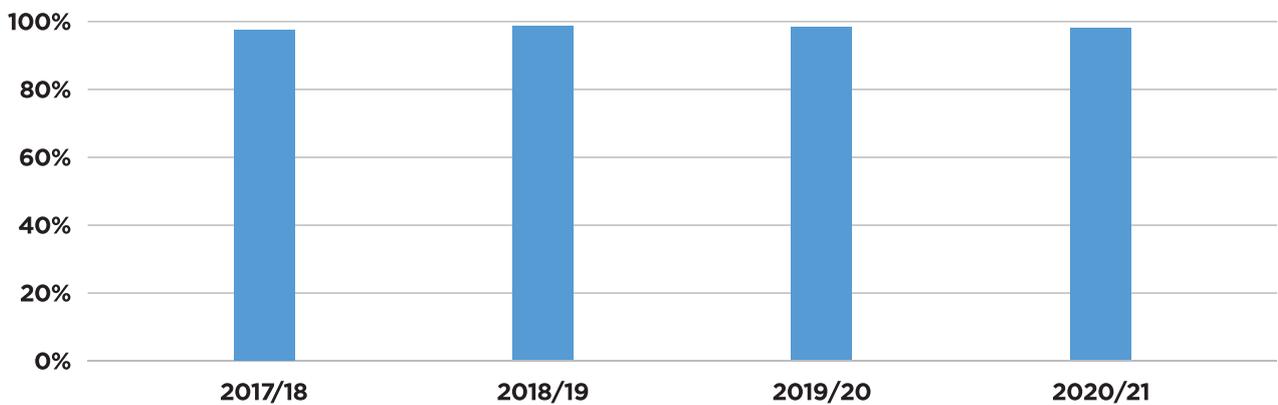
### Information Source

Mosman Council

### Comment

Council has maintained an excellent record in delivering its annual capital works program. At least 97% of scheduled works have been delivered each year – well within the projected tolerance level of 5%.

### Scheduled Capital Works Budget Achieved



# COMMUNITY SUSTAINABILITY INDICATORS

## Infrastructure Delivery

### What do we measure?

Proportion of residents satisfied with provision and maintenance of local infrastructure

### Desired Direction

Positive trend in community satisfaction

### Result

#### Community Survey Responses Indicating Level of Satisfaction with Provision and Maintenance of Various Local Infrastructure: 2017, 2018 and 2021 Community Surveys

	2017 Mean Score*	2018 Mean Score*	2021 Mean Score*
Local Roads	6.98	6.68	7.04
Footpaths	6.66	6.35	6.72
Bike Paths	5.63	5.54	5.67
Car Parking	6.03	6.11	6.43
Sport and Recreational Facilities	7.44	7.28	7.68
Parklands including bushland, harbour foreshores, local parks and bushland trails	8.04	7.90	8.16

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Council - Community Survey 2017, 2018 and 2021

### Comment

Council's strong record of capital works delivery over the last four years is also reflected in community satisfaction with infrastructure provided. Based on feedback from Community Surveys conducted in 2017, 2018 and 2021, satisfaction has remained steady and improved across the period for all reported asset categories.

## Well Designed, Liveable and Accessible Places



## Community Pride

### What do we measure?

Proportion of residents who are proud of their local area

### Desired Direction

Positive trend in proportion of residents who are proud of their local area

### Result

Community Survey Responses	2017 Mean Score*	2018 Mean Score*	2021 Mean Score*
Community Pride in Mosman	8.52	8.56	8.86

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Council - Community Survey 2017, 2018 and 2021

### Comment

Community pride in Mosman is high. This sentiment has been consistently strong across consecutive Community Surveys, and particularly in 2021.

