



**STATE OF  
OUR CITY.**

---

**MOSPLAN  
REVIEW  
20212024**



State of Our City Report to the Mosman community  
MOSPLAN Review 2021-2024  
Mosman Council - September 2024

Guidelines issued under section 406 of the *Local Government Act 1993* and section 196A of the *Local Government (General) Regulation 2021* require that all NSW councils report to their communities on the progress of implementation and the effectiveness of their Community Strategic Plan at the commencement of each new council term. This report presented to the second meeting of the Council elected for the 2024 - 2028 term responds to these legislative requirements.

Copyright 2024

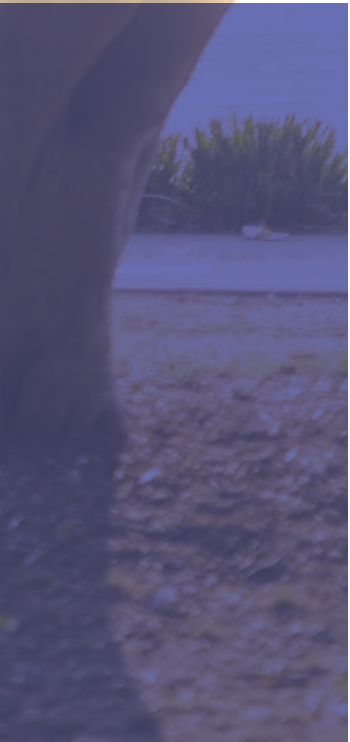
All information, graphics and photographs are copyright of Mosman Council unless otherwise noted. The content is protected by Australian and International Copyright and Trademark laws.

Cover Image Balmoral Baths and Hunters Bay

For further information contact  
Mosman Council  
Civic Centre  
573 Military Road  
Spit Junction NSW 2088  
9978 4000  
[council@mosman.nsw.gov.au](mailto:council@mosman.nsw.gov.au)

**Mosman**  
COUNCIL





**STATE OF  
OUR CITY.**

---

## Acknowledgement of Country

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









# Contents







## Introduction

From The Mayor	7
From The General Manager	9
Introducing the MOSPLAN Review	10
	12



## Introducing Mosman

Our Place	15
Our Community	17
Snapshot of Mosman	18
Our Organisation	20
	22



## MOSPLAN

Integrated Planning and Reporting	27
MOSPLAN	28
Reading this Report	30
	32



## Our Vision

A Vision For Mosman	35
Six Strategic Directions	36
	38



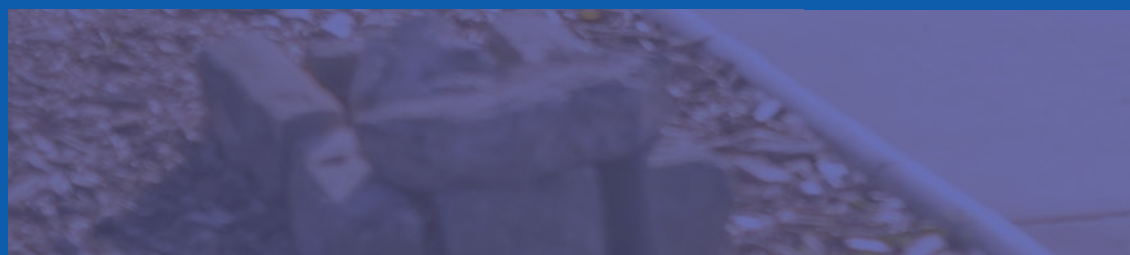
## MOSPLAN in Review our record of progress

Listening to our Community - What do our residents think?	43
Our Achievements	44
	51



## Measuring Performance

Performance Measurement Framework	177
Community Sustainability Indicators	178
	180







# Introduction

- From the Mayor
- From the General Manager
- Introducing the MOSPLAN Review



**Mosman Council  
has so much to  
be proud of in the  
services it provides  
to residents – from  
the very young to  
the very senior.**



## From the Mayor

Welcome to the MOSPLAN Review 2021-2024. This report has been prepared in accordance with Council's Integrated Planning and Reporting responsibilities under the Local Government Act 1993, which requires that a 'State of our City' report be prepared for each newly elected Council.

The MOSPLAN Review 2021-2024 is Mosman's 'State of our City' report. The purpose of this report is provide both the newly elected Council and the Mosman community with an account of progress made over the last three years in implementing Council's Community Strategic Plan (MOSPLAN) and the effectiveness of that plan. To ensure continuity with our previous MOSPLAN Review 2017-2021, the timeframe for this latest report is July 2021 to June 2024.

At the outset I would like to say what a privilege and honour it has been to serve as Mosman's Mayor for close to seven years, including the 2021-2024 term of Council. There have been so many challenges and achievements in that time, particularly as we emerged from the global pandemic of 2020 and 2021, adapting the way we do things, appreciating the resilience of our community and continuing to move forward with new ideas and new initiatives.

Looking back at the 2021-2024 Council term, it is so gratifying to take stock of exactly how much has been achieved in a relatively short time. The 2021-2024 Council, elected in December rather than September, hit the ground running, with only a short time to prepare its next Community Strategic Plan and set the scene for the term ahead. And, despite extreme time pressures, we were able to do just that. I'm very proud of the huge collective effort that has gone into keeping Mosman the kind of suburb our residents treasure, while not being blind to the benefits of progress when it's for the good of our community.

Council has not been immune to some of the significant post-pandemic challenges facing the building industry and, although we faced numerous difficulties, major infrastructure works carried out during the last Council term will have lasting benefits for Mosman. The completion of the magnificent new Allan Border Oval Pavilion in May this year was a shining example of how even the biggest challenges can be tackled head-on with outstanding results. The renewal of Mosman Square and

Village Green, completed in 2023, also had its challenges, but we now have a fresh, green, liveable civic precinct for residents and visitors to enjoy.

We have made great inroads with sustainability, with new plans and projects firmly focussed on delivering, facilitating and supporting a more sustainable future for Mosman and beyond. Our green spaces, parklands and sporting fields and facilities have continued to be a priority for Council, with major upgrades to Balmoral Oval completed during the Council term, together with improved facilities at Georges Heights Oval Pavilion and plans lodged for facility improvements at Middle Head Oval. Our beautiful walking trails and tracks have been upgraded and further significant works have been undertaken along the Balmoral foreshore to ensure that this very special place continues to bring pleasure to so many people.

The contributions to our community have not only been in the infrastructure space. Mosman Council has so much to be proud of in the services it provides to residents – from the very young to the very senior. During the last term we have recommenced two hugely popular weekly playgroups and the range of leisure, education and support services available through our Community Care team is extraordinary. Our youth are well catered for at our Youth Centre and there is something for everyone at Barry O'Keefe Library. The Library's Creation Space has forged ahead in leaps and bounds since the COVID lockdowns and is a hive of activity throughout the week. Our much loved Mosman Art Gallery also celebrated its 25th birthday during the 2021-2024 term, as well as 75 years of the prestigious Mosman Art Prize. How wonderful it was to also see the return of the Festival of Mosman in 2023, after a four year hiatus.

Along with our local achievements the Council has been very mindful of changes at State government level in particular and has advocated strongly to protect the qualities that make Mosman so special. My best wishes to the new Council as it continues to protect Mosman's interests and as it takes our community forward in the years ahead.

On a final note, I extend a huge thank you to all Councillors who have served during the 2021-2024 Council term and to the incredible Council staff under Dominic Johnson's leadership for their exemplary teamwork and commitment to our community.



**Carolyn Corrigan**  
Mayor, 2017-2024

## From the General Manager

The last term of Council has been a busy and eventful one, with Council guided in its efforts by MOSPLAN – Mosman’s Community Strategic Plan and its associated Delivery Program and Operational Plans. The huge range of projects, programs and new initiatives outlined in this report reflect an excellent track record of service delivery, made possible by hard work, collaboration and a common vision for Mosman.

The current MOSPLAN was developed in early 2022, reflecting community views obtained through an extensive engagement program in 2021 and 2022. The Councillors elected for the 2021-2024 term made minor adjustments to the Vision and Strategic Directions adopted by the previous Council and the last few years have been focussed on bringing these aspirations to life. It has been personally very gratifying to see the elected Council and staff work together so positively and effectively during that time.

The economic environment in which we have been working has brought its challenges, as have some of the lingering impacts of the COVID-19 pandemic. It is therefore all the more pleasing that Council’s service delivery has not unduly suffered. Council has managed its finances responsibly within the rate cap set by the State Government, and has consistently delivered operating surpluses throughout the term.

As the governance of councils continues to be the subject of various State government reviews and pronouncements, Mosman Council has an enviable record of progress, compliance and organisational well-being. Staff are committed to the delivery of high quality services to the Mosman community. We continue to have a relatively low level of complaints – exceeded multiple times by compliments received - and we strive to make good on the commitments of our Customer Service Charter.

Improvements in technology have had a big impact on our capacity to serve residents in more timely, efficient ways. We are constantly on the lookout for ways to improve our offerings and to ensure that a wide range of services and information are available to the public 24/7. We have significantly improved major systems, providing critical advances in internal processes and customer interfaces. The impact of AI is beginning to be felt and will no doubt be a greater presence in our lives and our work in coming years.

Our performance is regularly monitored through a large suite of performance indicators that are reported to the community on a quarterly and annual basis. This report also includes Council performance data over the last three years, as well as performance trends across the community more generally. Two major community surveys were conducted to assist in assessing overall Council performance in 2021 and 2023, with year-on-year improvements across the past decade softening a little in 2023 but still ahead of NSW benchmarks. The views of residents are critical to ongoing planning and the results of these surveys ensure that resident satisfaction remains top of mind.

The breadth of infrastructure improvements that Council has been able to deliver over the past three years, despite a sometimes endless array of challenges, is something that both staff and Councillors are extremely proud of. Strong and robust financial management has been essential in ensuring that infrastructure challenges have not negatively impacted operational service delivery. On the contrary, the range of services being delivered by Council today exceeds that delivered in 2021.

The delivery of works and services into the future will rest on the next Community Strategic Plan, MOSPLAN 2025-2035, to be developed by the new Council over coming months. Together with my Executive Team, our broader Leadership Group and staff from across our organisation, I am very much looking forward to working with the new Council in helping bring together our new MOSPLAN, with a clear vision for Mosman’s future.



**Dominic Johnson**  
General Manager



“

**We are constantly on the lookout for ways to improve our offerings and to ensure that a wide range of services and information are available to the public 24/7.**



# Introducing the MOSPLAN Review

The MOSPLAN Review 2021-2024 is Mosman Council's response to the State of our City reporting requirements of the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*.

The NSW Government's 2021 Integrated Planning and Reporting Guidelines set out mandatory requirements that all NSW councils must comply with. These Guidelines require that a State of Our City report (in this case the MOSPLAN Review 2021-2024) be presented to the second meeting of a newly elected council for noting. The report is to cover the term of the previous council and is to objectively record progress of implementation and the effectiveness of a council's Community Strategic Plan (in Mosman's case, MOSPLAN). The intention of the report is to set the scene for the new council, to assist it in undertaking a review of its Community Strategic Plan as an essential component of the Integrated Planning and Reporting cycle.

In accordance with the requirements of section 428(2) of the *Local Government Act 1993*, the State of Our City report is also to be appended to the Annual Report produced in the same year as an ordinary election of councillors.

The MOSPLAN Review 2021-2024 is both presented to the second meeting of Mosman Council for the 2024-2028 term and appended to Mosman Council's 2023-2024 Annual Report. It contains a record of MOSPLAN progress and effectiveness since July 2021 - prior to the 2021-2024 term of Council and, for completeness, commencing at the conclusion of the previous MOSPLAN Review 2017-2021. The report is readily available for public access on the Mosman Council website and at Barry O'Keefe Library, Mosman.













# Introducing Mosman

- Our Place
- Our Community
- Snapshot of Mosman
- Our Organisation







## Our Place

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

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

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

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



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



## Our Community

**Mosman is home to approximately 29,000 residents, having experienced a small decline in population in recent years. The local population is forecast to remain relatively stable, with the most significant demographic shifts expected to be in the age structure of the population as the proportion of residents aged 60 and over continues to grow.**

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

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

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

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

Of almost 12,000 households in Mosman, the average household size in 2021 was 2.3 persons (compared to 2.7% in Greater Sydney), with Mosman also having a larger proportion of lone-person households than the Sydney average. Almost 31% of Mosman homes are occupied by only one person, with couples with children (at 28%) and couples without children (also at 28%) collectively remaining the predominant household type.

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

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

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







# Snapshot of Mosman

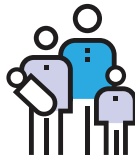


**29,071\***  
residents

\*Estimated resident population 30 June 2023



**31%**  
live alone



**28%**  
couples with children



**13%**  
older couples without children

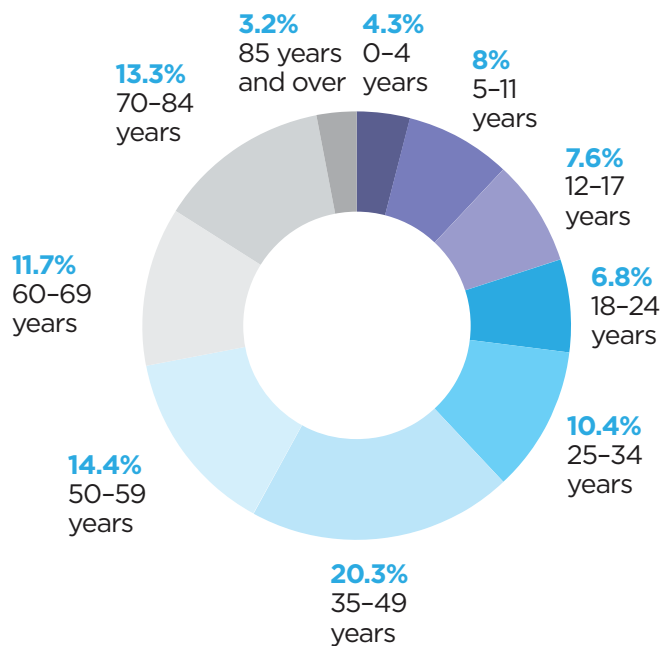


**53%**  
have lived at the same address for more than 5 years

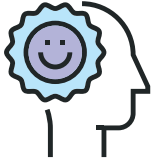
**16%**  
speak a language other than English at home

**35%**  
were born overseas

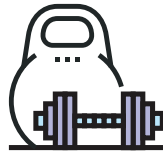
**54%**  
residents who identify with a religion







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



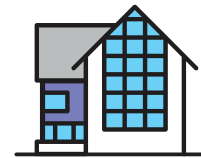
**30.1%**  
adults 16 years and over undertaking insufficient physical activity



**87.6 years**  
life expectancy at birth



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



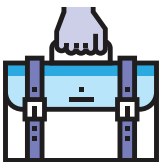
**25%**  
households with a mortgage

**32%**  
households renting



**33%**  
proportion of housing that is separate dwellings

**41%**  
proportion of housing three or more storeys



**14,000**  
workers



**62%**  
residents in the labour force



**3,400**  
residents doing paid work locally



**4,800**  
residents who do voluntary work



**86%**  
households with internet connection



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



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



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

# Our Organisation

## 2021-2024 Mayor and Councillors

Mosman is governed by an elected Council comprising seven Councillors including a popularly elected Mayor. The previous term of Council commenced in December 2021 and concluded with the local government elections held on 14 September 2024.

Councillor Carolyn Corrigan was elected as Mosman's second popularly elected Mayor and its first popularly elected female Mayor in 2017 and served in that capacity until September 2024. During the 2021-2024 Council term Mosman's Deputy Mayor was typically elected annually by Councillors, with Councillor Simon Menzies serving the initial term as Deputy Mayor from January to September 2022. Councillor Roy Bendall served as Deputy Mayor from September 2022 to September 2023 and Councillor Pip Friedrich served as Deputy Mayor from September 2023 to September 2024.

The Mosman Local Government Area is not divided into Wards and all Councillors serve as representatives of the whole community.

Details of the Councillors elected for the 2021-2024 Council term are provided below.



**Carolyn CORRIGAN**  
Mayor 2021-2024



**Roy BENDALL**  
Deputy Mayor 2022-2023



**Pip FRIEDRICH**  
Deputy Mayor 2023-2024



**Sarah HUGHES**



**Simon MENZIES**  
Deputy Mayor 2022



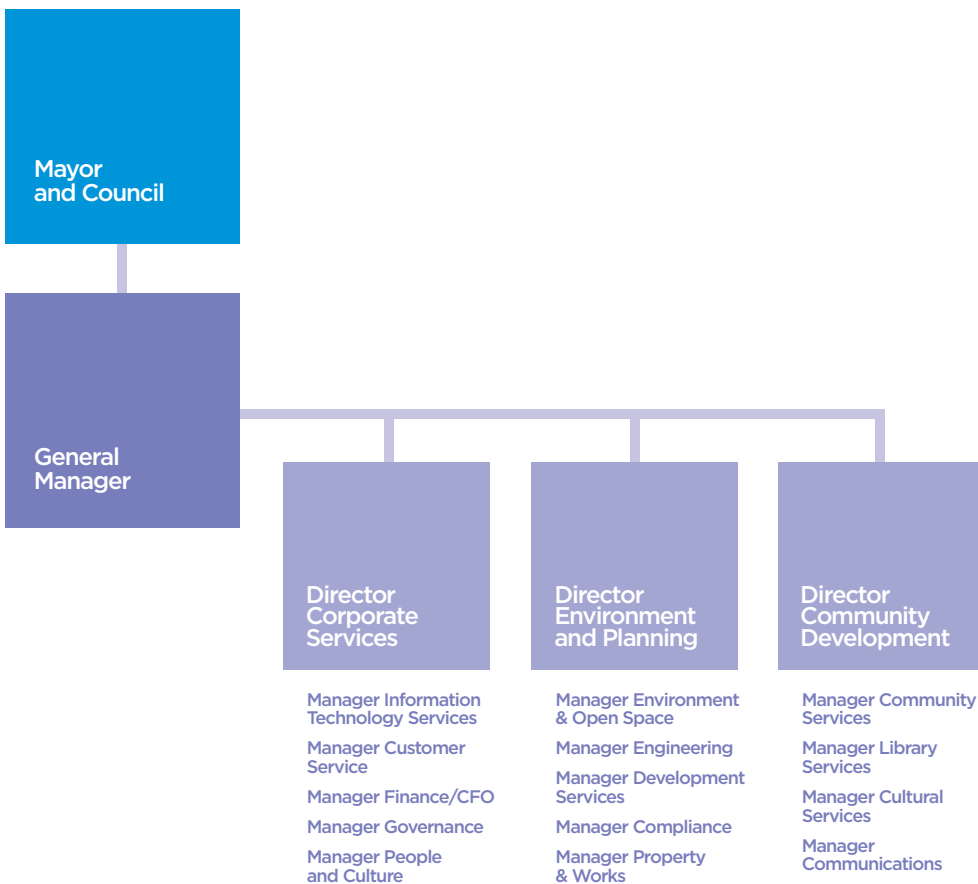
**Libby MOLINE**



**Michael RANDALL**

## Council Management

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





# Our Organisation

## Our Values

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

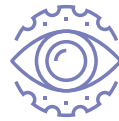
In addition to these Values Council supports and advocates the social justice principles of equity, access, participation and rights in both service planning and delivery. These principles are reflected in MOSPLAN's Strategic Directions and Strategies.