# COMMUNITY SUSTAINABILITY INDICATORS

## Community Health

### What do we measure?

Average life expectancy for Mosman residents

### Desired Direction

Positive trend in life expectancy

### Result

Life expectancy at Birth and at 65 years - Mosman and NSW	2017	2018
Life expectancy at Birth - Mosman	87.6 years	87.1 years
Life expectancy at Birth - NSW	83 years	83.6 years
Life expectancy at 65 years - Mosman	90.1 years	89.6 years
Life expectancy at 65 years - NSW	86.3 years	86.9 years

### Information Source

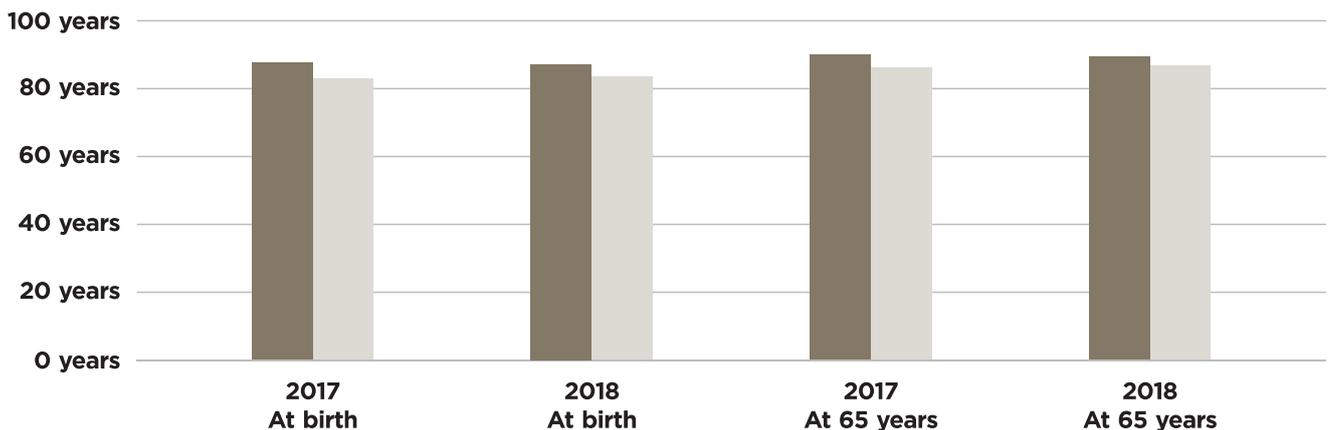
HealthStats NSW

### Comment

The average life expectancy for Mosman residents, based on the latest public health data, is significantly above the average for NSW. This is true for both life expectancy at birth and life expectancy at age 65 years. Unusually, however, this data also indicates that local life expectancy fell slightly between 2017 and 2018, in contrast to increases in average life expectancy across the State.

Life expectancy at Birth and at 65 years

● Mosman ● NSW





# COMMUNITY SUSTAINABILITY INDICATORS

## Physical Activity

### What do we measure?

Percentage of Mosman residents undertaking adequate physical activity each week

### Desired Direction

Increased physical activity by residents

### Result

<b>Insufficient Physical Activity Adults – Northern Sydney Local Health District and NSW</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Percentage of Adults aged 16 years and over Undertaking Insufficient Physical Activity – Northern Sydney	32.8%	29.8%	30.1%
Percentage of Adults aged 16 years and over Undertaking Insufficient Physical Activity – NSW	41.6%	39.8%	38.5%

<b>Adequate Physical Activity Children – Northern Sydney Local Health District and NSW</b>	<b>2016/17</b>	<b>2018/19</b>
Percentage of Children Aged 5-15 years Undertaking Adequate Physical Activity – Northern Sydney	20.2%	15.6%
Percentage of Children Aged 5-15 years Undertaking Adequate Physical Activity – NSW	24.2%	23%