**LEADERSHIP**



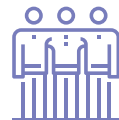
**INTEGRITY**



**TRANSPARENCY**



**SERVICE**



**INCLUSIVENESS**



**RESPECT**





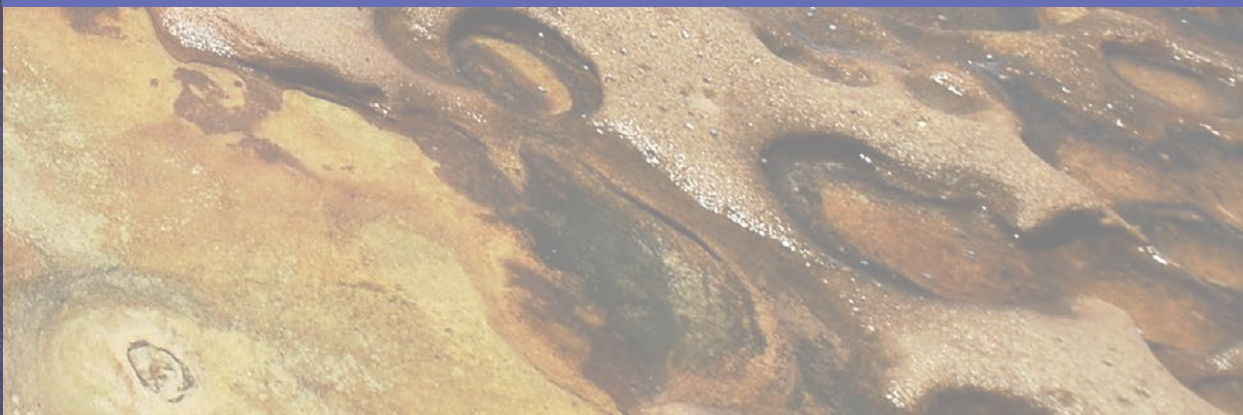






# MOSPLAN

- Our plan for Mosman's future
- MOSPLAN
- Reading this Report

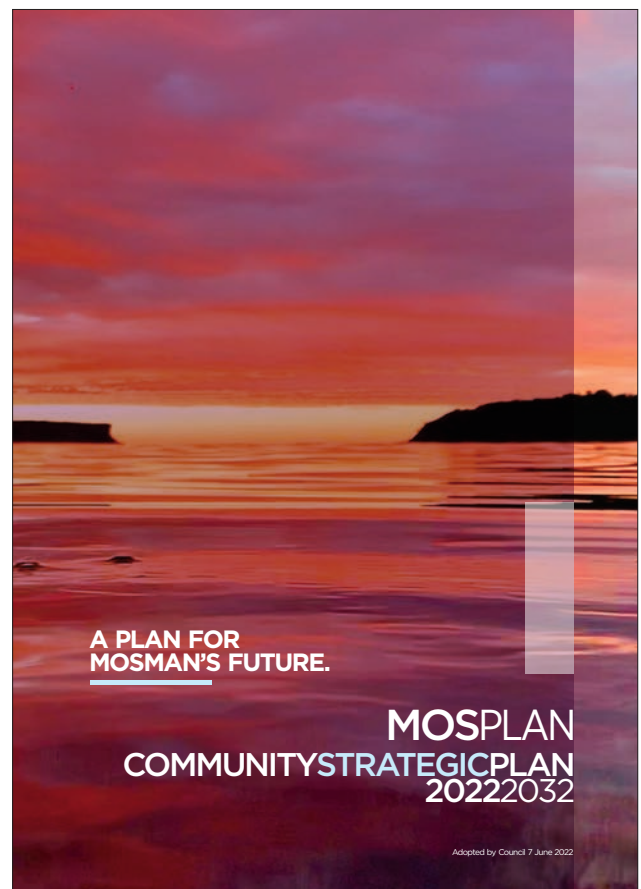




## Our plan for Mosman's future

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

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



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



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

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



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



# MOSPLAN

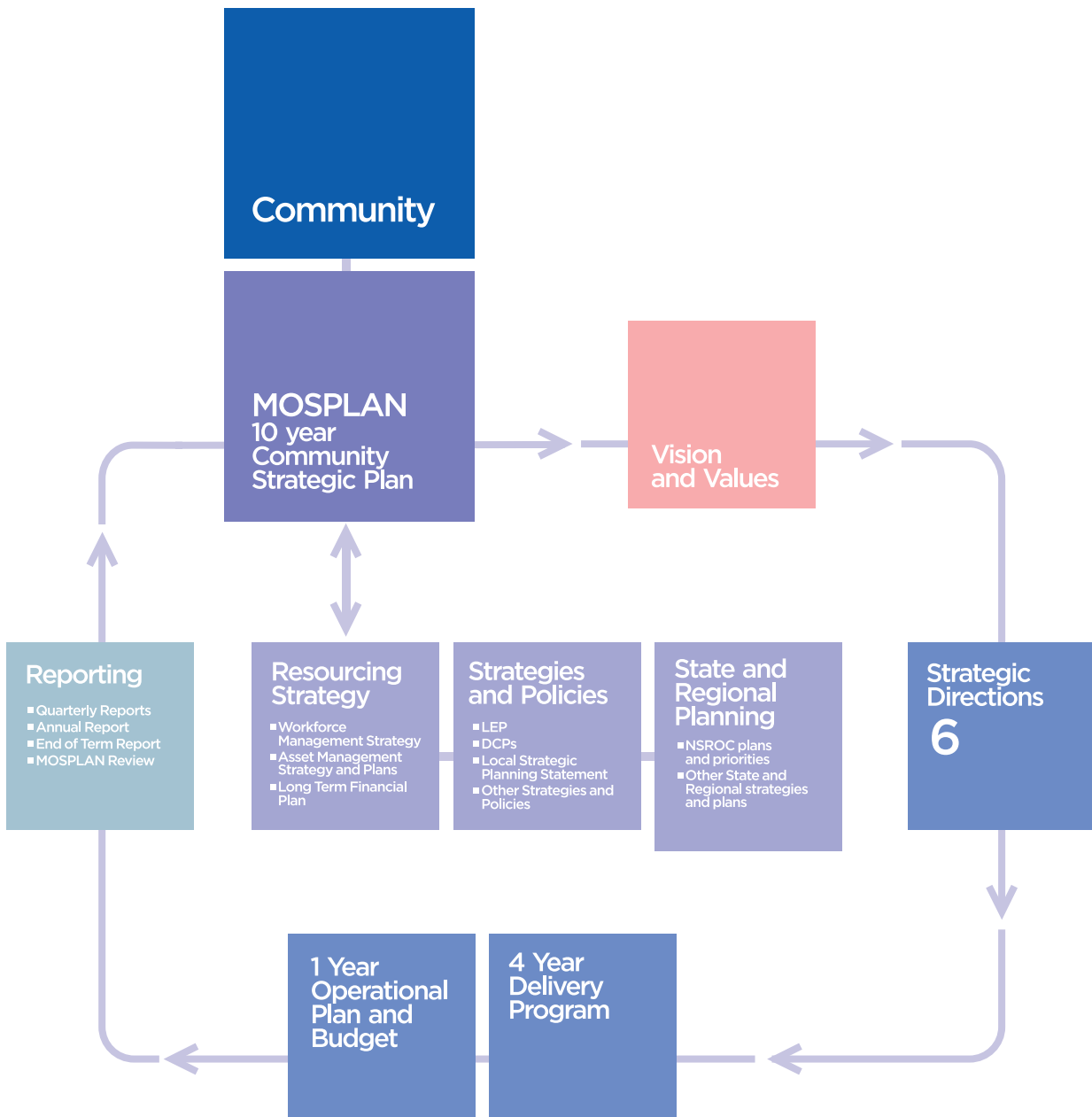
The suite of planning documents prepared by Mosman Council as part of its Integrated Planning and Reporting obligations (and more generally as a matter of good practice!) is collectively known as MOSPLAN. The current suite of documents, originally adopted in June 2022, is known as MOSPLAN 2022-2032 and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

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

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

Council has a performance 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 for consideration at the commencement of the new Council term.

A major review of MOSPLAN will be undertaken prior to July 2025, with the Council elected in September 2024 responsible for the next Community Strategic Plan.





## Reading this Report

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

In reporting on progress over the 2021-2024 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 the 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 six Strategic Directions and 18 Strategies that support its Vision.











# Our Vision

- A Vision for Mosman
- Six 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 the Mosman community and other key stakeholders. 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, inclusive  
harbourside village where  
community and heritage are  
valued and where residents  
feel safe and connected.**

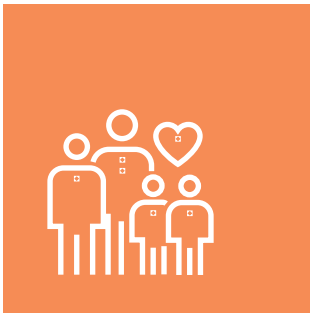




# Six Strategic Directions

There are six MOSPLAN Strategic Directions that guide Council operations according to its adopted Vision and underlying values.

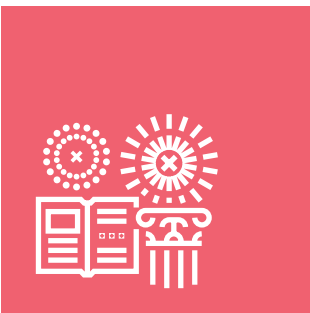
Each of these Strategic Directions is supported by a series of Strategies to help bring them to life.



## Strategic Direction 1 A safe, caring and inclusive community

### Our Strategies

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



## Strategic Direction 2 A culturally rich and vibrant community

### Our Strategies

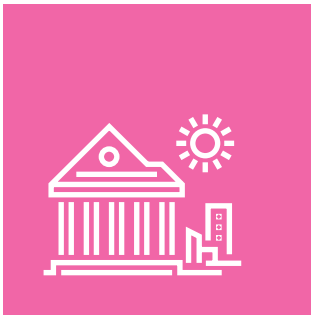
- 1 Celebrate Mosman's unique identity and heritage
- 2 Nurture cultural and creative endeavours
- 3 Provide further opportunities to laugh, learn and play



## 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 engaged, business-friendly community with strong civic leadership

#### Our Strategies

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



## Strategic Direction 5

### 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 6

### 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

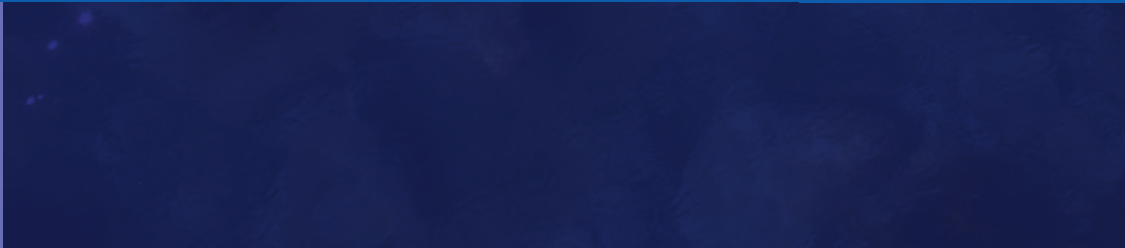


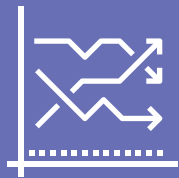


Together, MOSPLAN's six Strategic Directions and accompanying Strategies help Council translate its Vision for Mosman into reality. They provide the basis for Council's Delivery Program and annual Operational Plans.

Progress against each Strategic Direction between 2021 and 2024 is detailed from page 51 onwards in this report.







# MOSPLAN in Review

## Our record of progress

- Community Views - What do our residents think?
- Our Achievements
- Delivering Financial Sustainability



# Listening to our Community – What do our residents think?

Mosman Council aims to conduct a major community survey every two years in the middle and at the end of each Council, although this timetable has been somewhat impacted in recent years by a series of changes to the local government election cycle. The latest surveys of this kind have been conducted in 2016, 2017, 2018, 2021 and 2023, with the next survey scheduled to be held in 2025. The purpose of the survey is to compile information on the needs and aspirations of the local community, social connectedness and quality of life, and the level of community satisfaction with Council performance.

The most recent Mosman Community Survey was conducted in June 2023 by independent market research consultants. In line with previous surveys, the 2023 survey involved 400 randomly selected Mosman residents engaging in telephone interviews with researchers, sharing their views on local issues and Council performance.

## Community Connections and Quality of Life

The 2023 Community Survey results demonstrate that quality of life in Mosman remains very healthy, with 99% of survey respondents rating their quality of life as 'good' to 'excellent'. Residents aged 60-64 years rated their quality of life the highest, with the overall rating consistent with the 2021 survey results.

Community pride and connectedness also remains strong, although ratings in the 2023 survey are more in line with results in the 2018 survey than the survey conducted in 2021. In 2023 96% of survey respondents highly agreed that they felt safe in their neighbourhood, and 99% were in moderate to high agreement that Mosman residents are proud of where they live. Survey scores on community belonging and making a contribution to the local community were consistent with scores in 2021, although in 2023 a lower score than 2021 was achieved for socialising in the local area. 2023 scores for neighbourhood friendliness (although eliciting moderate-high agreement from 98% of respondents) were lower than they were in 2021 and more in keeping with results in 2018.

When asked about other aspects that contribute to their quality of life in Mosman, 2023 survey respondents rated opportunities for a healthy lifestyle, liveable places and spaces, availability of quality educational facilities, a balance between natural and built environments and a tolerant, harmonious community most highly. The scores for each were relatively comparable to those achieved in 2023. The aspect of quality of life that softened most significantly over the period between surveys was cost of living.

The aspects of living in Mosman most valued by 2023 survey respondents were:

- Natural environment, parks and open spaces, beauty of the area - 30%
- Location/proximity to city, beaches and public transport - 23%
- Beaches and the Harbour foreshore - 12%
- Lifestyle/ambience, peaceful village feel - 10%
- Sense of community, friendly people, family connections - 9%.

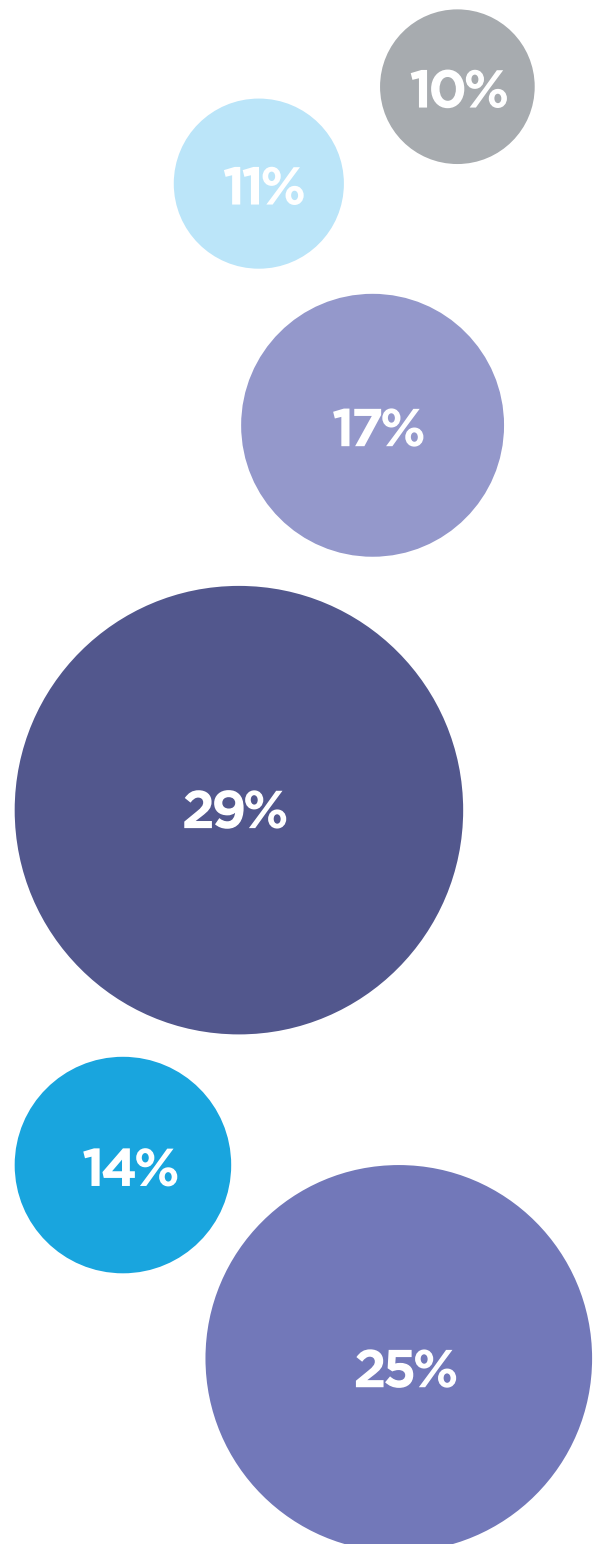
The least favoured aspect of living in Mosman identified - by a significant margin - by 2023 survey respondents was traffic congestion (35% of responses).

## Community Priorities

The most commonly quoted priorities for Mosman over the next 10 years, as offered by survey respondents in 2023 were:

- 29% - Managing development/overdevelopment
- 25% - Traffic management
- 17% - Environmental protection/management
- 14% - Upgrading/maintaining services and facilities
- 11% - Maintaining heritage, local character and sense of community
- 10% - Availability and maintenance of beaches, parks and recreation areas.

Notably, managing development/overdevelopment increased significantly as a community priority since 2021. Conversely, traffic management as a community priority fell significantly, having been the top local priority (38%) in 2021.



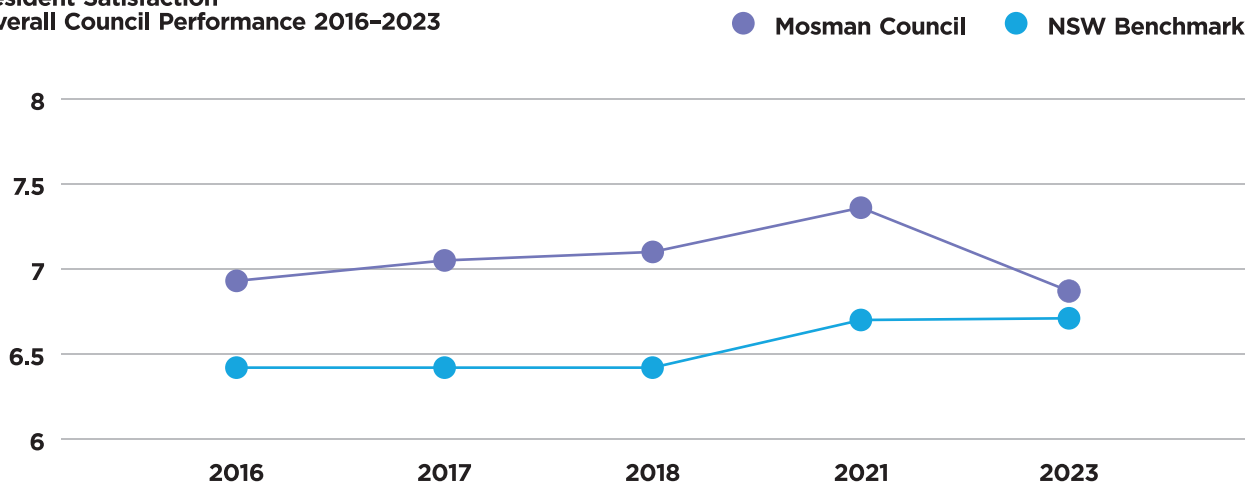




## Overall Council Performance

The overall Council performance results from the 2023 Community Survey are shown below, with comparisons provided in relation to both earlier surveys and NSW benchmarks.

### Resident Satisfaction - Overall Council Performance 2016-2023



Mean score on a scale of 0-10

The results from the 2023 survey, while demonstrating an overall softening of year-on-year improvement since 2012, continue to paint a positive picture of Council performance, as rated by local residents. The results also continue to track above the Northern Sydney and NSW performance benchmarks. The plateauing of results after an extended period of increasing satisfaction however has highlighted the need for Council to remain vigilant about community sentiment and to ensure its performance remains in step with community expectations into the future.

Some of the more interesting results from the 2023 survey were:

- When expressed as a percentage of residents at least moderately satisfied with Council's performance, the level of community satisfaction with Council performance in 2023 was 90%
- Softening of overall performance results in 2023 was likely impacted by broader societal issues including cost of living pressures and the lingering impacts of the 2020-2021 pandemic. The NSW performance benchmark held relatively steady over the same period.

## Council Services and Facilities

Of the 34 services and facilities for which comparable satisfaction data is available from other NSW councils through our independent market research consultants, Mosman Council rates above both the NSW and Sydney metropolitan benchmarks for 56% of these services and facilities and 59% above the benchmark for services and facilities delivered by Sydney metropolitan councils only.

The highest satisfaction scores recorded for Council services in 2023 were for:

- Overall cleanliness, appearance and management of public spaces
- Keeping food premises safe
- Provision and maintenance of parklands
- Management and protection of the environment
- Cleaning of streets

The greatest 'performance gaps' identified in 2023 between perceived importance and satisfaction with local services related to:

- Development approvals process
- Managing development (land use planning)
- Providing and maintaining footpaths
- Providing and maintaining local roads

Compared to the 2021 survey results, the following services recorded the highest increases in community satisfaction in 2023:

- Providing and maintaining bike paths
- Provision of car parking
- Enforcement of parking restrictions
- Traffic management
- Management of street trees

The services that, in 2023, performed best against the Sydney metropolitan benchmark were:

- Overall cleanliness, appearance and management of public spaces
- Management and protection of the environment
- Condition of public toilets
- Provision of car parking
- Litter control/rubbish dumping/street cleaning.

## Councillor and Staff Performance

For respondents to the 2023 Community Survey who could recall contact with Council staff during the previous 12 months (approximately 65% of all respondents), satisfaction with staff remains strong, although down on 2021 and 2018 results and above results achieved in 2017.

Satisfaction scores for Councillor responsiveness in 2023, as rated by respondents who have had contact with a Councillor in the past 12 months (approximately 13%), fell from scores achieved in the 2021 survey, although ratings for the overall performance of Councillors remained steady, with a mean score of 6.49 on a scale of 0-10, compared to a mean score of 6.50 in 2021. The highest ratings for overall performance came from respondents who had dealt with Councillors in the past 12 months and residents aged over 65 years.

## Value for Money

The results of the 2023 Community Survey show that 86% of residents feel that the services and facilities provided by Mosman Council are value for money, in terms of rates and other Council charges. Residents aged 65 years scored highest on this measure, with residents aged 18-34 scoring the lowest.

The overall rating has declined somewhat since the 2021 survey, although Council at all times endeavours to provide best value and to keep rates and charges at reasonable levels. This was a particular focus during the 2020-21 pandemic with the majority of 2021-2022 fees held at 2020-2021 levels and a variety of financial arrangements entered into to provide relief, for example, to tenants of Council properties. Council also has not sought a special variation to rate income beyond the NSW Government rate peg since 2014 and is mindful of the economic climate and cost of living pressures impacting residents. Providing residents with value for money will continue to be a priority for Council.





Mosman Park

www.yacht.com.au

AJ156N

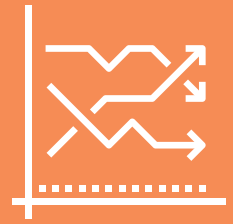
# Our Achievements

Included in this section are a selection of key achievements between 1 July 2021 and 30 June 2024, organised according to MOSPLAN's six Strategic Directions. As well as program highlights, a series of 'snapshots' provide a birds-eye view of the type and scope of day-to-day services and facilities delivered by Council during this time. Key Performance Indicators are also reported on for each Strategic Direction.









## **Strategic Direction 1**

**A safe, caring  
and inclusive  
community**

# Strategic Direction 1

A safe, caring and inclusive community

## Our Strategies

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

## A safe, caring and inclusive community



### Supporting Children & Families

During 2021-2022, Council continued to adapt its children and family services in response to the COVID-19 pandemic. Staff also reviewed policies and procedures while direct service delivery was halted, including development of Council's Child Safe Program.

With the annual Mosman Children's Fair cancelled due to health restrictions in 2021, the 'Where is the Green Sheep Treasure Hunt' was held in 2022 to connect the community with local services and businesses. This project achieved a 95% satisfaction rate among its 401 participants. Council presented this project to the Northern Sydney Regional Forum in April 2024, highlighting its success and the strong level of community engagement achieved.

In late 2022, Council's Connections Playgroup resumed at Mosman Drill Hall, offering structured play sessions to support child development and provide parental guidance. A second playgroup commenced in late 2023. Together, these playgroups recorded over 2,099 family attendances and 2,685 occasions of service for children and achieved high satisfaction ratings.

Council reconvened local Early Childhood Provider Network Meetings in February 2022, aiming to enhance the skills and knowledge of Mosman's early childhood educators. These meetings have seen consistent participation, with nearly half of all early childhood services in Mosman attending regularly. Additionally, newsletters are distributed regularly to early childhood providers to keep the sector informed.

Council has successfully rolled out parenting capability sessions since early 2023, including courses on positive parenting and childhood resilience. Due to high demand, additional sessions on 1-2-3 Magic and Emotion Coaching were introduced in early 2024. Support for families continues through quarterly newsletters, reaching an expanding audience.

Mosman's Children's Fair returned in 2023 during the Festival of Mosman. The event received overwhelmingly positive feedback, with 100% of respondents expressing satisfaction.

Building on the introduction of a Child Safe Policy and Code of Conduct, Council teams developed their Child Safe Team Practices in late 2021 to support child safe programming in Council services that engage with children and young people. In 2022 a Child Safe Reporting procedure was rolled out along with Child Safe Training to all staff, Councillors, volunteers and contractors working with children. By the end of 2022 a Child Safe statement was being applied to all marketing and event promotion materials and a Child Safe page had been developed for the Mosman Council website and staff intranet. The Child Safe Staff Working Group began meeting in 2021 and has continued to meet quarterly with 11 meetings being convened between 2021 and 2024. All Council services that have contact with children come together regularly to discuss Child Safe issues and to address any gaps identified in their respective Child Safe Audits.



# Strategic Direction 1

## A safe, caring and inclusive community

### Supporting Young People

#### Youth Programs

Throughout 2021-2024, Council's Youth Services team has delivered a variety of new and established programs from Mosman Youth Centre, including its after-school Drop-In program. Regular offerings include the Monday Munchies food program, meetings and workshops for the Youth Volunteer Committee and Green Thumbs sustainability group, and a Dungeon's & Dragon's social program.

Special programs and youth projects have also been a focus, with initiatives such as:

- School engagement programs at Mosman High, including wellbeing workshops for Year 7 orientation, SRC leadership workshops, and presentations
- Annual Year 6 Open Days to aid primary students transitioning to high school
- Events for International Day of People with a Disability, Harmony Day, R U OK Day, Mental Health Month, World Pride, Wear it Purple Day, and the Festival of Mosman
- Health workshops with Headspace NSW and NSW Health Sexual Health services
- Indigenous education as part of the Gai-mariagal Festival and NAIDOC Week, including sessions with Bush to Bowl and Koori Kinnections
- Sustainability workshops in collaboration with Kimbriki Eco House and the Council's Environment team
- Intergenerational projects with Mosman Community Care, including the annual seniors vs juniors table tennis competition.

Additionally, school holiday programs for high school and Year 6 students focusing on recreation, creativity, and wellbeing have been offered each holiday period.

Other notable projects over the last three years have included:

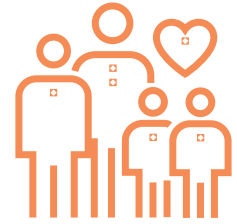
- The renaming of Mosman Youth Development Centre to Mosman Youth Centre, with updated signage
- Refurbishment of the Mosman Youth Centre kitchen
- Leadership of the Northern Sydney Youth Strategic Day in February 2024
- Ongoing co-hosting of the Lower North Shore Youth Interagency
- Development of a social outcomes measurement framework for Youth Programs.

#### Youth Week

During NSW Youth Week each April, Council's Youth Volunteers have contributed significantly to the design and support of events that celebrate and amplify youth voices and creativity. These programs have consistently grown in participation, with the annual Raise the Youth event attracting hundreds of attendees and numerous youth volunteers. The latest event in 2024 saw over 220 young attendees at the Youth Centre and Barry O'Keefe Library, enjoying performances from local youth bands and engaging in youth-led art and recreational activities. In 2021 the event was awarded Highly Commended in the Outstanding Youth Participation category of the NSW Youth Work Awards.

Additionally, a range of other Youth Week events and workshops have been initiated by the Youth Services team, including the ShoreComp Battle of the Bands, ShoreShocked regional events, a co-designed Acknowledgement of Country for the Youth Centre facilitated by the Gaimaragal Group, Bush to Bowl indigenous education programs, and various youth leadership, life skills, and training workshops.

## A safe, caring and inclusive community



### Youth Wellbeing Initiative

In 2021, Council released the MYvoice youth consultation report, gathering insights from over 300 local young people aged 12 to 24. This consultation highlighted mental health as a primary concern, leading to the launch of a new, multi-year Youth Wellbeing Initiative that, since 2022, has included:

- Youth mentoring and life skills workshops, notably the Beyond the Gloves program
- Group wellbeing activities such as Aunty Time with the Gaimaragal Group, art and animal therapy, mindfulness sessions, and DrumBeat resilience drumming. The Aunty Time project received the 2022 NSW Youth Work Award for Outstanding Partnership
- Teen Mental Health First Aid and safeTALK Suicide Awareness & Prevention Training for students and youth sector workers
- Academic support focusing on emotional regulation and resilience, complemented by regional parenting webinars to boost mental health literacy, and awareness initiatives such as the 'Need a Lift' youth photography contest during Mental Health Month.

Additionally, the Youth Services Team, in collaboration with the Library Services Team, has delivered targeted study support and wellbeing programs for senior students. These include:

- Annual Lock-In sessions and HSC Subject Workshops at the Library and Youth Centre
- The Year 12 & Beyond program with Phoenix House, focusing on managing a healthy lifestyle, building resilience, and navigating relationships for senior students
- A post-school pathways panel workshop with Macquarie University Enactus and TAFE NSW
- Student Leadership & Advocacy Workshops for Mosman High Year 12 student leaders and SRC members.

### Curiosity Hub & Study Support

In response to academic pressures heightened by COVID-19 and lockdown effects, Mosman Youth Services introduced the Curiosity Hub, a weekly study support program at Mosman Youth Centre. This initiative provides a space for young people to study, work on assignments, and receive both peer and tutor support, encouraging mentorship between junior and senior students.

# Strategic Direction 1

## A safe, caring and inclusive community

### Youth Volunteering

Mosman Youth Services host a range of programs to engage high school aged young people in rewarding community volunteering. Youth volunteers develop new skills, connect socially, and contribute to projects and programs directly impacting young people and the Mosman community.

Youth volunteering programs offered over the course of 2021-2024 ranged from ecology and environmental sustainability, to events management, campaigns for important youth or community causes and nutritional education. Council offered several pathways for young people to volunteer over the term including:

- Youth Volunteer Committee – a weekly group with a focus on community projects and events, including co-designing Council's annual Youth Week program and International Day of People With a Disability youth events, R U OK Day and youth mental health campaigns, and youth centre open days and activations
- Green Thumbs – an environmental sustainability group that has developed and maintained the Youth Centre community garden, along with learning about native ecology, nutritional education, and educating other young people and the community about sustainability
- MYproject – a self-led volunteer opportunity for young people to be mentored to bring their community project or idea to life, which has included youth art activities, band and music nights at the Youth Centre, and donation campaigns for communities in need.

In 2021 Council received a Highly Commended Award in Outstanding Youth Participation for its Raise The Youth event, co-designed and developed by the Youth Volunteer Committee as part of Council's Youth Week program.

Youth volunteer groups have organised and supported a range of youth-led events over the past several years including:

- Shorecomp Battle of the Bands Mosman and ShoreShocked – 2022
- Raise the Youth – 2022, 2023, 2024
- R U OK Day Youth Fete – 2022
- Youth Fest Youth Centre Open Day – 2023
- 'Cherry Jam' and 'Play Us Out' Band Nights – 2022, 2023
- IDPWD Events and 'Sense-ational' and 'MindsYOUined' – 2022, 2023





# Strategic Direction 1

## A safe, caring and inclusive community

### Caring for our older residents

#### Mosman Square Seniors Centre

Mosman Square Seniors Centre celebrated its 29th year of operation in 2024. With a focus on supporting a safe, caring, and inclusive community, the Centre offers a wide range of new and established programs and initiatives delivering significant outcomes for Mosman's older residents, their families, and caregivers.

With over 18,000 visits per year, the Seniors Centre thrives as a venue for information, referral, activities, and social connection. Improved accessibility, amenities, and audio-visual tools ensure that members can fully engage in the diverse range of programs offered. With a dedicated team and the help of volunteers, over 40 different activities and services run each week. These services include Meals, Community Transport, and Social Support through the Commonwealth Home Support Programme (CHSP).

As part of its ever-evolving range of offerings, the following new classes and activities have been running at the Centre since 2021:

- Line Dancing
- Floor Yoga
- Recording your story – personal histories
- Paint and Sip
- Brunch Club
- Online exercise classes
- Monthly Tech Troubleshooting drop-in
- Monday shopping bus (morning and afternoon)
- Tuesday Social Outing
- Friday Explorer Outing
- Creative Caregivers
- Lifeline Counselling.

### Social Support for Seniors

Council's Community Care Team provides both group and individual support to seniors in Mosman through the Commonwealth Home Support Programme (CHSP). This includes personalised assistance to help navigate and access aged care services, as well as social support to bring people together and build connections. The Care Team provides information, referral, and support for people aged 55 and older, delivering over 7,000 hours of social support in 2023-24.

The Care Team offers free services and social groups, such as the highly successful Walking Groups first established in 2020 and 'Picture of Health' tours for people living with dementia and their families. These initiatives, along with the individual support provided, ensure seniors in Mosman remain connected, supported, and engaged in their community.

### Mosman Community Transport

Council's Community Transport Service provides both individual and group transport, delivering almost 6,000 trips annually. Many of these trips are part of the weekly bus outings that foster social connections among local residents, many of whom are frail and would otherwise be socially isolated.

In 2023 a second shopping bus was introduced to cater for unmet demand and has been very successful. With the aid of regular volunteers, the service allows clients to not only do their weekly shopping locally but to provide another avenue for social connection.

## A safe, caring and inclusive community



### Mosman Meals

Council's Mosman Meals service has been delivering meals since 1995. In 2021-22, the service reached a milestone, providing 25,098 meals both at home and at the Seniors Centre. The Community Restaurant is held every Friday at the Centre, with themed lunches consistently booking out. Recently a new table has been established for men who attend regularly each week, further fostering camaraderie and social connection.

In 2022, the monthly Brunch Club was introduced to encourage social connection through shared activities and a light lunch. This initiative has been instrumental in bringing people together and creating a supportive community atmosphere.

The importance of Mosman Meals extends beyond providing nourishment; it reaches isolated seniors and allows staff and volunteers to conduct welfare checks, ensuring the well-being of those who might otherwise be socially isolated. Volunteers are the backbone of this service, enabling it to continue delivering quality meals and support to the community.

### Mosman Seniors Festival

Council was successful in obtaining grant funds to help deliver the much-anticipated Seniors Festival for the three years 2022 through 2024.

The festival annually features over 20 activities, including Tai Chi on the Green, a music concert, the Intergenerational Table Tennis Tournament, and a High Tea with the Mayor. The festival also includes creative workshops, informative lectures, dance parties, and wellness sessions, providing seniors with opportunities to connect, learn, and enjoy a range of engaging events across the Seniors Centre, Mosman Art Gallery, and Barry O'Keefe Library.

Feedback from the 2024 Festival was overwhelmingly positive, with a rating of 4.74 out of 5 stars and 97% of attendees expressing a willingness to recommend the Festival to others. 87% agreed that the Festival helped them feel less isolated.

### Dementia Awareness and Education

A Dementia Awareness and Education Project, which has been running since 2022, has delivered significant training and education initiatives to support staff, volunteers, and the broader community.

In 2022-23, Mosman Council partnered with Dementia Australia's Centre for Dementia Learning to provide training sessions that were attended by 43 staff and volunteers, 33 of whom became Dementia Friends in our community. Post-training feedback revealed a notable increase in participants' knowledge, from an average of 5/10 to 8/10.

In March 2023, a Dementia Forum featuring Ita Buttrose as keynote speaker attracted 130 attendees and included resource booths from Dementia Australia, Macquarie University, and Mosman Council. This event was a pivotal step toward creating a more dementia-friendly community.

In 2023-24, the project expanded with the establishment of a Dementia Advisory Group consisting of local residents with firsthand experience of dementia and their carers. The group held three weekly sessions in November 2023, producing a report that highlighted key themes and recommendations.

Four additional training sessions were conducted by Dementia Australia in February 2024, with 65 participants, including Council staff, volunteers, program facilitators, Community Champions, and local business representatives. Two reflective sessions were also conducted, with participants giving the training an overall success rating of 4.67 out of 5.

In February 2024, a Dementia Forum featuring Dr. Suruj Samtani from UNSW Sydney's Centre for Healthy Brain Ageing (CHeBA), attracted 63 attendees who rated the session 4.7 out of 5 for success. Additionally, a Community Lunch and Learn session led by Sharon Strahand from NSW Health in September 2023 attracted 24 attendees.



# Strategic Direction 1

## A safe, caring and inclusive community

### Embracing Inclusion

#### Disability Inclusion Action Plan

The Mosman Disability Inclusion Action Plan (DIAP) 2022 – 2026 was approved by Council in 2022 following extensive community consultations. It builds upon the foundations laid by Council's first Disability Inclusion Action Plan 2017-2021 and is complemented by the ongoing efforts of Council's Access and Mobility Community Consultative Committee.

The DIAP supports government policies and community initiatives aimed at enabling people with disabilities to fully participate in all aspects of community life.

Over the past three years, the DIAP has guided a wide range of initiatives aimed at promoting inclusion, accessibility, and participation. Key activities have included promoting positive community attitudes and behaviours through education sessions and the sharing of positive stories of inclusion. Council has engaged in various educational activities such as Dementia Friends Training, delivering disability awareness workshops by the Physical Disability Council of NSW, and hosting inclusive art exhibitions at Mosman Art Gallery.

Council has also focused on creating liveable communities by prioritising accessibility in public spaces. Efforts have included the development of universally accessible playgrounds, pathways, and public seating, along with the implementation of various accessibility audits for Council-owned facilities. Accessibility has been a consistent theme in the planning and execution of Council events and communications to ensure inclusivity in all public engagements.

Council's Volunteer's Office has established connections with The Centre for Volunteering to access resources and networks that support the inclusion of people with disabilities in volunteer roles. This partnership helps in auditing Council programs to identify volunteering opportunities specifically tailored for individuals with disabilities.

Throughout these activities, Council has remained committed to engaging with the community to continuously improve and adapt its strategies, ensuring that the initiatives not only meet but exceed the needs and expectations of people with disabilities in the community.

#### International Day of People with Disability

The International Day of People with Disability (IDPWD) is observed annually on December 3rd. This day is designated by the United Nations to promote an understanding of disability issues and mobilise support for the dignity, rights, and well-being of persons with disabilities.

Council marks IDPWD annually with a series of engaging and educational activities aimed at celebrating achievements and promoting awareness, understanding, and acceptance of people with disabilities. Over the past 3 years these have included:

- Friday Night Group Photography Display: Featuring creative photographs by the Friday Night Social Group and highlighting the personal stories of community members with disability
- Youth Services "sense-ational" Event: Targeting high school-aged youths, providing sensory experiences to simulate different perceptions and foster understanding of neurodivergent experiences
- Inclusive Volunteering Workshop: A practical session aimed at removing volunteering barriers
- Connections Playgroup IDPWD Celebration: Featuring sensory activities, inclusive story readings, and information sessions about local services
- Library Services Special Events: Including a Storytime for children aged 3-5 led by visually impaired storyteller Megan Taylor and a learning session for children aged 5-12 to read and write in Braille
- Mosman Art Gallery Inclusive Exhibitions: Inclusive exhibitions such as Thom Roberts' "Pink Panther Station" in collaboration with Studio A.

## A safe, caring and inclusive community



### Community Volunteering

20.3% of Mosman residents reported doing some form of voluntary work in the 2021 Census compared to 14.1% across Australia.

Volunteers engage in more than 20 Council services and programs and, on average, Council has been assisted by 300 active volunteers over the last 3 years, collectively supporting:

- Mosman Art Gallery
- Mosman Library Service – Local Studies, Justice of the Peace and Outreach Services
- Children and Families – Connections Playgroup
- 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
- Environment and Open Space - Bushcare and Harbourcare
- Event Management
- Youth Services.

Volunteers at Council are predominantly older, with 60% aged between 60 and over 80 years old. Many are deeply committed, as 65% volunteer on a fortnightly basis, and 35% have been volunteering for over 10 years. The current number of active Council volunteers (June 2024) is 296. These volunteers have delivered more than 10,225 hours support to Council programs over the last three years.

There has been a consistent influx of new volunteers joining various programs, although this has been counterbalanced by other volunteers becoming inactive largely due to natural attrition and the impacts of COVID-19, with many choosing not to return to volunteering. Nonetheless, the 2024 Volunteer Survey shows that volunteers are generally satisfied with Council's Volunteer program, with 96% providing a positive satisfaction score.

Council invests in the support and training of volunteers. Volunteer training between 2021 and 2024 has included Wellness and Reablement Training, First Aid and CPR Training, and 'Accidental Counsellor' Training.

- 2021 – Wellness and Reablement Training
- 2023 – First AID and CPR Training
- 2023 – Accidental Counsellor Training
- 2024 – Accidental Counsellor Training

# Strategic Direction 1

## A safe, caring and inclusive community

### Community Connections and Resilience

Council has delivered a number of projects and programs in recent years aimed at building community connectedness and strengthening community resilience. In September 2022 Council employed a Community Connections Officer to drive this work, which to date has included:

- Practical training and workshops to improve community leadership skills in areas like resilience and wellbeing
- Grants and funding to support community-led projects that enhance resilience and sustainability
- The development of a Community Champions network to strengthen local ties and boost participation in programs and events
- Collaboration with local organisations and businesses to embed resilience strategies into community programs and empower residents to positively impact their neighbourhood
- Community-based initiatives and partnerships such as the Chatty Chair and Chatty Cafe concepts to bring local residents together.

In late 2022, a Community Connections Roundtable brought together 70 residents, community groups, local businesses, and organisations to engage in discussions about community strengths and opportunities, and ways to strengthen community connection and resilience in Mosman. This was followed in 2023 by Community Champions Training, providing interested community members with skills and tools to help foster more inclusive, sustainable communities.

In 2023 further training and community conversations were facilitated on topics including climate change, grants writing, resilience building, and extreme weather resilience. Regular Community Champions meetups have also fostered ongoing conversations and ideas on opportunities to connect residents and how to build a more resilient community.

### Caring for our carers

The Mosman Carers Group celebrated its 20th anniversary in February 2024. The group meets weekly and provides a series of free speaker events. As a new offering for carers, a monthly program known as 'Creative Caregivers - Art and Well-being Sessions' commenced in March 2024.

In 2024, the Carers Group also began collaborating with Lifeline Counselling to host a four-week program tailored for people experiencing grief and loss, called 'Season for Growth.'

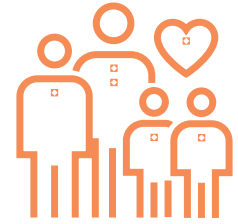
### Local and Regional Collaboration

Council actively engages in a variety of regional community networks, fostering collaboration and co-development across various projects and initiatives that support local communities.

In a notable collaboration with the Lower North Shore Multicultural Network Council hosted a major Refugee Week event in 2022, attracting strong community attendance and positive feedback.

In the domain of family and domestic violence, the Council provided ongoing support through its Community Grants program, aiding the development of resources and workshops that benefit the community. The establishment of Mosman's annual Walk for Women in 2022 has also provided an important platform to support women and families impacted by family violence.





## A safe, caring and inclusive community

Council's Youth Services team play an active role in sector development initiatives and partnerships, underpinned by membership of the Lower North Shore Youth Interagency (LNSYI). Council co-hosts monthly LNSYI meetings along with North Sydney, Lane Cove and Willoughby Council Youth Services teams, and its Youth Services team has led a number of collaborative projects including suicide awareness and prevention training for the sector, co-facilitating a major Northern Sydney District Youth Strategic Planning Forum in February 2024, participating in Mental Health Month projects, and coordinating a variety of collaborative Youth Week programs.

Council's Children's and Families team also facilitates the Lower North Shore Children's and Families Interagency and has convened regular sector development meetings with local early childhood care providers over the last few years, as well as providing targeted training and support to staff in the sector.

## Community Grants

Council remains dedicated to supporting the work of local community organisations, having awarded 63 grants through its annual Community Grants Program (with a total yearly allocation of \$70,000) over the last three years. In 2023/24, a comprehensive review of the Community Grants program was undertaken to ensure the program remains robust, fair, and transparent. In addition to grant funds allocated to local community organisations, \$5,000 is also allocated annually to support indigenous cultural programming in Mosman's regional friendship city of Glen Innes-Severn.

## Christmas Gift Appeal

Mosman residents have continued to generously support Council's annual Christmas Gift Appeals, with 1928 toys, books and other gifts placed under the tree in the Civic Centre foyer across three festive seasons. These items were donated to The Salvation Army for distribution to disadvantaged children across northern Sydney.

## Safer Roads

### Speed Reduction on High Pedestrian Local Roads

In 2022-2023, Council engaged an independent consultant to investigate the feasibility of reducing the speed limit on eight local roads from 50km/h to 40km/h, with the subsequent study identifying The Esplanade and Military Roads as suitable candidates for speed reduction. In February 2024 Council resolved to pursue this speed reduction proposal further and successfully obtained grant funding for a second study. This study was completed in mid-2024, and the matter has now been referred to Transport for NSW for final approval.

### Accessible Parking Space Review

In late 2022 Council undertook an audit of accessible parking spaces in Mosman and updated its plans to accurately record the locations of all spaces. With the assistance of NSW Government funding, the installation of parking sensors in accessible on-street parking spaces was subsequently completed in early 2023. These spaces and their availability were then integrated into the NSW government's Park'nPay app.

Reviews of accessible parking at Balmoral Oval, Edwards Bay, Mosman Bay and Avenue Road car parks were also completed. Accessible car park improvement works were then undertaken in the 2023/24 financial year.

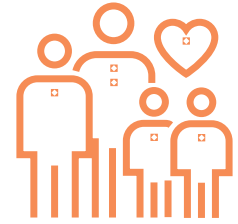
# Strategic Direction 1

## A safe, caring and inclusive community

### Snapshots

The following 'snapshots' provide further insight into the types and level of service delivered by Council between 2021 and 2024:

- 63 grants totalling \$202,898 were awarded to 36 community organisations through Council's annual Community Grants program
- 1,928 gifts were given to disadvantaged children in NSW by Mosman residents as part of Council's annual Christmas Gift Appeal.
- There were 32,051 occasions of service at Mosman Youth Centre
- Mosman Meals volunteers delivered more than 64,000 meals to residents in their homes.
- 6,749 meals were served at Community Care programs including the Community Restaurant at Mosman Square Seniors Centre
- 18,536 hours of social support were provided, including both individual support and group support.
- There were almost 50,000 visits to Mosman Square Seniors' Centre
- Over 60 events were held as part of the annual Mosman Seniors Festival.
- Mosman Community Transport provided more than 15,000 trips for its passengers
- Almost 300 adult volunteers assisted with Council services through their involvement in 22 volunteer programs
- Approximately 800 children and carers attended the 2023 Children's Fair, with a 100% satisfaction rate
- There were 99 sessions of the Connections Playgroup, with 2,099 family attendances
- Council's Access and Mobility Community Consultative Committee met on 10 occasions.