### Information Source

HealthStats NSW

### Comment

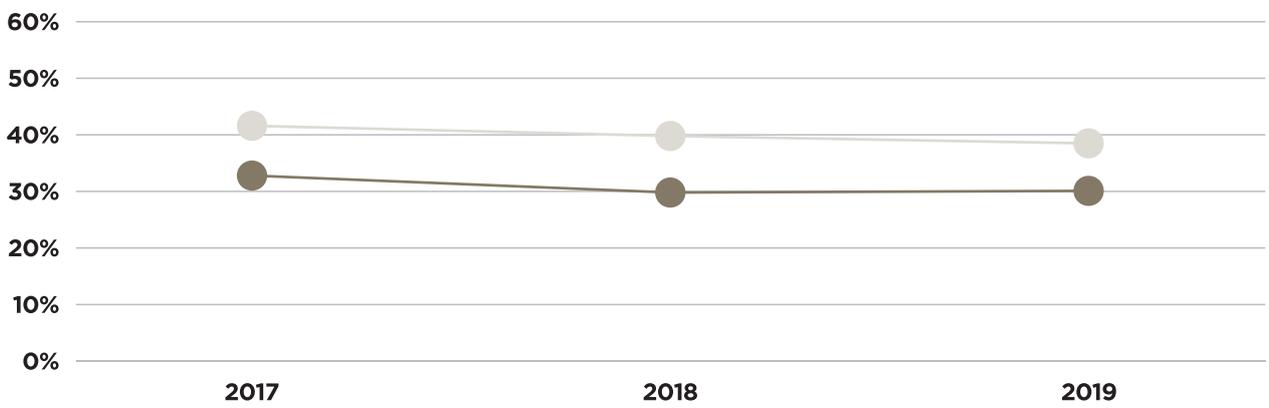
The latest available public health data relating to adequate physical activity for both children and adults in Northern Sydney is from 2019. This data illustrates that, for people aged 16 years or older in Northern Sydney, the rates of insufficient physical activity (while still significant), have fallen between 2017 and 2019 and are also well below comparative figures for NSW. Of potentially greater concern, the data also illustrates that the rates of adequate physical activity by children aged 5-15 years in Northern Sydney are low in terms of both what might generally be considered appropriate for the cohort and when compared to rates across NSW more generally. These rates for Northern Sydney have also fallen significantly between 2016/17 and 2018/19 and, on latest available data, are lower than comparable rates for other parts of Sydney including western and south western Sydney.



**A Healthy and Active Village Lifestyle**

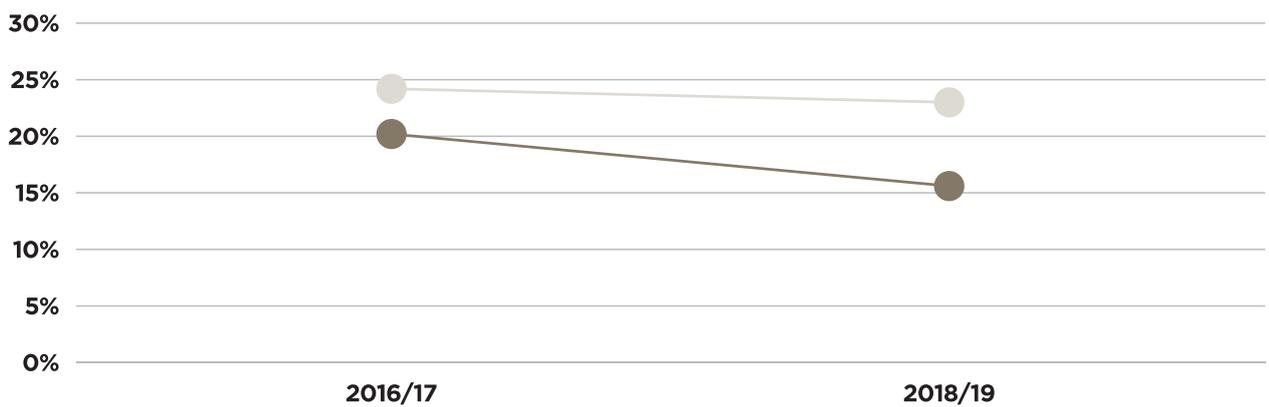
**Percentage of Adults aged 16 years and over Undertaking Insufficient Physical Activity**

● Northern Sydney ● NSW



**Percentage of Children Aged 5-15 years Undertaking Adequate Physical Activity**

● Northern Sydney ● NSW



# COMMUNITY SUSTAINABILITY INDICATORS

## Community safety

### What do we measure?

Proportion of residents who feel safe in their local area

### Desired Direction

Positive trend in proportion of residents who feel safe their local area

### Result

Community Survey Responses	2017 Mean Score*	2018 Mean Score*	2021 Mean Score*
Perception of Safety in Mosman	9.10	9.0	9.17

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Council - Community Survey 2017, 2018 and 2021

### Comment

The perception of community safety in Mosman is high. Community survey results show significant and growing levels of confidence, with neighbourhood safety scores having grown from 8.66 in 2012 to 9.17 in 2021.