## A safe, caring and inclusive community

### Key Performance Indicators

Indicator	2021/22	2022/23	2023/24
%Project Milestones Achieved- Safe, Caring and Inclusive Community	50%	86%	92%
No. of Community Transport trips per annum	3,197	5,942	5,968
No. hours of social support provided per annum	5,279	6,237	7,020
No. meals delivered by Meals on Wheels per annum	24,645	20,755	18,794
No. of meals served at Community Care programs per annum	1,010	2,951	2,788
No. of occasions of service for young people engaging with Mosman Youth Services and Programs	n/a*	15,265	11,816
No. volunteers in Council services	280	284	296
Utilisation rate % - Connections Playgroup‡	n/a	75	96.5%
Utilisation rate (visits) - Mosman Square Senior Citizens Centre	7,548	18,166	24,119
% Young people satisfied with programs and events coordinated by Youth Services	95%	91%	90%
Community Safety Score - Residents who feel safe in their local community	9.17	9.02	9.02
Level of resident satisfaction with access to Council information and Council support *	6.90	6.84	6.84
Level of resident satisfaction with overall range and quality of community facilities and activities *	7.48	7.19	7.19
Level of resident satisfaction with services and facilities for children and families *	7.53	7.30	7.30
Level of resident satisfaction with services and facilities for older people *	7.37	6.80	6.80
Level of resident satisfaction with services and facilities for people from culturally and linguistically diverse backgrounds *	6.19	5.86	5.86
Level of resident satisfaction with services and facilities for people with a disability #	6.78	6.39	6.39
Level of resident satisfaction with services for young people #	6.79	6.50	6.50

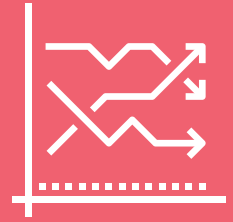
\* Mean score on a scale of 0-10 in the biennial Mosman Community Survey

† The result for the related performance indicator in 2021/22 (i.e. 'No. of young people attending programs at Council's Youth Centre') was 4,970

‡ The Connections playgroup re-commenced in 2022/23







## **Strategic Direction 2**

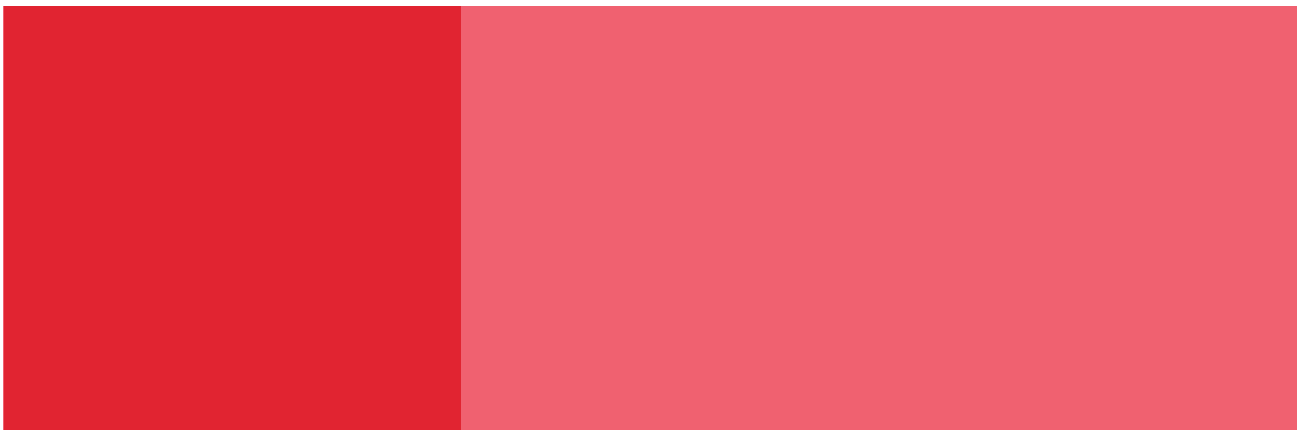
**A culturally rich  
and vibrant  
community**

# 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

### Excellence in the Arts

#### Mosman Art Gallery

Between 2021 and 2024 Mosman Art Gallery (MAG) continued to consolidate 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 Mosman Art Gallery and Community Centre annually hosted over 65,000 visitors (with 2024 visitation more than 81,000 people), presented over 300 public programs and workshops, and developed and displayed 51 exhibitions of significance.

#### Gallery Exhibitions

During 2021-2024 Mosman Art Gallery's acclaimed program of local and touring exhibitions included:

*Destination Sydney: The Natural World.* The third exhibition in a series of collaborations by three Sydney public galleries, Manly Art Gallery & Museum, Mosman Art Gallery and the National Trust's S. H. Ervin. Like its preceding exhibitions *The Natural World* showcased artworks responding to the theme of Sydney as a place of creative endeavours, with a strong focus on the work of major Australian women artists, all connected by their concern for landscape, the natural world and the environment.

*From Margaret Olley to Salote Tawole: 75 years of the Mosman Art Prize.* Over the past 75 years the Mosman Art Prize has developed in stature to become Australia's most prestigious municipally funded art prize with a national profile. As an acquisitive art award for painting, the winning artworks collected since 1947 form a splendid collection of modern and contemporary Australian art, reflecting developments in Australian art practice since 1947.

*Keeping Score: Tracing Time.* The second collaborative exhibition between Mosman Art Gallery and Parramatta Artists' Studio.

*Ernest Edmonds: The Colour in the Code.* An exhibition by award-winning Mosman artist Ernest Edmonds, including both recent art and a selection of retrospective works.

*Khaled Sabsabi: Unseen.* An immersive exhibition by Khaled Sabsabi, with coffee the inspiration.

*Yasmin Smith: Sediment.* An exhibition of newly commissioned works by Sydney-based artist Yasmin Smith.

*Imants Tillers: The Mosman Years.* A major exhibition of works by renowned artist and sometime Mosman resident Imants Tillers, with works dating back to the earliest days of Tillers' artistic practice.

Mosman Art Gallery also actively toured several of its exhibitions including Bungaree's Farm to Toowoomba Regional Art Gallery and loaned collection works to major institutions including the National Gallery of Australia, National Library, QAGOMA and the National Art School.

# Strategic Direction 2

## A culturally rich and vibrant community

### Gallery Education Programs

Mosman Art Gallery's 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 high quality 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.

The Gallery also delivers a range of other educational and creative activities including Art After School (workshops for kids aged 6-10), Art Explorers (drop-in workshop for children 3-5 and their carers), Art Now (all day school holiday workshops for children 5-8 and 9-13), Baby Art (focused on art and well-being of parents or carers with babies), Creative Caregivers (a partnership with Community Care providing a supportive environment for carers), and A Picture of Health (a partnership with Community Care involving guided tours and artmaking for people living with memory loss and their family or friends).

Art Now Balnaves Education has also been developed as a comprehensive suite of education tools for primary and secondary students, linking the Gallery, the Mosman Art Collection and Balnaves Gift and the Mosman Art Trail. The program includes Digital Education Kits, Kids Art Trail Map, and films providing advice for young artists. The program also supported four youth-led programs over 2022-2024 including the Mosman Youth Art Prize Opening Day Events and Raise the Youth nights in partnership with Mosman Youth Centre.

### Mosman Art Gallery Membership Program

At 30 June 2024 there were 616 registered Members of Mosman Art Gallery, with membership boosted by a recruitment campaign following the COVID-19 disruptions. Members activities are typically offered throughout each calendar year with annual activities including three major excursions, five Focus Tours for Members, invitations to exhibition openings, invitations to public programs and other special events, Mosman Art Prize Private Viewing and Christmas Celebrations.

The Art Gallery maintains a cloud-based solution that provides existing and potential members the ability to join or renew their membership and donate online.

### Mosman Art Gallery Volunteers

There are currently 25 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 three years include:

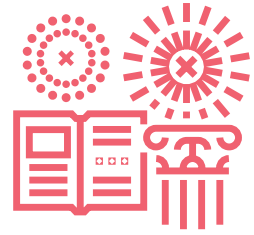
- Helping with preparation of materials for the Education Program
- Assisting students in their art-making activities and giving tours of the exhibitions for the Education Program
- Assisting students in their art-making activities for the Art After School and Art Attack school holiday program
- Assisting exhibition openings and welcoming visitors
- 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 and Baby Art
- Participating in the Friends Action Team: a group that helps to organise Friends activities.











## A culturally rich and vibrant community

### Mosman Art Collection

During the last three years the Mosman Art Collection has grown significantly in size and value and as at June 2024 was valued at \$8.1 million (an increase of \$1.6 million since the last valuation in 2021). In order to safeguard works the Collection is housed in a secure climate controlled storage facility when not otherwise being exhibited at the Gallery or in other Council facilities.

Council has continued a program to actively conserve works in the Mosman Art Collection. To date, the top 100 works of greatest value have been inspected and provided with professional art conservation treatments.

A revised Mosman Art Collection Policy was adopted by Council in September 2023.

### 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 2024 a record number of entries (1,617) was received and in the same year prize money for the acquisitive Prize was increased from \$50,000 to \$70,000.

### Arts and Culture Community Consultative Committee

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 are regularly attended by Councillors and community members with backgrounds as artists, philanthropists, educators and administrators.

### Performing Arts

Over the past three years Council has continued to support performing arts opportunities with ongoing support of local companies such as the Mosman Symphony Orchestra and Mosman Musical Society and the use of the Grand Hall at the Mosman Art Gallery for more than 230 concerts, recitals and performances.

# Strategic Direction 2

## A culturally rich and vibrant community

### Encouraging Private Giving and Support

Council and Mosman Art Gallery provide leadership in encouraging private giving. The Mosman Art Collection attracts many donors as one of the most prestigious municipal art collections in Australia.

Between 2021 and 2024 the Gallery has received donations and sponsorship worth \$565,169 in cash, artwork donations valued at \$741,264 and in-kind sponsorship of \$17,800.

*Cultural Gifts Program* – the Gallery's Cultural Gifts Program has seen major artworks donated to the Mosman Art Collection in the period 2021 – 2024. Many have been gifted by long-term supporters of the Gallery, with highlights including works by important Australian artists Khaled Sabsabi, Caroline Rothwell, Imants Tillers, Gary Grealy, Samantha Stephenson, Emanuel Phillips Fox and Ethel Carrick Fox.

*Conservation Fund* – the Gallery's Conservation Fund, established in 2019, has seen over 100 artworks in the Mosman Art Collection conserved with direct support from Gallery donors. Across 2021 – 2024, works conserved include Ethel Carrick Fox *Untitled (Balmoral Beach)* c. 1913-15, Jacobus Capone *Spring* 2021, Margaret Olley *New England Landscape* 1947 and Cressida Campbell *Studio* 1989.

*Acquisition Fund* – Established in 2022 to coincide with the 10 Year Anniversary of The Balnaves Gift to Mosman Art Gallery, the Acquisition Fund was supported by The Balnaves Foundation and Balnaves Family who committed \$70,000 in a matched fundraising campaign to acquire Imants Tillers *Factum 1*. The Acquisition Fund launched as an initial 5 year fundraising initiative (with total committed funds of \$176,000) and forms an ongoing support base for the future.

*Bequest Program* – Launched in late 2021 with an advertising and marketing campaign including soft launch event at Mosman Art Gallery, the Bequest Program has resulted in Mosman Art Gallery receiving a bequest of \$50,000 (Phillipa Morris, 2022) and unrealised bequests to the value of \$2,050,000 (2022 and 2023) including art work by Margaret Olley and Lucy Culliton.

*Plus 1 Gallery Membership Campaign* – A Federal government matched-funding grant to drive greater membership numbers and engagement with Mosman Art Gallery and its exhibitions and programs, the campaign was held over 6 months from December 2023 to May 2024. Having reached the \$10,000 campaign target at the end of February 2024, the final funds raised in new memberships was \$13,000, with \$10,000 be matched by the government.

*Corporate Partnerships* – The Gallery has seen an increase in interest and support from local businesses who wish to align themselves with the values of the Gallery and increase exposure with the Gallery's audience. Partnerships (cash & in-kind) established or in development since 2021 include: Mosman Art & Framing, International Conservation Services, NS Audiology, Bendigo Bank, Colormaker Industries, Bresic Whitney and The Albert Hotel Mosman.

Between 2021 and 2024 the Gallery was also successful in expanding its Creative Circle program and reaching the fundraising target for its Hunters and Collectors campaign.





## A culturally rich and vibrant community

### Grants

Mosman Art Gallery has successfully applied for the following grants over the period:

- Create NSW Create Minor Capital - \$27,000 (2022) *Modular Gallery walling (40 metres)*
- Creative Partnerships Plus 1 - \$10,000 (2023) *Matched funding campaign to raise \$10k in new memberships*
- Create NSW - \$85,000 for Khaled Sabsabi exhibition, \$95,000 (2022) and \$95,000 (2023) and \$95,000 (2024) for the Gallery's *annual program funding*
- Museums & Galleries of NSW Audience Development Grant - \$10,000 (2023) *Development of resources for audiences with low vision.*

### Mosman Community Centre

Over the last three years 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. Between 2021 and 2024 the Centre hosted 71 weddings, and hundreds of workshops, meetings, forums, events, concerts, and parties. The Centre also functions as an important civic space, hosting community meetings, forums and civic events.

During the same period Council has improved the amenity of both the Community Centre and Mosman Art Gallery through the refurbishment of both the Ground and Level 1 bathroom facilities, replacement of the passenger lift and replacement of the building's air conditioning chiller system.

### 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 120 stalls in Mosman Square and the Village Green. Mosman Art Gallery's Galleria retail outlet has also created opportunities for local artists and artisans.

### Public Art

Council has commissioned and/or refurbished a number of public artworks since September 2021. These include the installation of works at Bradleys Head Walkway by Maddison Gibbs, Cubba Cubba by Mili Mili design placed in the redeveloped Mosman Square (based on rock engravings previously recorded at Middle Head), Italian City by Anne Ferguson in Reservoir Park, a mural in the Vista Street Carpark, Nest by Samantha Stevenson at the Vista Street entrance to Mosman Art Gallery and a life-sized bronze statue of Allan Border by Linda Klarfeld in Mosman Park. The Mosman Art Trail has also been launched, linking the Mosman Art Collection and Gallery to the sites where significant works were painted. Ephemeral displays of 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 2023 with 'Attack' by Ken Done presented as a temporary public art installation in a heritage site at Middle Head, in conjunction with Sydney Harbour Federation Trust.

A revised Public Art Policy was adopted by Council in September 2023.

# Strategic Direction 2

## A culturally rich and vibrant community

### 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 two public art pieces and also toured its award winning Bungaree's Farm exhibition to Toowoomba Regional Gallery in Queensland. Council also features significant Aboriginal programming in its events such as the Festival of Mosman. A range of future Aboriginal themed programming is currently in development including exhibitions at Mosman Art Gallery. Council is also in the process of developing an Aboriginal Interpretive Signage Project, with signs to be located at key sites along the foreshore and in Mosman Square. This project has been supported by a grant from the Local Government Heritage Grants Program.

### Mosman Art Trail

Supported by the Balnaves Foundation, the Mosman Art Trail was officially launched in April 2024. The Trail is a 10km walking experience around Mosman's foreshore with 10 permanent signs featuring 12 works from The Balnaves Gift and accompanying QR link with voiceover by Claudia Karvan. It is anticipated that the foreshore walk will attract approximately 50,000 visitors annually and further increase visitation and philanthropic support for Mosman Art Gallery.

### The Night-time Economy

Council has re-established a series of Night Markets as part of a strategy to revitalise Mosman's night-time economy. EasterFeast, WinterFeast and OctoberFeast have been added to the traditional Christmas Night market to form a year-round series of special events that celebrate each season. As part of this process, Council maintains a liquor licence to allow for the sale and consumption of alcohol on the Village Green. Each market has been well patronised and enthusiastically taken up by businesses and the local community.

Council has also established Wednesday Night Lights, an art after hours access program at Mosman Art Gallery. The Gallery remains open to the public until 8pm each Wednesday, with special events regularly organised to attract new visitors and those unable to attend the Gallery during standard working hours.

A special street party was held at Mosman Junction during the summer of 2022, featuring live entertainment and food from local eateries, attracting thousands of residents to this precinct at night, and helping support businesses post-COVID. A further street party is planned for later this year which, together with night market events in 2024, has benefitted from State Government funding.

## MOSMAN ART TRAIL



**James R. Jackson**  
*Sydney Harbour, 1965*

Oil on canvas, 49.5cm x 60cm.  
Mosman Art Collection: Donated through  
the Australian Government's Cultural Gifts  
Program by Neil Balnaves AO, 2011

With a wide view over the many coves of Port Jackson, James R. Jackson's view of Sydney Harbour contrasts the forested Booraghee/Bradleys Head in the foreground with the built and populated shores across the bay. Painted yachts idle in Taylor's Bay while hardworking ferries and steamers putt across the harbour.

This location inspired the artwork pictured.  
Scan the QR Code to learn more about  
the artwork or visit [mosmanartgallery.org.au](http://mosmanartgallery.org.au)



Borogegal and Cammeragal Country

Mosman  
COUNCIL

MOSMAN  
ART  
GALLERY





# Strategic Direction 2

## A culturally rich and vibrant community

### Barry O’Keefe Library

#### Library Improvements

A range of improvements have been implemented at Barry O’Keefe Library over the last three years. These include installation of new technology to help improve the customer experience and to assist with library stock management.

In May 2022, a self-checkout kiosk was installed in the Children’s Library. This has enabled families and the library’s younger customers to lend books without needing to locate the self-check kiosks in the Adult library area. In December 2022 RFID security gates were installed at the library entrance. These gates sound an alarm and flash red if customers forget to check books out at the self-check kiosks.

The third phase of this project was installation of an upgraded after-hours return chute outside the library, followed by automated book returns shelves in April 2023. With these Smart Shelves, customers can return books directly onto the shelf and receive a message confirming that the item has been cleared from their library account.

Other technology enhancements have included an upgrade of the Library’s Monitor system in April 2024. Monitor is the technology that manages access to customer PCs, and facilitates customer printing, scanning, copying and room bookings. The upgrade saw the system shifted to the Cloud, improving speed and performance, and aligning with security requirements.

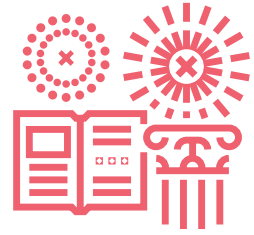
As part of scheduled upgrades, the customer lift in the library was upgraded in January 2024. The internal goods lift, which transports books around the library, was also upgraded in April 2024.

A project to enhance the library layout was initiated in 2023. The purpose of this work is to provide better access to key library book collections, and to provide better spaces for customers to use while in the library.

The first phase of this work resulted in the implementation of two lounge areas in the adult areas of Barry O’Keefe Library in May 2023, including new seating spaces overlooking Cafe Mosman and Allan Border Oval. The foyer and entrance area to the library was also enhanced during this first phase, with new, streamlined book stands and wall display areas.

Planning for the second phase of the library layout project is underway. This will lead to the replacement and renewal of shelving in the Adult areas of the library, resulting in a better presentation and feel for Adult collections, enhanced views towards Allan Border Oval, and improved access to books. This work is scheduled to be completed in September 2024.

A significant process improvement implemented by the Library Service in the last twelve months has been entering into a book supply agreement with Brookvale company James Bennett in late 2023. This has resulted in books being delivered to the library shelf-ready, and has seen customers getting access to new books more quickly.



## A culturally rich and vibrant community

### Creation Space

After use of the newly-launched Creation Space was restricted during the COVID-19 pandemic, Council's library team developed a phased approach to programming in the space (located adjacent to the library entrance) as services progressively re-opened. From July 2022 monthly workshops in the use of the 3D printer, laser cutter and Cricut machines were conducted, as well as monthly tech support sessions. These were well attended by the community.

The second phase involved opening for children after school. An initially limited program which began in June 2023 has now evolved into a five-afternoon-a-week schedule of programs, with access provided to VR, podcasting, Lego, robotics, 3D printing, crafting and creative gaming. These sessions have grown significantly in popularity and are providing the community with valued creative after-school activities.

A Magic Table was also purchased with State Library funding and installed in the Creation Space in May 2023. The Magic Table projects images and games onto a table which customers can then interact with. Designed specifically for people with Dementia, Alzheimer's or cognitive function challenges, the table enables straightforward interaction with activities for these customers.

A Creation Space Coordinator was appointed by Council in April 2024. The Coordinator will take the lead in the third phase of Creation Space activation, which will provide further opportunities for adults and teens in the space.

### Library Programs and Events

Program highlights for the Library Service over the period included special events delivered by Sydney Observatory and Taronga Zoo. The zoo team are regular participants in the Seniors Festival, providing a specialist talk and animal display each year. They have also brought snakes, possums and lizards into the library, delighting an engaged audience.

Space Week in 2022 was highlighted by an evening on the Allan Border Oval where participants could view space through powerful telescopes on a chilly night – hot chocolate included. This and the subsequent indoor talk in 2023 were both well attended by the Mosman community, indicating an enduring fascination with the universe across all age groups.

There were many well attended Author Talks over the three years, with a resurgence in attendance after the COVID-19 pandemic. Highlights included the British author Ben McIntyre speaking about his Colditz non-fiction book, Colditz in March 2023; Sydney radio journalist and author Richard Glover detailing his new book wishing for a slightly better world, Best Wishes; and Chris Masters telling the Ben Roberts-Smith story in Flawed Hero. Each of these events attracted over 100 attendees.







## A culturally rich and vibrant community

### Local Studies

The *Mosman Made* exhibition was held in September 2022. This focussed on pre and post-war immigration from Europe and the positive impact these new citizens made across Sydney and in Mosman specifically.