## A Healthy and Active Village Lifestyle



## Community safety

### What do we measure?

Annual crime rates for major criminal offences

### Desired Direction

Reduction in crime rates for major criminal offence

### Result

Crime Trends – Major Criminal Offences – Mosman Local Government Area – 2016-2020	2016	2017	2018	2019	2020	5 Year Trend
Murder	0	0	0	0	0	
Domestic violence related assault	33	51	45	29	20	Down ↓
Non-domestic violence related assault	37	37	35	44	32	Stable ↔
Sexual assault	5	14	3	15	6	
Indecent assault, act of indecency and other sexual offences	22	17	13	19	7	
Robbery without a weapon	1	2	11	3	0	
Robbery with a firearm	0	0	0	0	0	
Robbery with a weapon not a firearm	1	2	1	1	0	
Break and enter dwelling	44	68	64	66	41	Stable ↔
Break and enter non-dwelling	22	24	15	19	10	
Motor vehicle theft	10	22	19	23	13	
Steal from motor vehicle	71	90	74	88	88	Stable ↔
Steal from retail store	17	29	23	41	29	
Steal from dwelling	63	62	59	47	46	Stable ↔
Steal from person	9	5	1	7	2	
Fraud	89	119	132	129	123	Stable ↔
Malicious damage to property	131	123	130	113	100	Stable ↔

\*Note: A trend is not calculated if at least one 12 month period had less than 20 incidents