In 2023, an exhibition highlighted the life and times of Archibald Mosman, after who Mosman is named. The exhibition detailed his life after arrival in Sydney in 1828, including the purchase and development of allotments at Great Sirius Cove.

The highlight exhibition in 2024 focussed on the artistic and cultural endeavours of three Mosman residents: Les Peterkin, Harry J. Weston and Elizabeth Reimer. The exhibition reflected the cultural richness of Mosman over time, and was launched as part of the Australian Heritage Festival.

One off events also helped connect the Mosman community with its past. These included a talk by Peter Grose about his book *A Very Rude Awakening*, which described the arrival in Sydney harbour of Japanese midget submarines during World War 2. Attended by over 100 people, the talk was accompanied by artworks from Ken Done's "Attack" series of paintings, on loan from Mosman Art Gallery.

Digital historical records are also now more accessible, with the transfer of information into the new Canto system. Over the past three years, over 1,500 new items from Council's Local Studies collection have been digitised, to be gradually entered into the Canto system. This work has benefitted from a new scanner purchased in May 2023, enabling more items to be digitised, more quickly.

### Library Programs for Children and Youth

Early childhood sessions continue to be well attended at the Library. Programming targeting children up to six years of age can see up to 60 participants enjoying sessions. This has also led to a growth in book borrowing for children, and is contributing to more young families connecting in Mosman.

Special Storytimes were held at both Allan Border Oval and at the Balmoral Rotunda in the summer of 2023. These provided families with the opportunity to combine early literacy programming with an outdoor excursion.

The Mosman Youth Awards in Literature continues to grow in stature, and helps to promote writing and literature with children and teenagers across New South Wales. The awards evenings post-COVID have been a highlight for many young writers and their families, with over 100 attendees at each.

School holiday program highlights in 2024 have included visits in January from writer/illustrator Sami Bayly and in April from writer Jaqueline Harvey. Attendance was high at both events, and participants produced high quality illustration and story starters.

The Library Services team continues to work closely with Mosman Youth Centre, collaborating on a number of events over the period. Most successfully, a Raise the Youth event saw over 200 young people from the community attend a fun end-of-term evening in April 2024.

# Strategic Direction 2

A culturally rich and vibrant community

## Library Precinct Investigations

Council has provided in-principle support for the redevelopment of Barry O'Keefe Library to provide a facility more in keeping with contemporary library space and usage. A building fund has been established by Council and this has progressively expanded over the last few years through judicious budgeting and application of surplus funds by Council. In tandem with development of the building fund, pre-feasibility investigations have begun, including structural, mechanical and geo-technical considerations. The methodology for exploring possibilities for the site has been similar to that engaged for other major capital works undertaken in recent years including upgrades to Mosman Civic Centre, renewal of Mosman Square and Village Green and redevelopment of Allan Border Oval Pavilion. A staff working group is currently working to progress preliminary feasibility work.

## Shorelink Library Network

The Shorelink Library Network celebrated its 40 year anniversary in December 2023 with a special evening event at St Leonards Library. Barry O'Keefe Library is joined by Stanton Library (North Sydney) and Lane Cove Libraries in this joint venture, which sees systems and collections shared across the network.

Each of the three library services was in the top five for book borrowing per capita across New South Wales for the 2022/2023 year, demonstrating that the Shorelink network is playing an important role in helping meet the information needs of residents of the lower north shore.

## Community Celebrations

### Festival of Mosman 2023

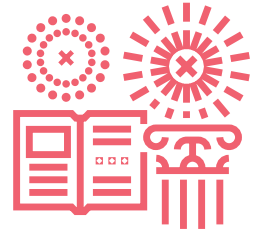
The Festival of Mosman returned in 2023, following its cancellation in 2021 due to NSW Government COVID restrictions. The 2023 Festival ran across 10 days and featured more than 60 community and Council-run events, activities and exhibitions, with an estimated 25,000 people attending.

The festival promoted community spirit, incorporating a wide variety of interests and activities including fine dining, outdoor cinema, concerts, history and heritage, arts and culture, walks and talks, sports, sustainability, pets and the environment.

Council-run events were well attended and positively received by the local community. Highlights included: an Opening Concert - with performances by the Royal Australian Navy Band and local schools and groups, with about 4,000 attendees; a sold-out Dinner on the Green; two outdoor cinemas; First Nations Cultural Event; OctoberFeast Night Market; and Children's Fair.

### Out and About

The 2022 Out & About spring events series attracted about 8,000 people. The program featured a Twilight Concert and a Concert by the Beach, and two outdoor cinema screenings at Balmoral. The concert events provided entertainment by established performers such as the Royal Australian Navy Band and showcased emerging young talent from Mosman schools and performance groups.



## A culturally rich and vibrant community

### Pet's Day Out

The ever-popular Pet's Day Out continues to be a Mosman favourite, attracting community members and companion animals ranging from dogs to cats, chickens and reptiles, for a day of fun and festivities. Market stalls provide an opportunity for businesses to promote their pet-related products and services. In 2022 the event was held at Reid Park, before returning to the renewed Mosman Square and Village Green in 2023, attracting about 3,000 attendees.

### International Women's Day

Council's annual International Women's Day events attracted a full house of community members and local school students to hear stories and insights from high-profile Mosman residents including journalist and television presenter Amber Sherlock (2022), former Queensland Premier and CEO of the Australian Banking Association Anna Bligh (2023) and Raise charity founder Vicki Condon (2024).

### Mosman Market

After a short hiatus, the Saturday markets returned to Mosman Square and Village Green in November and December 2022, with the ever-popular Christmas Night Market also staged during the festive season. Due to major construction work in Mosman Square and Village Green, the first Mosman Market for 2023 was held in August to coincide with the revitalised precinct's official opening. Since returning, the monthly markets attract stalls and patrons in strong numbers, with four themed evening offerings – EasterFeast, WinterFeast, OctoberFeast and the Christmas Night Market – especially popular.

### Other significant events

Other community events organised by Council have included:

- Mosman's inaugural Walk for Women was held in 2022, with the event's success resulting in a Council resolution to make this an annual event, to take place on or close to the International Day for the Elimination of Violence against Women. Held again in 2023, Walk for Women involved hundreds of community members coming together with a collective voice against family and domestic violence
- A free community barbecue and plant giveaway was staged alongside Mosman Market to celebrate the opening of the refurbished Mosman Square and Village Green in 2023
- An official opening of the Allan Border Oval Pavilion in 2024 was attended by the cricketering great himself, with Border unveiling a bronze statue in his honour and community members enjoying a sausage sizzle and public viewing of the state-of-the-art pavilion
- Post-COVID, when events became permissible again in NSW, Council organised four outdoor movie screenings at the Village Green in December 2021 and January 2022, and a major street party at Mosman Junction in February 2022.

Council also facilitated major events annually for special event organisers including the Sirius Cup Regatta, Balmoral Burn, Balmoral Swim, Mudgee Food and Wine Festival, Hunter Valley Uncorked, Mini-Mos Community Fun Run, and Balmoral Rotunda Carols by Candlelight.







## A culturally rich and vibrant community

### Celebrating Community - Citizens and Young Citizens of the Year

Council's tradition of recognising and celebrating the achievements of residents who have made exceptional contributions to the Mosman community has continued. The Awards of Citizen and Young Citizen of the Year were conferred during the 2021-2024 term of Council to the following recipients, noting that there were no awards conferred in 2022 and only the Citizen of the Year Award presented in 2024:

#### Citizen of the Year:

2022	(none awarded)
2023	Andrew Del Riccio
2024	Matthew Brownlie

#### Young Citizen of the Year:

2022	(none awarded)
2023	Marina Viese Vivaldi
2024	(none awarded)

### MosmanMoments Instagram Competition

The MosmanMoments Instagram competition invites community members to share their scenic snapshots of Mosman, its people and places, showcasing their favourite elements of life in Mosman, including its village lifestyle, events, music, environment and culture. The competition promotes engagement through Council's digital channels and showcases Mosman as a culturally rich and vibrant community. The competition averages about 100 entries a month and has contributed to a 30 per cent increase in followers on Council's Instagram platform.

### Cultural Awards

Formal recognition of Council's achievements in arts and culture over the period have included:

- 2023 NSW Minister's Awards for Women in Local Government – Winner, Young Achiever's Award Metro for Keira Grundy – Art Gallery Trainee
- 2021 Leo Kelly OAM Arts and Culture Award (Local Government NSW) – Special acknowledgement for Three Views exhibition – Mosman Art Gallery
- 2021 National Local Government Awards – Highly commended for Three Views exhibition – Mosman Art Gallery.

# 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 2021 and 2024:

- More than 195,000 visitors to Mosman Art Gallery and Community Centre
- 97,000 visitors to Mosman Market and Night Market events
- \$565,169 was received in cash donations and sponsorship to Mosman Art Gallery
- The value of artwork donations to the Mosman Art Collection was \$741,264
- \$407,000 in grants were received by Mosman Art Gallery
- There were 515 programs delivered for adults at Barry O'Keefe Library, with 6,283 people attending
- 870 library programs for children and young people, with 30,290 attendees
- Both library visits and library loans per capita continued to grow year-on-year following the COVID-19 disruptions
- At least 95% of library users were satisfied with Mosman's library services and resources each year, with satisfaction rising to 97.61% in 2024
- There has been increasing satisfaction with the Mosman Market, resulting in a 95% user satisfaction rate being achieved in 2023/24
- 507,836 visits were made to Barry O'Keefe Library over the three year period, an average of approximately 3,255 visits per week
- 754,776 library items were borrowed from Mosman Library Service, an average of 4,838 per week
- More than 41,000 people attended 35 community events organised by Council.





## A culturally rich and vibrant community

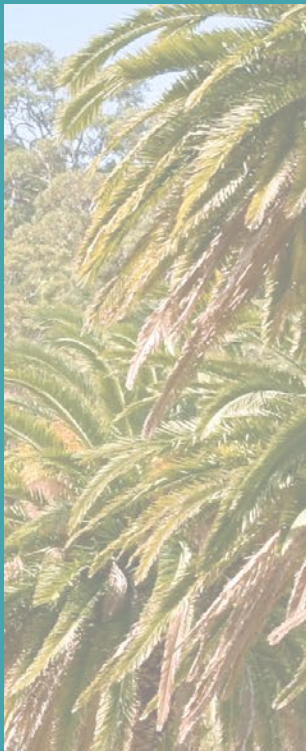
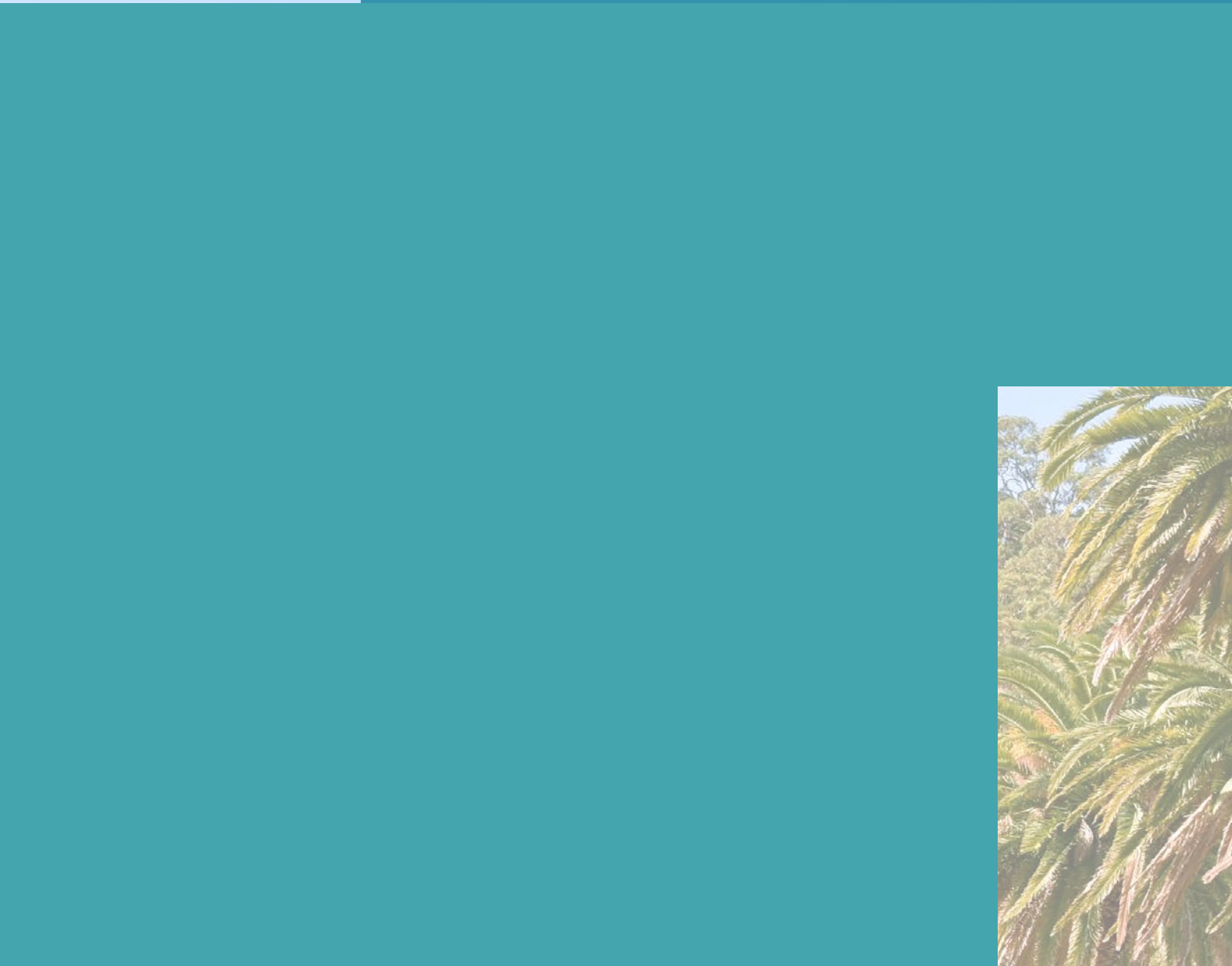
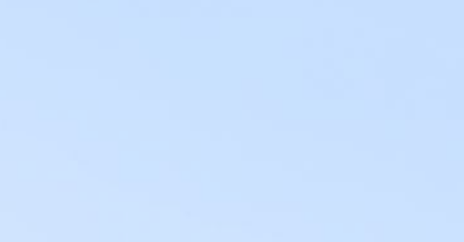
### Key Performance Indicators

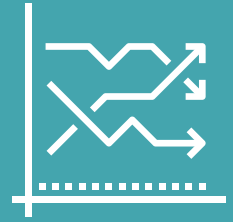
Indicator	2021/22	2022/23	2023/24
% Project Milestones achieved - Culturally Rich and Vibrant Community	100%	83%	87%
No. Library visits per capita per annum	3.23	6.7	7.7
No. Loans per capita per annum	5.13	7.9	10.38
No. of attendees at community events per annum	5,920	9,000	26,200
No. of community events per annum	8	10	17
No. of exhibitions, educational activities and special events held per annum at Mosman Art Gallery	90	149	154
No. of Gallery Friends and Volunteers	410	471	616
No. of Library programs delivered for adults	89	146	280
No. of Library programs delivered for children and young people	212	274	384
No. of members of the Gallery Donor Program	40	74	98
Total visitation per annum - Mosman Art Gallery	41,180	72,978	81,559
Utilisation rate - Community Centre, Mosman Art Gallery	49%	77%	81.5%
Value of cash donations and contributions to Mosman Art Gallery	n/a <sup>†</sup>	\$258,111	\$218,159
Value of in-kind donations and contributions to Mosman Art Gallery	n/a <sup>†</sup>	\$134,244	\$505,700
% Library users satisfied with Library services and resources	96.12%	95.52%	97.61%
% users satisfied - Mosman Market	92%	n/a <sup>‡</sup>	95%
Level of resident satisfaction with Library services*	7.90	7.58	7.58
Level of resident satisfaction with local festivals and events*	7.00	6.89	6.89
Level of resident satisfaction with Mosman Art Gallery and Community Centre*	7.56	6.95	6.95
Level of resident satisfaction with overall range of facilities and activities relevant to culture and the arts*	7.10	6.44	6.44

\* Mean score on a scale of 0-10 in the biennial Mosman Community Survey

† These indicators were introduced in 2022

‡ Market operations in 2022/23 were significantly impacted by closures associated with the Mosman Square Upgrade





## 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

### Climate Action - Mitigation

Council's Climate Action Plan – Mitigation Strategy has been progressively updated since its adoption in April 2021 to reflect actions undertaken and maintain currency. Significant inroads have been made in relation to the six action areas of the plan - namely Energy Use, Biodiversity and Trees, Water Cycle, Waste, Transport and Built Environment. As a high-level outcome, Council has decreased operational CO<sub>2</sub>-e emissions by 82.8% since the Plan's inception.

Achievements in each action area over the past three years include those listed below. These should be read in conjunction with more detailed information on some specific initiatives later in the report.

### Energy Use

- Council has completed energy audits of the Art Gallery, Civic Centre and Library
- Council has been an active participant in the Green Schools Collective
- Thirty Wattblock energy assessments of unit blocks have been undertaken
- The acceleration of residential streetlights to LED is complete, with 560 lights converted to LED
- Council has signed a Binding Agreement with Ausgrid to complete LED acceleration of Main Road streetlights
- All households received the Mosman Sustainable Living brochure produced by Zero Emissions Sydney North and Mosman Council
- 'Your Energy Friend' videos were developed and promoted
- Council has provided numerous presentations and workshops on climate mitigation topics for Mosman residents, including energy efficiency and solar
- Council continues to promote the 'Get Climate Clever App' and other mitigation initiatives through social media.

Notably, solar exported to the grid from Mosman households has increased from 1,289 MWh in 2020 to 3,409 MWh in 2023.

Residential and non-residential electricity use for Mosman has decreased from 130,130 MWh in 2021 to 126,048 MWh in 2023.

# Strategic Direction 3

## An attractive and sustainable environment

### Biodiversity and Trees

- Annual planting of mature street and park trees has increased canopy cover and reduced direct sunlight to paved areas to reduce heat islands and help absorb CO<sub>2</sub>-e
- Mosman was the only local government area with more than 30% or more canopy cover in 2019 that did not experience any canopy loss by 2022. This data was collected and analysed by Mosaic Insights for The Fifth Estate publication 2024
- Council continues to enforce tree compliance, with several infringements successfully implemented over the last three years for non-compliances
- Council continues to support Council-registered Bushcare volunteers
- Bushland restoration contracts have been reviewed and renewed
- Native vegetation greater than 90% cover has increased by 5% in the last three years.

### Water Cycle

- Council continues to provide information to residents on Sydney Water's Water Wise program
- Council continues to manage and remove organics and litter from Council's stormwater system
- Council's potable water use has significantly reduced over the last few years. In 2020 Council potable water use was 63,273 kilolitres. In both 2021/22 and 2022/23 less than 45,000 kilolitres were used. A slight increase to 47,333 kilolitres was recorded for 2023/24
- Automated irrigation systems with rain sensitive technology have been installed at various ovals
- Rooftop water reuse has been installed at Allan Border Pavilion.

Total residential potable water use in kilolitres has reduced from 3,506,105 in 2021 to 2,755,724 in 2023 in the Mosman Local Government Area.

### Waste

- Council continues to provide many options for residents to recycle recyclable materials, including the Community Recycling Centre, Kimbriki and RecycleSmart
- A kerbside soft plastics recycling trial was introduced in October 2023
- Council provides a biannual mattress and e-waste recycling service
- Subsidised compost bins are available to residents
- Council is currently recycling 37.1% of domestic waste with suitable end markets in place
- Council adopted the NSROC Regional Waste Strategy
- Council has investigated carbon emission and undertaken cost benefit analysis of food organics processing.





## An attractive and sustainable environment

### Transport

- Council continues to support car share operators. There are currently 16 designated car spaces in Mosman
- A Walking and Cycling Strategy was adopted by Council in June 2023
- An infrastructure audit was completed for the 'Walk to School' initiative and The BusWalk initiative was developed and promoted to encourage residents to walk and catch a bus to Balmoral Beach
- Council is progressively replacing its car fleet with electric vehicles
- Council purchased an electric bike for staff site inspections.

Notably, fossil fuel cars garaged in Mosman decreased from 96% to just over 91% between July 2022 and June 2024. Mosman residents purchased 239 electric vehicles in the year to 30 June 2024.

### Built Environment

- All road pavement renewal works use a minimum 15% recycled material content. Council is currently trialling 35% recycled content for road pavements
- Council continues to review Plans of Management to ensure environmental protection and enhancement
- Council endorsed the C4 Environmental Living zoning for Balmoral slopes
- Low carbon concrete was used in the construction of the new Allan Border Oval Pavilion
- There has been a reduction in hard stand areas with tree planting and water sensitive urban design implemented as part of the Mosman Square upgrade.

Overall, Council is tracking well across all action areas and has reduced its operational CO<sub>2</sub>-e emissions significantly over the last four years. It is noted that Council has actioned most "low hanging" emission saving activities and that challenges remain for some of the action areas in terms of addressing residual emissions.

Council will continue to investigate assets it owns and undertake cost benefit analysis through assessment of useful lives and pay back periods. It may also be necessary to investigate suitable offsets or carbon credits.

There is also substantial work still to be undertaken to assist the community in its journey towards net zero by 2040. While it has been pleasing to see energy use drop and solar uptake increase across the local area, Council will continue to complete projects and promote campaigns that can assist the community to further build on these gains.

Updates and actions in relation to the Climate Action Plan – Mitigation Strategy will continue to be reported annually to Council.

# Strategic Direction 3

## An attractive and sustainable environment

### Mosman Council Emissions Platform

In late 2023 the Northern Sydney Regional Organisation of Councils (NSROC) secured an independent contractor through public tender to provide a Greenhouse Emissions Monitoring & Reporting Service.

This will support Mosman Council's Emissions Platform, which aims to provide an online centralised data storage, analytic and management platform to facilitate receipt, review and validation of all utilities invoices (that is, consumption and cost associated with electricity, water, gas, and fleet and plant fuel). The platform will assist in monitoring, analysis, calculation and reporting on Scope 1, 2 and 3 emissions (energy – electricity, gas and fuel – and water, waste, refrigerants, and other Scope 3 sources) compliant with Climate Active certification.

Data monitoring provided by the platform will be instrumental in tracking and reporting on Council's consumption and total Scope 1, 2 and 3 emissions (or savings through efficiency measures) at the asset level, including multiple or submetering at the site. The platform will support business case developments, measure and verify water and energy saving projects, enable monitoring of solar photovoltaic (PV) systems and electric vehicle charging stations for generation and onsite consumption.

The Mosman Council Emissions Platform, which became operational in June 2024, will provide transparency for both Council and the community, and clearly articulate Council's carbon footprint to assist in reaching net zero targets.

### 100% Renewable Electricity

Council has joined forces with 24 other participating councils in securing one of the largest renewable energy deals for local government. The councils will be supplied with energy by three NSW solar farms, in a deal brokered by the Southern Sydney Regional Organisation of Councils (SSROC) with electricity retailer ZEN Energy. Worth approximately \$180 million, the landmark retail electricity agreement, which commenced in July 2022, will deliver more than 214 GWh of electricity per year to 25 councils. The deal collectively represents more than 3 million people, or almost 38% of the NSW population, with 83% of total electricity supply in the participating local government areas to be covered by renewable energy.

Mosman has opted for 100% renewable energy under the agreement, which will help power Council facilities and streetlights throughout the area. Electricity is Council's most significant source of emissions and reducing consumption has been a major priority. This deal will be a key plank in reaching Council's target of net zero emissions by 2030. Council has been steadily reducing emissions and has already cut operational electricity emissions by approximately 29% over the past decade. Council can now expect to see further significant cuts to emissions in coming years, with the ZEN Energy agreement running to 2026 and including an option to extend until 2030.

This initiative will save 1,851 tonnes of CO<sub>2</sub>-e (68.2% of Council's total operational emissions) being released into the atmosphere each year.





# Strategic Direction 3

## An attractive and sustainable environment

### Solar Panels, Batteries and LED Installations

Solar panels have been installed on Mosman Civic Centre, Council's works depot, Allan Border Oval Pavilion and George's Heights Oval amenity building. These conversions to renewable energy for Council's buildings continue to reduce Council's energy needs from the grid, and help meet the target of net zero by 2030 for Council's operations. In total Council now has over 150 kW of solar array on its buildings. This is equivalent to 83 Mosman homes powered for one year.

Battery installation works have also occurred at Council's works depot and battery storage was installed for the solar array at Marie Bashir Mosman Sports Centre.

As well as the rooftop solar PV installations, facilities and buildings are being switched to LED lighting. In September 2022 Council installed new LED lights at the Vista Street carpark and LED lights were also installed at Marie Bashir Mosman Sports Centre in April 2023 to enhance energy efficiency and reduce the carbon footprint of the buildings.

### Council Depot Charging Station

As part of its commitment to reducing operational emissions to zero, Council has been supporting its cleaning contractors to convert petrol powered blowers to battery powered.

A charging station has been established at the Council Depot where batteries are charged by renewable energy sourced from 11 kWh rooftop solar panels and 14 kWh battery storage, installed at the depot in early 2023.



## An attractive and sustainable environment

### Fast Charging

Mosman's public fast charger network for electric vehicles expanded from one to three chargers during 2022–23 as Council continued to support the uptake of electric vehicles. Chargers have also been installed behind the Woolworths Metro and BP petrol station on Avenue Road. For the chargers on public land, the number of charging sessions averaged 699 per month. Total usage is surging, as is use per charger. The number of registered purely electric vehicles garaged in Mosman also rose sharply, from 212 at the end of July 2022 (the earliest available data from the NSW Government) to 664 by the end of June 2024.

In early 2024 Council facilitated arrangements for a further four fast chargers to be located at the following locations, with installation due to be undertaken in the latter part of the year subject to completion of necessary electricity upgrades at some sites:

- Lennon Lane Carpark
- Spit West Carpark
- Balmoral Carpark
- Raglan East Carpark.

The chargers help curb Mosman's carbon footprint, as electricity supplied through the public chargers to electric vehicles is renewable, avoiding the burning of fossil fuels. Further opportunities for public charging facilities will continue to be explored as more motorists opt for electric vehicles.

### Carshare

Council's ongoing support for local 24/7 carshare operations has helped facilitate a sustainable transport option for residents, while reducing cars and traffic congestion and freeing up car spaces within Mosman.

Currently GoGet and PopCar are commercial operators in Mosman. Council has provided designated spaces for 13 GoGet cars and three PopCar cars, which operate alongside additional 'floating' vehicles in the area. Carshare membership has been steadily increasing, totalling 1867 at July 2024.

# Strategic Direction 3

## An attractive and sustainable environment

### Green Schools Collective

In partnership with Council, Zero Emissions Sydney North initiated the Zero Emissions Schools Network in early 2021 to offer Mosman teachers and students support, as well as the opportunity to share their sustainable journey, collaborate and to learn from each other.

Generally, students initiate their own projects and present these projects at network meetings which have also included excursions to facilities such as the Sydney Institute of Marine Science (SIMS). The huge range of projects to date have included composting, converting a 1975 van into an electrical vehicle, building bush tucker gardens from reused materials, waste-free canteens and installation of rooftop gardens. The network, now called the Green Schools Collective, is actively helping schools save money, reduce greenhouse gas emissions, and embrace climate solutions.

### Street Tree Priorities

Ongoing tree planting continues to be a key element of Council's works program.

In early 2022 Council was successful in receiving a \$30,000 grant through the NSW Government's Greener Neighbourhoods program. The purpose of the grant was to generate the Mosman Street Tree Priorities Strategy, to prioritise tree planting opportunities across Mosman.

The project identified poor performing tree species, primarily along Military Road and Spit Road, and recommended new species to increase canopy cover and opportunities for shade in hard stand areas. Minor amendments to Council's Street Tree Masterplan were also endorsed to make species consistent with Strategy findings.

The Strategy aligns with Council's action on Climate Change and supports the creation of avenues of trees along road corridors to increase amenity and provide the benefit of increased shade of hard areas. Working towards this objective will also enhance Mosman's habitat corridors for local fauna.

As a result of the Mosman Street Tree Priorities Strategy, further grant funding from the Greening our City program was awarded to Council. This round of funding focuses tree planting on high priority locations indicated in the Strategy. This work is now underway with tree and green cover planting occurring along Military Road at the entry to Mosman, with a focus on mitigating the elevated levels of heat generated by extensive roadways and footpaths.

This adds to the hundreds of new trees planted over the last few years, including work to increase canopy cover along street verges and parks, funded jointly by Council and a series of Greening our City grants from the NSW Government.





Mosman Council  
ENVIRONMENT & OPEN SPACE TEAM



# Strategic Direction 3

## An attractive and sustainable environment

### Bushland Plantings and Renewal

Mosman Council is continually improving biodiversity outcomes through bushland plantings and renewal. During 2022-23 Council planted two sites with the help of local residents and volunteers. Little Ashton Reserve was planted as part of the National Tree Day initiative, with over 30 local residents assisting with planting more than 700 native trees, shrubs and groundcovers. In addition, the upper section of Unmade The Grove was planted out with a selection of endemic native plants to improve the biodiversity of the former garden and grassed areas.

During 2023-2024 further efforts were made to implement advanced tree planting throughout the streets and parks of Mosman. The new trees not only enhance the existing tree avenues but also contribute to the growth of the canopy and habitat trees.

### Protecting our Trees

Council has clear processes for maintaining trees in Mosman, a strong policy setting in Council's Urban Forest Management Policy and takes tree vandalism seriously. Over the last three years Council has issued thirty-five Penalty Infringement Notices (PINs) and issued over fifty warning letters. Where no perpetrator can be identified Council will install a tree banner in the effected tree to ensure no benefit is gained from the vandalism and the community is educated on tree protection values. There are currently five banners in trees within Mosman.

With the recent tree vandalism attempt at Balmoral foreshore the Mayor wrote to the Minister of Planning seeking an urgent review of PINs to deter incidences of tree vandalism. Joining neighbouring Councils, Mosman is seeking a State Government review on PINs with a recommendation for offences to be scalable to the offence so fines can be increased for major incidences of tree vandalism. The group is also seeking a review of planning to allow installation of permanent structures to block views and raise awareness, noting that temporary structures are exempt development. Councils have also agreed to set up an ongoing meeting of relevant officers throughout the NSROC region to share knowledge, skills, and experience so Councils are better equipped to deal with tree vandalism and all perpetrators can be brought to account.

### Mosman Living Seawall

In 2023, the first Living Seawall in Mosman was installed at Ellery Park, near The Spit. The special modular habitat panels fitted to seawalls increase the surface area for marine life and also provide protective habitats, mimicking features of nature, such as rockpools, crevices and hollows. Living seawalls encourage species to thrive, which improves foreshore water quality and can also indirectly help enhance recreational activities including swimming, fishing and water sports in and around urban waterways. Living seawalls in other parts of Sydney Harbour support at least 36% more species, including invertebrates, seaweed and fish, and increase biodiversity more than plain, unmodified seawalls, with similar results expected along the nearby Mosman shorelines. The Sydney Institute of Marine Science Living Seawalls program was funded by Mosman Environmental Foundation's inaugural grants program and supported by Mosman Council.



## An attractive and sustainable environment

### Seagrass Restoration Project

Council has commenced a seagrass (*Posidonia australis*) restoration project in Sydney Harbour. The motivation behind this project, launched in September 2022, includes:

- Seagrasses are foundation species that underpin estuarine biodiversity, and are important for climate change mitigation and resilience through carbon sequestration and shoreline stabilisation
- *Posidonia australis* is the largest seagrass species in NSW, provides habitat for hundreds of species including important commercial and recreational species, and is highly effective at carbon capture (blue carbon) and shoreline stabilisation
- *Posidonia australis* has declined dramatically in six NSW estuaries near Sydney (including Sydney Harbour) and is at risk of local extinction. It is officially listed as an Endangered Ecological Community by the EPBC Act.

Community engagement to increase knowledge about seagrass habitats and build environmental stewardship has included a gathering to call the local community to action, a citizen science opportunity, school visits/excursions, 'Walk and Talk' with a marine scientist, webinars, and collaborating with local artists using art as a science communication tool.

### Flora and Fauna Survey 2022

The 2022 Mosman Flora and Fauna Survey highlighted that Council has done excellent work in managing local flora and fauna. Mosman flora, fauna and ecological health of bushland sites are stable and continue to improve. Results from the survey demonstrate that current bushland management activities are achieving the desired outcomes, as weed percentage cover has reduced and native vegetation cover has increased since the last survey. Further, all sites surveyed showed adequate fauna habitat.

Six bushland sites have a Threatened Ecological Community. They are Swamp Oak Floodplain Forest at Quakers Hat Park, Sirius Park East, Wyargine Point, Reid Park and Harnett Park and Littoral Rainforest at Morella Road.

While there were 64 native fauna species recorded, it is highly likely that more fauna species are present, as this survey is only a snapshot in time. Council is aware of anecdotal evidence of other species and anticipates the number and variety of birds is understated. It is noted that the fauna of Mosman is considered "slightly impoverished". This is expected owing to a combination of Mosman's peninsular locality, long history of settlement and development, and loss of regional connectivity over time.

# Strategic Direction 3

## An attractive and sustainable environment

### Waste Management

Council's current recycling rate for domestic waste is 37.1%, which is slightly below the state average of 40%. Council continues to provide cost effective waste solutions as well as local and effective recycling solutions.

Looking forward, Council and NSROC will pursue the following waste actions consistent with the NSROC Regional Waste Strategy:

- Acknowledge that while food organic recycling is a good idea, at present the benefits are unknown and solutions are not cost effective
- Continue to be a shareholder of Kimbriki Environmental Enterprises and work collaboratively with Northern Beaches Council to ensure Council is receiving maximum benefit, including local and effective recycling solutions
- Conduct a comprehensive waste/bin audit for both multi-unit dwelling (MUD) and single-unit dwelling (SUD) red bins. This will determine what items are being placed in the red bin so Council can target education campaigns to reduce contents
- Continue to undertake Waste Education within the community and with schools
- Investigate opportunities for resource recovery and circular economy where current waste materials have collection, processing and end markets
- Investigate viability of Energy from Waste
- Continue to provide financial support and leadership for the NSROC Community Recycling Centre at Artarmon
- Continue to promote the Single Use Plastics Ban
- Continue to provide two e-waste collection events per year
- Continue to run two scheduled bulky goods collection events (including separation of mattresses for recycling) per year
- Continue to offer Recycle Smart services where items are collected from homes and recycled. This program will be offered until staff are satisfied that the services provided by Recycle Smart are not universally available
- Acknowledge that waste is everyone's responsibility.

### Organics implications study

In 2023, Mosman Council participated in a NSROC study on the financial and greenhouse implications of the NSW Environment Protection Authority's (EPA's) push to institute collection of domestic food waste separately to other mixed/residual waste - either by collecting the food waste with garden organics (known as FOGO for 'food organics garden organics'), or in a separate food organics bin (FO). The study followed trials of these collection models by NSROC councils between 2020 and 2022.

The NSROC council trials found that participants generally did not dispose of the majority of food waste into the FOGO or FO bins. Instead, it remained in the mixed/residual waste bins. In addition, food waste in the garden organics bin increased the level of contamination in that bin (through food packaging and the like), degrading what is usually a high purity organics stream, and separate food waste bins also experienced a significant level of contamination by food packaging.



## An attractive and sustainable environment



Mixed/residual waste collected by Council is processed at Woodlawn bioreactor landfill, which captures a high level of the methane produced at the site, meaning that greenhouse gas emissions from waste collected in Mosman are significantly lower than for many other parts of Australia.

Given this context, the purpose of NSROC's organics implications study was to determine, from a complex range of factors, the optimal FO or FOGO arrangement for the NSROC area in terms of costs and greenhouse gas emissions reductions, and the cost effectiveness of each option in terms of costs per tonne of carbon dioxide-equivalent emissions averted. The study found that no system is ideal, and that emissions reductions and resource recovery are questionable for both FOGO and FO processes. The study also showed the lack of infrastructure in Sydney to process and recover food organics and that cost savings are questionable. Further work and discussions are required with the EPA to solve this complex issue.

While food organics from domestic waste bins is a promising idea, the cost benefit analysis does not endorse early adoption. Council could potentially save 500 tonnes CO<sub>2</sub>-e, but cost is extremely high.

Council will continue to investigate food organic recycling, including detailed assessment of source separation and onsite processing options. Council is unlikely to implement food organic recycling before 2029.

## Climate Action - Resilience and Adaptation

On 8 November 2022, Council adopted its Climate Action Plan - Resilience and Adaptation Strategy. Together with the Climate Action Plan - Mitigation Strategy, these documents collectively provide Council's overall response and actions in relation to climate change. While there is obvious cross over, the Resilience and Adaptation Strategy informs Council and the community on the actions required to reduce the impact of climate change. It provides a pathway to identify both public and private assets that will need to be modified to adapt to predicted impacts of climate change. It also provides avenues and future directions that Council will take to build resilience in Mosman's people so the community is well connected and can prepare and recover from major incidents caused by a changing climate.

The strategy identifies that further studies are required to better understand the predicted impacts of climate change on Mosman and to help improve community connectiveness. Also, much like the Mitigation Strategy, the Resilience and Adaptation Strategy is a living document and regular updates will be incorporated when further information becomes available.

The Resilience and Adaptation Strategy details various actions for both the community and Council. These actions are aimed at reducing climate change impacts and effects and preparing for positive recovery, with a focus on the following:

- Community Connectiveness and Preparedness
- Recovery
- Temperature
- Sea level rise
- Rainfall
- Bushfire.

Some of the achievements since the plan's adoption are listed below. These should be read in conjunction with more detailed information on specific initiatives later in this report:

# Strategic Direction 3

## An attractive and sustainable environment

### Resilience

- Community Connections roundtable events and development of a Community Connections Plan
- Ongoing workshops and events bringing the community together
- The Green Schools Network has held four meetings a year since November 2022
- Mosman Walking and Cycling Strategy adopted in June 2023
- Youth mental health programs and ongoing volunteer support
- Exploration of cool zone options for the community
- Identification of a local area management centre for local emergencies (Mosman Drill Hall)
- Continued support and provision of headquarters for SES.

### Temperature

- Depot and Art Gallery energy assessment reports completed
- Annual planting of mature street and park trees
- Continued enforcement of tree compliance with several infringements and prosecutions successfully implemented for non-compliances
- Continued support for Council-registered Bushcare volunteers
- Renewal of bushland restoration contracts.

Native vegetation greater than 90% cover has increased by 5% in the last three years

### Adaptation Action Sea Level Rise

- Council is working with the Sydney Coastal Councils Group on the Outer Sydney Harbour Coastal Management Program. This will help guide future actions to mitigate sea level rise in Mosman
- Lobbying the NSW Government to provide sea level rise projections for the NSW coastline.

### Rainfall

- Mosman Flood Study underway
- Increased maintenance and inspection regime for stormwater quality improvement devices (SQIDs), with some SQIDs modified to prevent blockage
- Stormwater harvesting system incorporated into the Allan Border Oval Pavilion project.

### Bushfire

- A new Bushfire Risk Management Plan has been developed and adopted by Mosman/North Sydney/Willoughby Bushfire Management Committee
- The Bushfire Prone map updated by NSW RFS with slight reduction in properties affected
- Ongoing on-ground actions to prepare bushland sites for controlled burns.

Updates and actions in relation to the Climate Action Plan – Resilience and Adaptation Strategy will continue to be reported annually to Council.



## An attractive and sustainable environment

### SQID Audits and Improvements

There are over 30 Stormwater Quality Improvement Devices (SQIDs) throughout Mosman, which Council maintains and operates. These units filter over 90% of the Mosman drainage catchment before water enters the harbour. Significant works undertaken on Mosman SQIDs between 2021 and 2024 included:

- SQID Audit – This 2022 audit of SQID units was undertaken to understand their performance and any issues that require remediation
- Lennox Street SQID Upgrade works – This project focused on works to minimise the occurrence of surcharge from the SQID unit at the bottom of the cul-de-sac of Lennox Street, noting prior issues with surcharging
- General maintenance and make safe in 2022, the wettest year on record.

### Restoring Riparian Habitat

Council has undertaken improvement works at Clifton Gardens to restore riparian vegetation. The creek functions as headwaters for the catchment and in recent times has reached capacity due to heavy sedimentation. This would regularly cause flooding to the adjacent park, and while the works will not eliminate this, they will reduce the frequency. Significant earthworks were required to deepen the channel and provide ponds for future sediment capture. Site works, which were completed in 2023, also included the revegetation of disturbed creek banks with native sedges and other planting work using local native species directly adjacent to the creeks.

### Environmental Education

Council hosts environmental workshops and events for residents throughout the year, often involving collaborations with expert presenters, other councils or community organisations. These help build the capacity of Mosman residents to make sustainable changes within their household and as part of the wider community.

Waste is one of the core themes of environmental education. Residents are encouraged to say 'no' to single use plastics and single use coffee cups, ensure rubbish is placed in the correct bins, to recycle and to purchase items that have less packaging. Educational programs are often designed around a call to action such as the Seaside Scavenge beach cleanup event or Harbour Care and residents are supported to recycle through events such as biannual E-waste collections. Reduction of food waste is also encouraged through a variety of in-person and online educational workshops.

Sustainable living has been another core theme of Council's educational programming for many years. Workshop content has included sustainable food choices, conserving water, managing waste, DIY projects and, in more recent years, learning to accommodate biodiversity through habitat improvements and introducing native bees.

Climate change is an emerging theme in Council's workshops and education programs. Workshops help to empower the community to take climate action by highlighting simple steps such as incorporating solar infrastructure, passive house design, purchasing renewable energy or considering electric vehicles and equipment to reduce energy usage and save money.



# Strategic Direction 3

## An attractive and sustainable environment

### Volunteer Programs

Council's Bushcare and HarbourCare Programs have rebounded following COVID restrictions, with both programs continuing to grow in numbers. Volunteers are involved in regenerating natural areas and collecting rubbish from along our foreshores and beaches, helping to keep our Harbour clean. Data is then reported back to Council to help shape bushland restoration works, education campaigns and infrastructure development.

Council also holds numerous volunteer environmental days including support for Clean Up Australia Day each March, National Tree Day each July and Council's annual Seaside Scavenge event at Balmoral.

### Parks and Garden Upgrades

As part of Council's ongoing annual parks renovation program, contractors aerate approximately 25,000 square metres, fertilise 50,000 square metres and return approximately 1,000 square metres each year. Earlier this year Council also completed the installation of an automated irrigation system at Rawson Park in the passive dog off leash area. Over the last three years, Council has also replaced failed timber edging with sandstone edging at Sirius Cove Reserve, Balmoral Oval, Rawson Oval, Spit East and Curraghbeena Park.

Public gardens have been upgraded at Centenary Circle, Taronga Zoo crossing, Spit East, Mosman Park, Unmade Stanley Avenue, Stanton Road, Military Road Street Gardens, Brady Street/Military Road intersection, Raglan Street/Queen Street Roundabout, and the walkway from Park Avenue to Oswald Street.

Council has also installed six flower towers from the months of October to February each year. These towers are filled with colourful living plants that brighten up the retail area of Mosman during Spring and Summer.



## An attractive and sustainable environment

### Plans of Management

To meet regulatory requirements under the *Crown Land Management Act 2016* and better manage public reserves and open spaces, Council has set out to develop plans of management for all Crown reserves it manages in Mosman. The following progress has been made in relation to these plans:

- The Mosman Bay and Little Sirius Cove Foreshore Reserves Plan of Management was adopted by Council on 9 May 2022
- The Draft Balmoral Reserves Plan of Management was prepared and considered by Council in December 2022 and has been referred to NSW Crown Lands for final sign-off prior to public exhibition
- The Draft Clifton Gardens Reserve Plan of Management was prepared following preliminary community consultation undertaken in late 2023. The draft Plan was considered by Council in July 2024 and has been referred to NSW Crown Lands for final sign-off prior to public exhibition.