### Information Source

NSW Bureau of Crime Statistics and Research

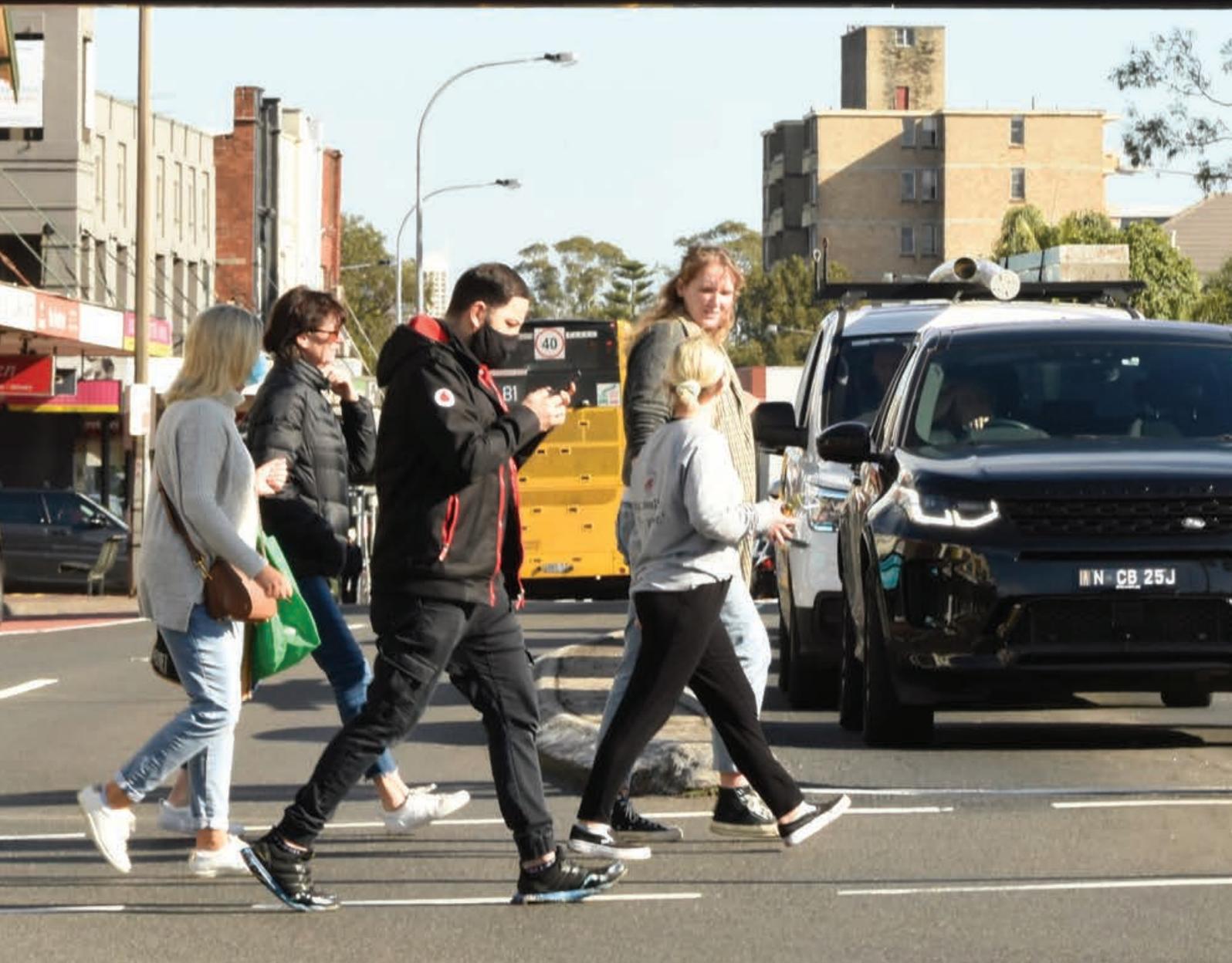
### Comment

The incidence of crime in Mosman, across various major criminal offences, is commensurate with a relatively high level of community safety. The trends across all major criminal offences between 2016 and 2020 are reported as stable or falling, with many changes only marginal across the period.



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A Healthy and Active Village Lifestyle



## Road safety

### What do we measure?

Number of road accidents and casualties in Mosman per annum

### Desired Direction

Reduction in annual number of accidents and casualties

### Result

	2016	2017	2018	2019
Total Road Crashes per Annum, Mosman LGA	73	66	51	54
Total Casualties per Annum, Mosman LGA	55	51	40	42

### Information Source

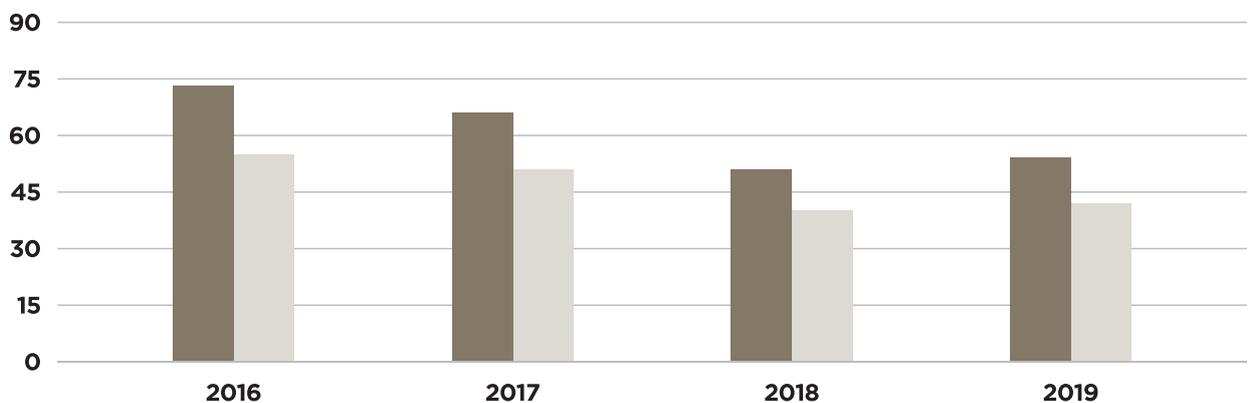
Transport for NSW - Centre for Road Safety

### Comment

There has been positive movement in total road crashes and total road casualties per annum in Mosman, with the rates for both falling between 2016 and 2019.

Total Road Crashes and Casualties, Mosman LGA

● Crashes ● Casualties





#### Photograph Acknowledgement

Some images featured in this publication showcase entries to Mosman Moments, Council's monthly Instagram photography competition. The beautiful and engaging images capture Mosman as its best. For more information visit [mosman.nsw.gov.au/mosmanmoments](https://mosman.nsw.gov.au/mosmanmoments)

*Sailboats*, Leah O'Brien (Inside front cover)

*Monday morning motivation*, Morena Burn (Pages 22-23)

*Sky*, Rodrigo Allende-Rosado (Page 26)

*A hidden gem*, Bruno Azevedo (Page 34)



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