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

# 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 2021 and 2024:

- 39 hectares of bushland were managed by Council. Native vegetation greater than 90% cover has increased by 5% in the last three years
- Council's potable water use has significantly reduced. In 2020 Council potable water use was 63,273 kilolitres. In both 2021/22 and 2022/23 less than 45,000 kilolitres were used. A slight increase to 47,333 kilolitres was recorded for 2023/24
- Over 2100 private and public tree permits were assessed by Council staff. There were 2 appeals relating to tree permit applications
- 12 Climate Action Community Consultative Committee meetings were held
- 30,500 domestic waste bins were serviced weekly
- Mosman was the only Sydney Council to offer free kerbside soft plastic recycling
- Over 80 tonnes of e-waste and mattresses were recycled
- Over 700 semi-mature trees were planted on street verges and parks
- Over 35,000 native tubestock plants were planted
- 150 environmental programs (workshops and events) were delivered to the community
- Council's solar generation increased from 50kWh to over 140 kWh
- 560 Residential streetlights were converted to LED
- Greenhouse gas emissions for Council's energy requirements have reduced from 1,082 to 20 tonnes of CO<sub>2</sub>-e since 2021.



## An attractive and sustainable environment

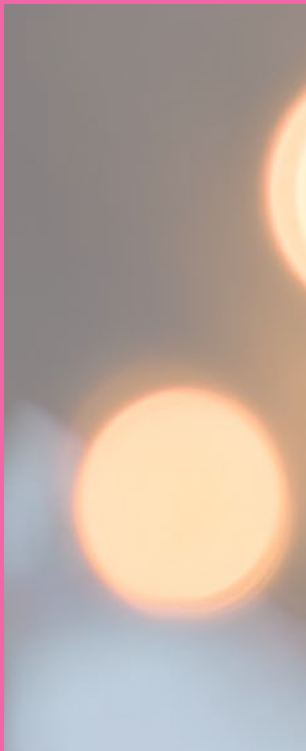
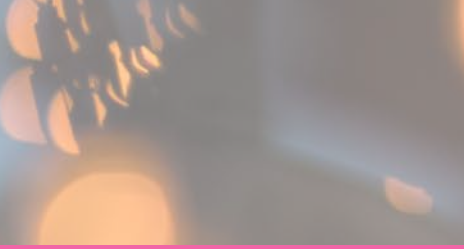
### Key Performance Indicators

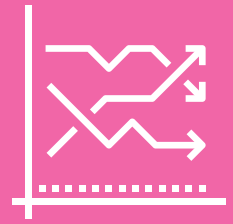
Indicator	2021/22	2022/23	2023/24
% Project Milestones achieved - Attractive and Sustainable Environment	68%	96%	87%
Total number of trees and native tubestock planted	n/a <sup>†</sup>	9,000	10,000
% of domestic waste recycled	n/a <sup>†</sup>	38.7%	37.1%
Level of resident satisfaction with cleaning of streets*	8.01	7.71	7.71
Level of resident satisfaction with litter control and rubbish dumping*	7.72	7.61	7.61
Level of resident satisfaction with management and protection of the environment*	7.78	7.73	7.73
Level of resident satisfaction with overall cleanliness, appearance and management of public spaces*	8.19	7.96	7.96
Level of resident satisfaction with provision and maintenance of parklands including bushland, harbour foreshores, local parks and bushland trails*	8.16	7.90	7.90
Level of resident satisfaction with waste and recycling collection services*	7.65	7.59	7.59

\* Mean score on a scale of 0-10 in the biennial Mosman Community Survey

† This indicator was introduced in 2022







## Strategic Direction 4

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

## Strategic Direction 4

An engaged, business-friendly community  
with strong civic leadership

### Our Strategies

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

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



### Customers First

Over the last few years Council staff have implemented a customer-first strategy to enhance service delivery and ensure a positive experience for residents, customers and the broader community.

To achieve this, standards were established to ensure Council staff are empathetic, consistent, and effective in their interactions with customers. New software was implemented to make customer interactions as easy and seamless as possible, building community trust and satisfaction.

A significant proportion of Council's services and applications are now online, providing 24/7 access and more streamlined processes to meet customer needs. This includes the most popular Council enquiries, for example:

- Digital parking permits
- Payment and management of Rates online
- DA fees by phone and email
- Submitting customer requests online, through the MyMosman app or on the Mosman website.

In 2023 Council changed telephony systems to improve the customer experience and provide a better reporting system within Council on phone answer rates. This has assisted Council staff in achieving or exceeding the industry standard of 80% of calls answered.

Council's Customer Service Charter commits Council staff to response times and customer service behaviours. Adherence to the Charter is tracked, with complaints and response times reviewed on a monthly basis.

These initiatives demonstrate a commitment to creating a positive customer experience by aligning Council efforts with the needs and expectations of the community. Ongoing strategies involve not only technological advancements but also a cultural commitment towards a genuinely customer-focused approach.



# Strategic Direction 4

An engaged, business-friendly  
community with strong civic leadership

## Engaging Our Community

### Community Engagement Policy Review

An updated Community Engagement Policy was adopted by Council in October 2022, following a review of the policy and an accompanying Community Engagement Toolkit. The review was designed to ensure these documents reflect current thinking and approaches to community engagement in local government.

The policy supports the development of plans, policies, programs and key activities through effective and meaningful community engagement. The toolkit outlines the various consultation tools available for Council staff when planning and carrying out engagement activities.

The policy also references a separate Community Participation Plan, which addresses community engagement relating to planning and development matters, while the plan references the policy as the primary source of direction for community engagement more generally.

### Surveys, community conversations and roundtables

Council has consulted and engaged with the community on a regular basis to gain feedback and ideas on a range of issues and projects affecting Mosman.

Council's latest biennial Mosman Community Survey was conducted by independent researchers in June 2023 and involved 400 randomly-selected local residents, to assist Council in measuring service performance and community satisfaction, as well as informing future planning.

Community views on Council-run waste and sustainability programs and activities were also canvassed through an independent survey in 2023.

Community forums provided opportunities for residents to engage on various issues and included sessions to engage with Councillors and hear about progress on major Council developments and capital works. A Community Information Session provided the community with details on State Government housing reforms and anticipated impacts on the built form in Mosman.

Consultations conducted included those relating to: MYvoice youth consultation; Reid Park playground upgrade; Mosman Resident Parking Scheme; Clifton Gardens Reserve Plan of Management; Revised Mosman Art Collection and Public Art Policies; Mosman Walking and Cycling Strategy; Climate Action Plan - Resilience and Adaptation Strategy; and the exhibition of key Council documents including the 2022-2032 Community Strategic Plan, the initial and revised MOSPLAN Delivery Program 2022-2026 (incorporating reviews of the 2022-2032 Long Term Financial Plan), and Operational Plan, Budget and Schedule of Fees and Charges for 2022/23, 2023/24 and 2024/25.

In total, more than 75 projects, issues and initiatives were the subject of engagement through Council's online Community Engagement Hub between 1 July 2021 and 30 June 2024.



Spread  
- local communities network  
- where can we use it / cant use it  
- Create opportunities to map asset  
- use relationships to have eyes on  
the ground.

work plans 27th -  
a second language.



**Blu-Tack**  
THE ORIGINAL RE-USABLE ADHESIVE  
MAY  
STICK POSITION HOLD  
75g  
BY BOSTIK

HOLDS DOWN  
MULTIPLE PAPERS  
HOLDS UP A PHOTO  
HOLDS UP HEAVY PHOTOGRAPHS  
HOLDS DOWN ADDRESSERS  
CREATES A PLAN  
TACK. BY BOSTIK





# Imagine Mosman 2035

Where to for  
Mosman's future?

We're currently asking the community about the kind of Mosman they'd like to see in the next decade.

[www.yourvoicemosman.com.au](http://www.yourvoicemosman.com.au)

Responses will close on Friday 25 August. We'll be sharing our findings with you in the next few weeks, so you can see the future of Mosman in the years ahead.

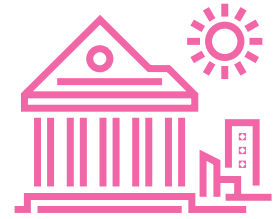


Mosman  
COUNCIL

Mosman  
COUNCIL



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



### Keeping residents informed

Council utilises a range of communications channels to inform and engage with the community. Regular editorial and advertising content is provided across various publications and platforms such as the Mosman Daily (print and online); magazines and online publications; email and printed newsletters; Council websites and apps; social media channels; display posters and flyers in Council facilities and other local outlets; business and residential letterbox drops; banners, street flags and signage; and digital screens in civic areas.

Council information continues to be shared each week in the Mosman Daily through an editorial section focused on news items and an advertisement including details of meetings, public notices, consultation opportunities, and events and programs. The Mosman Daily's print circulation is almost 35,000, with readership estimated to be significantly higher through editions being viewed by multiple readers and the availability of a digital edition.

Council websites showed consistently positive results for users, web sessions and page views, with spikes in traffic during periods with a high volume of events and activities. The most popular pages on the Mosman Council website excluding the homepage were those relating to the library, waste and development applications. Apps to assist residents and visitors with information and access to services continued to attract new users, with general enquiries and reports about illegal parking and roads and footpath maintenance among the most commonly reported issues.

Council's twice-monthly email newsletter delivered news and updates and information on events, meetings and consultation opportunities to a subscriber base of almost 12,000 recipients. A quarterly printed newsletter was delivered to residents and local businesses, with a circulation of almost 15,000.

Results from Council's independently-conducted 2023 Community Survey showed that web-based and word-of-mouth communications were primary sources of information on Council services and activities. The top five sources of information identified by survey respondents were Mosman Council websites (68%), word-of-mouth (67%), the Mosman Daily (53%), banners and posters (48%) and emails/e-newsletters from Council (48%).

### Digital Public Place Messaging

Digital community noticeboards were launched in the Civic Centre precinct in June 2024, with a double-sided outdoor digital information system installed in Mosman Square and a single-sided outdoor digital information system installed at Library Walk.

These replaced ageing, outdated outdoor community noticeboards with a modern, technology-driven solution, improving the delivery of information about Council services and community events for residents.

Digital public place messaging was also delivered through promotion in other high-frequency locations, including digital billboard advertising outside the Hayden Orpheum for Mosman Market and special event night markets.

### Council Meetings

An average of 11 Council meetings per year have been held over the past three years, with an extraordinary Council meeting held in January 2022 following the election of a new Council in December 2021. Open question time has been held prior to each meeting to facilitate engagement with residents on a range of issues and all meetings have been webcast to ensure accessibility for those unable to attend in person.



# Strategic Direction 4

An engaged, business-friendly  
community with strong civic leadership

## Council Website

Council's website was relaunched in 2021, featuring a more contemporary content management system and design, including task-focussed Council and Library landing pages highlighting news, events and popular tasks, as well as easily accessible online forms and digital parking permits. This site has continued to prove popular with residents and businesses, and improvements continue to be made to maintain high accessibility standards, as well as regular security updates to mitigate cyber security risks.

Online forms for residents to report issues to Council have also been streamlined and updated, allowing Council to retire an old, unsecure server. All online web-based forms were also restyled with new CSS (cascading style sheets) to better reflect Council's brand, maintain consistent styling on online forms and improve the user experience by enhancing the user interface.

A new Mosman Design Awards site was launched in early 2023 following the completion of development and design work. The new website was migrated to WordPress for the 2023 awards, moving it from an outdated content management system to a modern, secure platform.

## Website and app improvements

Improvements have continued to be made to the back end of the MyMosman app along with updates to ensure the app remains compatible with the latest operating system releases. To date, this award-winning app has been downloaded more than 12,000 times.

## Community Consultative Committees

Since 2012 Council has facilitated a number of Community Consultative Committees to promote community engagement on key issues and Council functions. The Committees are advisory only, and can provide advice and make recommendations to Council on matters within their respective Terms of Reference.

The following Committees were reconstituted at the commencement of the 2021-2024 Council term, with community representatives appointed following an Expression of Interest process and subsequent determination by Council:

- Arts and Culture
- Access and Mobility
- Active Transport
- Climate Action.

The Visual Amenity Committee was also reconstituted with revised, project-specific Terms of Reference in early 2022. The tenure of all Committees concludes at the end of each Council term and Council will again consider the range and membership of its Committees for 2024-2028 in the latter part of this year.



# Strategic Direction 4

An engaged, business-friendly  
community with strong civic leadership

## Integrated Planning and Reporting

Council's suite of integrated planning and reporting documents is collectively known as MOSPLAN. At the commencement of the current Council term in early 2022, the primary MOSPLAN planning documents including the Community Strategic Plan, Long Term Financial Plan and Workforce Management Strategy were reviewed alongside Council's Asset Management Strategy and Plans and in tandem with development of a new Delivery Program and an Operational Plan and Budget for the 2022-2023 financial year. The review was undertaken in accordance with the NSW Office of Local Government's latest (2021) Integrated Planning and reporting Guidelines and having regard to the relevant provisions of the *NSW Local Government Act 1993*. It was also informed by an extensive community engagement process conducted in the latter half of 2021.

As a result of this review a new Community Strategic Plan, MOSPLAN 2022-2032 was developed by Council, with minor amendments being agreed in relation to an overall Vision for Mosman, as well as the Strategic Directions needed to guide delivery of this Vision. Adjustments were made to Council's longer term financial forecasting and workforce and asset requirements revisited to ensure they were in keeping with the broad intent of the new Community Strategic Plan.

Significant work was undertaken to ensure that a new four-year Delivery Program containing key functions, priorities and projects for Council over the ensuing term was ready for formal adoption by June 2022. This was a challenging exercise given the delay in local government elections from September to December 2021 and the resulting compressed timeframe in which to develop these significant planning documents for Council and the Mosman community. Performance indicators were also revised for Council and the community, with new targets established for each. The current suite of MOSPLAN documents took effect on 1 July 2022.

Since that time the Long Term Financial Plan and the Delivery Program have been revised annually in conjunction with the development of annual Operational Plans, Budgets and Fees and Charges.

Regular quarterly reports on MOSPLAN progress have been presented to Council and the community, with annual reporting also carried out in accordance with legislative requirements for the 2021/22, 2022/23 and 2023/24 (report currently in preparation) financial years. This report has been prepared according to the 'State of the City' requirements of the Integrated Planning and Reporting Guidelines, and is the first of its kind, having been preceded by 'End of Term' reports previously submitted to the final meeting of each outgoing Council.

In 2023 an independent audit was carried out of Council's integrated planning and reporting systems and processes. The audit found that Council management has a good understanding and awareness of IP&R processes, there are strong indications of extensive collaboration, consultation and involvement of key stakeholders, performance reporting is data-driven, and Council's IP&R documents contain useful and valuable information. Very limited opportunities for improvement were identified in relation to the Long Term Financial Plan, further integration of the Workforce Management Strategy and Delivery Program, asset management planning and annual reporting. These are being progressively implemented along with other opportunities identified through an ongoing program of continuous improvement.

The next suite of MOSPLAN documents is currently the subject of further community engagement and new documentation will be developed by the Council elected in September 2024 for the 2024-2028 Council term. MOSPLAN 2025-2035 and its supporting programs and plans are scheduled to take effect from 1 July 2025.



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

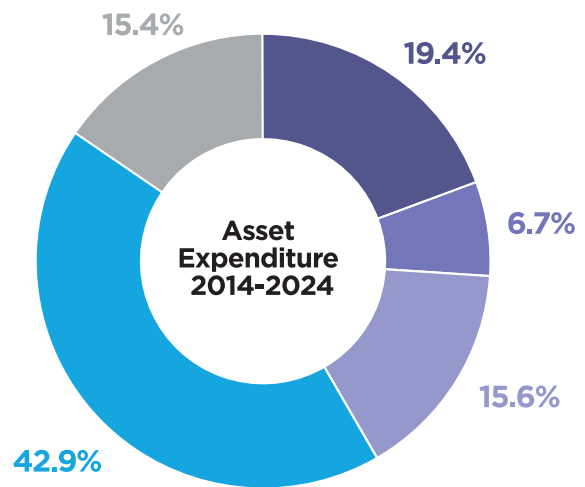


The Independent Pricing and Regulatory Tribunal approved a Special Rate Variation of 13.0% effective from 1 July 2015. Mosman Council has effectively utilised the additional income from the special variation to improve asset maintenance and renewals and enhance its financial sustainability. The additional funding allowed Council to undertake a program of works, primarily addressing infrastructure backlog, but also ensuring that public assets such as roads, parks, open space, and community facilities are well-maintained to the agreed standards, meeting or exceeding the OLG's benchmark.

The Special Rate Variation enabled Council to build a robust financial position, ensuring it can continue to meet the needs of its residents while maintaining strong financial health. Council has seen its backlog ratio drastically reduce and is now at a manageable level. This not only reduced Council's overall infrastructure risk profile but also resulted in improvements to community satisfaction in Council's assets.

The majority of revenue derived through the Special Rate Variation has been expended on Roads followed by Building assets, Open Space, Stormwater and finally Marine Structures.

- 19.4% - Buildings - \$4,285,298
  - 6.7% - Marine - \$1,480,971
  - 15.6% - Parks - \$3,442,095
  - 42.9% - Roads - \$9,482,398
  - 15.4% - Stormwater - \$3,416,484
- Total Asset Expenditure - \$22,107,246



The improved financial health and asset performance ratios reflect the Council's commitment to prudent financial management, reducing Council's overall infrastructure risk profile and delivering improvements in Community Satisfaction around Council's assets.

# Strategic Direction 4

An engaged, business-friendly  
community with strong civic leadership

## Work Health and Safety, Insurance and Risk

Council's Enterprise Risk Management Framework has been reviewed regularly over the period to ensure a consistent approach and to identify responsibilities for all Council officials, ensuring risk is managed in a structured and consistent manner. This includes Council's corporate risk register which is reviewed and monitored on a regular basis.

Elements of Council's Business Continuity Plan activated during the COVID-19 pandemic have returned to normal, with some elements remaining to support and promote flexible working including remote technology and working from home arrangements. Less than 10% of Mosman Council's permanent workforce work from home.

Over the last few years Council has migrated away from on-premise servers to cloud based storage. As a consequence, Council has saved on physical infrastructure such as servers, and server rooms. Staff are now able to work from any location provide there is internet connectivity. This has substantially improved Council's ability to ensure business continuity.

During the term, safety training has been delivered on a regular basis improving safety and risk assessment awareness and capability. Training areas have included hazard and incident reporting, risk assessment and corrective action management, mental health awareness, communication skills with challenging customers, ergonomics and manual handling.

The highest number of safety incidents impacting Council staff include manual handling, slip trips and falls and customer aggression. To reduce these risks, Council conducts regular site inspections, safety toolbox talks, reviews and updates Standard Operating Procedures, and conducts regular workplace training on high-risk incident topics.

In 2023 Council also undertook a thorough review of Council's WHS Framework and systems including establishing:

- a centralised location for WHS information and tools
- an online reporting tool for hazards, incidents and near misses with workflow notifications, risk assessments and corrective action management
- risk assessment processes particularly in high-risk work areas.

Work continues in auditing and updating Standard Operating Procedures and Safe Work Method Statements across Council operations.

An engaged, business-friendly community with strong civic leadership



## Financial Management

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

### Operating Result before Capital Grants and Contributions:

Year Ending	Surplus \$,000
30 June 2022	1,540
30 June 2023	8,121
30 June 2024 (est)	3,548

### Financial Performance Ratios as at 30 June:

Ratio	2022	2023	2024 (est)
Operating Performance ratio (benchmark >0.0%)	4.19%	10.57%	6.25%
Own Source operating revenue ratio (benchmark >60.0%)	84%	86.29%	84.26%
Unrestricted Current ratio (benchmark >1.5)	2.02	2.41	1.92
Debt Service Cover ratio (benchmark >2.0%)	5.07	6.69	8.26
Rates, annual charges, interest and extra charges outstanding percentage (benchmark <5.0%)	2.81%	3.56%	3.16%
Cash Expense cover ratio (benchmark >3 mths)	7.59 months	8.5 months	6.81 months



# Strategic Direction 4

An engaged, business-friendly  
community with strong civic leadership

## Strengthened investment strategies to optimise returns

In April 2023 Council's Finance team introduced a Business Online Saver (BOS) investment account to invest short-term excess cash, generating additional interest income of \$50,000 annually. Further regular cash flow forecast reports have been established to support investment decisions. Other improvements include:

- Investing with banking institutions that offer higher rates than AAA+ rated banks while ensuring compliance with Council's Investment Policy
- Developing a compliance monitoring process, ensuring adherence to relevant policies and regulations
- Regularly evaluating the performance (ROI) of Council's investment portfolio.

## Ethical Standards and Culture

Results from Council's 2023 Staff Engagement Survey demonstrate that Council continues to support a strong ethical culture with 86% of staff viewing 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.

Additional activities to help strengthen Council's ethical culture include quarterly staff pulse surveys, and awareness sessions focussing on diversity and inclusion including Indigenous Cultural Awareness, Cross Cultural Awareness, Disability and Inclusion and Mental Health Awareness and Support.

Over the last three years there were no reportable incidents of fraud or dishonest conduct involving either staff or Councillors. External and internal audits have been useful in ensuring ethical and honest conduct.

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



### Workforce Planning

Having progressed key initiatives identified in the previous 2017-2021 Workforce Management Plan, the Workforce Management Strategy for the 2022-2026 period includes new initiatives which build on progress and success to date, ensuring that Council has the right people in the right place, with the right skills at the right time.

This includes further embedding Council's Cadet and Traineeship program which has seen 2 cadets and trainees receive placements at Council in 2022, 4 in 2023, and 2 in the first quarter of 2024. A review of the program in early 2024 identified further opportunities to enhance the program in the future, including overall program management and scope.

Other Workforce Management Strategy initiatives include improvements to workplace flexibility and benefits to strengthen the way in which Council attracts and retains staff along with investment in leadership development and capability, not only for senior leaders but supervisors and team leaders.

During the last three years and since the COVID-19 pandemic, overall Council staff numbers have remained largely below full capacity. This has delivered significant cost savings, although staff shortages have also placed added pressure on service delivery. Impacts of the pandemic including higher turnover and industry shortages in key skill areas have progressively receded over the period.

### Valuing our Staff

Staff Engagement Surveys were carried out in 2021 and 2023 and both achieved a greater than 90% participation rate.

Employee engagement continues to increase with 74% of Council's staff being actively engaged with a strong sense of wellbeing and progression. These results continue to sit above the average for local government by 10-15%.

The areas with most improvement between the 2021 and 2023 surveys include commitment for ongoing training and development; career opportunities; involvement in decisions; recognised contributions and feeling informed by Council's Executive.

Whilst work continues to further improve career opportunities, areas of focus following the 2023 survey have included reviewing and improving our change management capability; workplace flexibility and career planning.

Workplace culture, development, wellbeing and benefits continue to grow by further expanding the following initiatives:

- an annual staff events calendar designed to promote awareness and understanding of diversity, equality, inclusion and wellbeing
- An organisation-wide training calendar for improving awareness, mandatory training, skill and leadership development
- quarterly wellbeing pulse surveys, introduction of a new employee assistance provider that offers a broader range of support to staff and managers, and improving workplace benefits including enhancements to Council's workplace flexibility policy.

These efforts have resulted in an increasing uptake of internal promotions, secondments and higher duties arrangements; decreasing staff turnover and potentially further increasing employee engagement.

# Strategic Direction 4

An engaged, business-friendly  
community with strong civic leadership

## Improving the way we do business

### Service Review Program

Service reviews have occurred across multiple areas over the last three years. Particular areas include Library Services, Cultural Services, Works and Property and Finance. These service reviews have focussed on optimal roles and structure, streamlining processes, and ensuring customers receive high quality services.

### Updated ICT Strategy 2022

In 2018 Council developed an Information and Communication Technology Strategy (ICT) to provide an operational roadmap for Council to make informed and clear decisions for infrastructure upgrades to support business continuity and business systems investments.

In 2022 that strategy was significantly updated to recognise shifts in technology. In particular the strategy recognises the emergence of connectivity via open source software. As a consequence the 2022 strategy embraces the advantages that Civica, Content Manager and Microsoft suites provide, particularly in relation to the establishment of workflows via Microsoft Powerapps, and the ease in which the systems can interact.

In delivering the current ICT Strategy, legacy systems are steadily being replaced with more agile, lower cost configurations. Further, a Microsoft Defender Licence combined with a move to cloud-based storage has provided a significant cyber security uplift.

## Corporate Systems Improvements

Council's Office 365 implementation, first piloted in 2019, has enabled greater collaboration between business units whilst providing improved resilience through the use of Cloud Microsoft Modern Work 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 intranet based on Microsoft Sharepoint is currently in the final stages of development.

Further improvements have been made to Council's corporate systems with the implementation of improved spatial analytics capability, providing a one-stop (online) shop. Additional work is underway to deliver a public mapping layer providing easy, self-service access by customers to multiple datasets including Property and Road Boundaries, Parks and facilities, Zoning, Public Wifi areas, Waste Zones, Parks, Lot Size, Heritage, Height of Buildings, Floor Space Ratio and locality names.

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



### Human Resources Technology Upgrades

Since 2021 there has been a focus on embedding system enhancements including upgrades to Council's learning management system, performance development and review system, e-recruitment system, time and attendance and payroll system integration.

Council's e-learning modules, employee induction program, performance and development review and recruitment processes have been continuously reviewed to ensure continued support for an agile work environment and workforce.

Digital recruitment strategies and marketing have also been adopted including the use of LinkedIn and Seek to profile and search for active or passive candidates. The coming years will see an exploration of AI technology and how this can improve recruitment process, efficiencies and experiences to further ensure Council continues to attract the right people into the right roles.

Workplace Health and Safety has also undergone some technology upgrades in 2023 and 2024 with the inhouse development of an online hazard, incident and near miss reporting tool which includes work flowed notifications, risk assessment and corrective action reporting and tracking. Work continues in utilising SharePoint to centralise key safety information including risk assessments, registers, emergency management and safe operating procedures.

### Digitisation of Council Forms

Council has progressively implemented a digitalisation process for online Council forms (currently 180 forms online), providing a more efficient, accurate, and environmentally friendly way to capture and manage information compared to the traditional paper-based methods. This implementation has significantly improved the customer experience and streamlined the business process. Customers can now instantly access Council information with a digital process that is integrated with internal workflows, improving accessibility and storage. This has also reduced the environmental impact and ensured secure data transfer.

The need for residents to attend Council offices has reduced significantly with attendance numbers dropping as customers take advantage of online opportunities.

### Open Data and Digitisation

The process of digitising Council records is a significant and ongoing project that has been in place in recent years. It is estimated that 85% of paper records have been digitised to date from historical documents. Council estimates that around 78% of documents for GIPA requests can be retrieved from digital systems. Following digitisation, the next stage of the project will involve opening the data to the public through an integrated community portal.

### Corporate Credit Card Management System Streamlining

In October 2022 Council introduced new application software to facilitate the management of Council corporate credit cards. The system provides an automated and online review and approval process which ensures compliance with industry best practice, Office of Local Government Guidelines, and applicable accounting standards.



# Strategic Direction 4

An engaged, business-friendly community with strong civic leadership

## Superannuation Allocation Automation

Council introduced a new process in 2023 to automate the posting of Council superannuation contributions, ensuring compliance with best practice and accounting standards while enhancing reporting capabilities.

## Enhanced Data Integrity and Security of Name and Address Records

A process of streamlining Council's Name and Address Register (NAR) commenced in July 2023, removing duplicates and providing staff with guidelines on consistent naming conventions. Security around NAR data was further improved by significantly reducing the number of approved users.

## Cyber Security

Over the last three years Council has significantly improved Cyber security protection for residents and staff personal information. Council security has been extensively audited using ASD8 and Mandatory 25 items with maturity level 100.

Cyber security projects arising from the audits included multi factor identification, extensive patching protocols, penetration testing, Data Breach guidelines and protocols, staff training, and a significant uplift in Council's Microsoft licence to include full security support.

Cyber security progress has been reported to Council's Audit Risk and Improvement Committee every quarter and to the Executive Team on a monthly basis.

Council has also worked with the NSW Cyber Security Team and has established strong progress.

## NSW Planning Portal

The NSW Government's Department of Planning, Industry and Environment (DPIE) mandated the use of the NSW Planning Portal for all councils across the state from 1 July 2021. Council has worked since 2020 to meet the requirements set by the Government, successfully integrating the Planning Portal with Council's systems to ensure seamless service delivery. Council is continuing to work with its software providers to further enhance the online offering.

## 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.

Stage 2 of the Public Wi-Fi project was completed in 2022 extending the coverage along Military Road to Centenary Circle. Stage 3 of the project, which further extended coverage to Allan Border Oval, was completed in April 2024.

## Commercial Property Management

Council leases or licences 38 properties or sites located on either operational or community land covering 36 separate commercial or residential agreements. In addition, Council leases or licences 19 community land sites covering 23 community agreements for community and sporting organisations.

Despite a major increase in inflation in the post-pandemic economy, Council has maintained a near 100% occupancy of its Spit Junction retail and café premises over this term. Across its portfolio of commercial and residential premises, excluding Boronia, Council has achieved an overall occupancy rate of 97% between 2021 and 2024.

A robust and lengthy search for a quality tenant and custodian of Boronia ended successfully in June 2023 with All Saint Clinics being awarded a lease for up to 20 years as their flagship clinic. The agreement ensures Boronia, as part of Council's commercial property portfolio, will generate an adequate financial return and provide a substantial investment to restore and care for the building. Community access to the gardens and surrounds will be maintained together with community accessible art through the establishment of an arts and sculpture garden.

Leases to Balmoral Boatshed, Mosman Swim Centre, Mosman Rowing Club, and Mosman Rugby Club, were either renewed or extended, ensuring continuity for the important services they provide to the community.

Approval was granted under an existing voluntary planning agreement for digitisation of the north-bound advertising panel on the Bridgepoint pedestrian bridge, finalising the staged digitisation of the site and providing a further revenue stream for community assets.

## Little Curraghbeena Reserve, Musgrave Street

Following a long and arduous road closure process over more than a decade, Council finally secured protection of Little Curraghbeena Reserve at the end of Musgrave Street as a precious pocket of waterfront open space. The former portion of road reserve was classified as Community land in 2022 ensuring future generations will be able to enjoy the space.

## Aboriginal Land Claims

In 2023 Council was advised for the first time of a 2009 Aboriginal land claim over a portion of Lawry Plunkett Reserve. Council responded to that notice with a thorough and robust submission supporting the view that the land was lawfully used and occupied as at the date of the claim and was therefore not claimable. Council was advised in early 2024 that the claim had been refused on that basis.

Council has continued to advocate for more transparency including public knowledge of all claims lodged, to assist Council in better managing the land and being able to gather appropriate evidence that land claimed was lawfully used and occupied. In May 2024 Council was successful in appealing the refusal of an access to information application relating to all claims in the Mosman LGA.

Council subsequently received further advice of an Aboriginal land claim pertaining to Little Ashton Reserve and this is currently being assessed.

# Strategic Direction 4

An engaged, business-friendly  
community with strong civic leadership

## New and Revised Policies

A range of new and revised policies have been adopted by Council over the last three years. 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.

Council developed or revised the following 34 policies and 21 corporate practices between 1 July 2021 and 30 June 2024:

### Policies

- Access to Information Policy
- Child Safe Policy
- Code of Conduct and Procedures
- Code of Meeting Practice
- Community Properties Management Policy
- Compliance and Enforcement Policy
- Council-Related Development Applications - Conflict of Interest Policy
- Data Breach Policy
- Delegations (twice)
- Drill Hall Venue Hire Policy
- EEO Management Plan 2022-2026
- Enterprise Risk Management Policy
- Environmental Sustainability Policy
- IT and Cyber Security Policy
- Local Orders Policy - Keeping of Poultry
- Management of Open Space Policy
- Management of Smoking in Public Places Policy
- Marie Bashir Mosman Sports Centre Venue Hire Policy
- Mayor and Councillors, and General Manager - Draft Policies on Payment of Expenses and Provision of Facilities
- Mosman Art Collection Policy
- Mosman Planning Agreements Policy
- Mosman Swimming Pool Inspection Program Policy
- Outdoor Dining and Goods of Footpath Policy
- Prevention of Fraud and Corrupt Conduct Policy
- Privacy Management Plan (twice)
- Public Art Policy
- Public Interest Disclosure Policy
- Rates and Charges Hardship Management Policy
- Road Reserves Sale, Lease and Consent Policy
- Social Media Policy
- Sponsorship Policy
- Statement of Business Ethics Policy.

### Corporate Practices

- Business Continuity Plan Corporate Practice
- CCTV Corporate Practice
- Change Management Corporate Practice
- Community Engagement Policy and Community Engagement Toolkit
- Council Credit and Value Card Corporate Practice
- COVIDsafe Workplace Corporate Practice
- Data Breach Response Plan

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



- Debt Management Corporate Practice and Procedures
- Disclosure of Interests Returns Corporate Practice (twice)
- Employee Assistance Program Corporate Practice
- Flexible Work Corporate Practice (twice)
- Performance Development Review Corporate Practice
- Petty Cash Management Corporate Practice
- Project Delivery Corporate Practice
- Purchasing Management Corporate Practice and Procedure (twice)
- Rostered Day Off Corporate Practice
- Tender Corporate Practice and Procedure
- Travel Assistance Corporate Practice.

An electronic register of policies and corporate practices has been implemented to monitor review schedules and assign responsibilities to staff.

## Responding to a Global Pandemic

Council remains responsive to the changing nature of the pandemic that impacted operations so significantly during 2020 and 2021 and remains committed to the safety of both the public and its staff. With the relaxation of COVID-19 public health orders, Council's staff have largely returned to a pre-COVID workplace.

Some adjustments have remained post-pandemic including:

- technology enhancements that enable our staff to work and conduct meetings remotely or in multiple locations if necessary
- flexible working arrangements so that staff can continue to adopt lifestyle changes that benefit wellbeing
- the continued option to work from home if staff have contracted COVID-19 but are well enough to continue working whilst minimising the risk of spreading infection in the workplace and community.



# Strategic Direction 4

An engaged, business-friendly  
community with strong civic leadership

## Representing Mosman

Council was actively engaged during 2021-2024 in advocating for Mosman and the broader Northern Sydney region on a range of issues and matters of concern to Mosman residents or otherwise impacting local government. Representations were made through a variety of platforms, from formal written submissions to high level meetings and attendance at major forums and inquiries. Over the period, more than 30 formal submissions were made to State and Federal Governments and agencies, both independently and as a member of the Northern Sydney Regional Organisation of Councils. The formal submissions made by Council related to a broad range of matters including:

- Draft Models Social Media Policy and Council and Staff Interaction Policy, OLG
- Councillor Conduct Accountability Review, OLG
- State Government Developer Contributions Reform, DPIE
- A New Approach to Rezoning - NSW Government Reforms, DPIE
- Privatisation of Bus Services, NSW Legislative Council Committee No. 6
- The Northern Beaches Link Tunnel Project, Premier
- Lobbying of Councillors guideline, OLG
- Stand-alone National Minister for Children, Prime Minister; Minister for Social Services
- Senior Staff Employment, OLG
- Amendment to Sydney Harbour National Park Plan of Management, NSWNPWS
- Review of the Councillor Misconduct Framework - Consultation Guide, OLG
- Draft Middle Head Master Plan Submission, SHFT
- Increase in emergency services levy costs, Treasurer; Ministers for Emergency Services and Local Government; and local member
- Draft Report on the Rate Peg Methodology Review, IPART
- Revised Middle Head / Gubbuh Gubbuh Draft Master Plan, SHFT
- Guidelines on the withdrawal of Development Applications, OLG
- Proposed Planning Changes by the State Government (low and mid-rise housing), DPHI
- State Environmental Planning Policy Amendment (Housing), DPIE
- Taronga Zoo Sydney Wildlife Hospital, DPIE
- Review of the Council Financial Model in NSW, IPART
- Middle Head - Gubbuh Gubbuh - Environment Education Centre, Sydney Harbour National Park, NPWS

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



- Special Flood Consideration Clause, DPIE
- Public Spaces (Unattended Property) Regulation, OLG
- Amendments to waste tendering requirements under the Local Government (General) Regulation 2021, Ministers for Industrial Relations and Local Government; and local member
- Australian House of Representatives inquiry into local government sustainability, Standing Committee on Regional Development, Infrastructure and Transport.

Along with formal submissions Council also advocated in a range of forums and at both political and administrative levels for better planning and housing outcomes for Mosman, most recently in response to housing reforms announced in late 2023 and enacted in 2024.

In addition, Council made submissions collaboratively as a member of the Northern Sydney Regional Organisation of Councils to advocate on key issues facing the region, including:

- SSROC Joint Procurement Application for Comingled Recycling Processing Services, ACCC
- Housing and Productivity Contribution Ministerial Order Addendum, DPE
- Response to Proposal to Regulate e-Products, DCCEEW
- Submission Housing and Productivity Contribution Ministerial Order, DPE
- Creative Industries Policy, Create NSW
- Rate Peg Review Report, IPART
- Ausgrid Draft Plan 2024-29, Ausgrid
- Council Conflict of Interest Policy, DPE
- Review of Domestic Waste Management Charge – Draft Report, IPART

- Review of Resource Recovery Framework Issues Paper, EPA
- Proposed reforms to the Design and Place SEPP, DPE.

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:

- 2023 LGNSW Conference - Penalties for tree vandalism,
- 2022 LGNSW Conference - NSW Waste Levy, Grants and Funding
- 2022 LGNSW Special Conference- Senior staff contracts.

## Strategic Direction 4

An engaged, business-friendly  
community with strong civic leadership

### Engaging and Supporting Local Business

Council has continued to recognise the value of engaging and supporting the local business community in Mosman. In late 2021 a survey of businesses was undertaken to gauge key issues and priorities and in early 2022 the new Council elected in December 2021 hosted an event for business owners and operators in order to better understand business aspirations and priorities for the local business community.

In recent years Mosman Art Gallery has hosted Business After Hours events coordinated by the Mosman Chamber of Commerce, the peak organisation for business in Mosman. A regular community stall has also been provided for the Chamber's use at the monthly Mosman Market held in Mosman Square.

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

In 2022 and 2023 Council provided \$10,000 annually to support the Chamber of Commerce's 'Think Mosman First' shop local initiative and recently resolved to extend this annual funding to the 2024/25 financial year.

As part of Council's support for local businesses, it has provided additional opportunities for night time activation in Mosman over the last few years, including evening openings and programming at Mosman Art Gallery, four themed night markets each year, street parties, concerts and outdoor movie screenings. Most recently, Council successfully applied for funding from the NSW Government's Open Streets Program to further enhance its night market program and to deliver a major street party at Mosman Junction in October 2024.

Various public domain improvements have also been carried out over the period by Council, which in turn can impact the attractiveness of Mosman's local shopping and dining options. The major refurbishment of Mosman Square and Mosman Village Green, discussed in more detail later in this report is an excellent example of such works, along with more ephemeral contributors to the public domain like vertical street banners and summer floral displays.

Council enjoys a good working relationship with the NSW Government's Service NSW Business Bureau which provides free and personalised support for local businesses, as well as advisors from Service NSW's Business Connect program. Staff also participate in Destination NSW's Visitor Economy Working Group to stay up to date with initiatives across Sydney and to identify further possible opportunities for Mosman.

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



## **Regional Collaboration - Northern Sydney Regional Organisation of Councils**

Council has been a member of the Northern Sydney Regional Organisation (NSROC) of Councils since 2017 and Mosman Mayor Carolyn Corrigan served as NSROC President from early 2022 to 2024. The stated purpose of NSROC as a collaboration of eight Northern Sydney Councils, is to provide strong local government leadership, to work co-operatively for the benefit of the Northern Sydney region, and to effectively advocate on agreed regional positions and priorities.

Over the period 2021 to 2024 Council has actively contributed to a number of NSROC joint projects and initiatives such as the 'Review of Supply and Demand for Sports Facilities in the NSROC region' (2023), the Northern Sydney Community Recycling Centre at Artarmon and the development of a Regional Waste Strategy (2023). NSROC has also strongly advocated as a region on matters of significant interest to Mosman, particularly those in the area of planning and including the NSW Government's more recent 'diverse and well located homes' reforms.

Council staff also regularly participate in a series of regional professional officers groups to collaborate and share knowledge on a range of matters including planning, community and cultural services.



# Strategic Direction 4

An engaged, business-friendly  
community with strong civic leadership

## Snapshots

The following 'snapshots' provide further insight into the types and level of service delivered by Council between 2021 and 2024:

- With higher interest rates in play Council reduced it's level of borrowing, with zero loans taken up in 2022/23 and 2023/24
- Council has issued over 100,000 annual and quarterly rates notices
- There were 32 Ordinary Meetings and one Extraordinary Meeting of Council
- 34 policies were adopted or revised by Council
- There were 17,912 visitors to Council's Customer Service Centre, which also dealt with 66,096 telephone calls
- 44,272 parking permits were issued
- 221 local businesses entered the annual RAPT Christmas Decorating Competition run by Council and Mosman Chamber of Commerce
- Multiple investments were made on Council's behalf, with 52 investments maturing in 2023/24 alone
- 9 comprehensive revaluations of infrastructure, property, plant and equipment were undertaken
- 2,160 s603 (Rating) Certificates were issued.





# Strategic Direction 4

An engaged, business-friendly  
community with strong civic leadership

## Key Performance Indicators

Indicator	2021/22	2022/23	2023/24
% Project Milestones achieved - Engaged, Business Friendly Community with Strong Civic Leadership	n/a†	87%	94%
% Project Milestones achieved overall	68%	83%	86%
% of complaints resolved	100%	97%	98%
% of Council meetings webcast	100%	100%	100%
No. of complaints received	36	65	57
No. of complaints regarding non-adherence to Council's Customer Service Charter	43	13	12
No. of compliments received	n/a‡	195	179
No. of Council policies, codes and corporate practices reviewed and/or adopted	n/a‡	22	31
% of Council policies, codes and corporate practices reviewed and/or adopted	n/a‡	17%	23.3%
No. of people accessing Council meeting webcasts	475 (Live) 515 (Archive)	268 (Live) 561(Archive)	417 (Live) 434 (Archive)
No. of sites on public land used for outdoor dining purposes	n/a‡	38.25	38
No. statutory obligations not met	0	0	0
No. Website visits and page views per annum	424,454 (visits) 755,396 (page views)	455,920 (visits) 756,223 (page views)	603,485 (visits) 899,405 (page views)
Occupancy rate of Council's retail/commercial and residential tenancies	n/a‡	100%	97.5%
Total no. of downloads - MyMosman app	1,334	1,114	1,159
% of budgeted capital works achieved per annum	90%	91.4%	96%
Budget performance - actual operating result compared to budget	Operating surplus achieved	Operating surplus achieved	Operating surplus achieved
Days lost per Work Health and Safety incident	Average number of lost days per incident was 8	Average number of days lost per incident was 4	Average number of days lost per incident was 37.8

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



Indicator	2021/22	2022/23	2023/24
Electricity use - Council operations (kWh)	n/a†	1,106,849	1,174,199
GHG emissions from Council energy and gas use (tonnes CO2-e)	n/a†	21.6 tonnes CO2-e	20 tonnes CO2-e
Infrastructure Renewal ratio	108.54%	193.24%	263.49%
Level of resident satisfaction with access to Council information and support*	6.90	6.84	6.84
Level of resident satisfaction with Council advocacy on matters impacting on Mosman and neighbouring areas*	6.92	6.37	6.37
Level of resident satisfaction with Council assisting economic development with the business community and visitors*	6.50	6.18	6.18
Level of resident satisfaction with Council engaging (consulting) with the community*	6.54	6.37	6.37
Level of resident satisfaction with Council leadership on matters important to the community*	6.58	6.27	6.27
Level of resident satisfaction with Councillor performance*	6.50	6.49	6.49
Level of resident satisfaction with overall delivery of Council services*	7.36	6.87	6.87
Level of resident satisfaction with staff performance*	7.58	7.29	7.29
Level of Staff Satisfaction and Wellbeing	Staff job satisfaction is rated as 88% and Wellbeing at 71%	Staff job satisfaction is rated as 74% and Wellbeing at 74%	Staff job satisfaction is rated as 74% and Wellbeing at 74%
Percentage of waste generated from Council's open space areas and street sweeping activities diverted from landfill	93.4%	94.3%	92%
Total Council potable water use (kL)	n/a†	43,598	47,333
Total no. days lost due to Work Health and Safety incidents	49	49	292

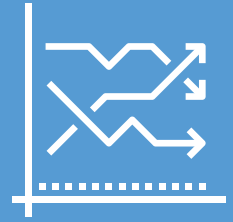
\* score on a scale of 0-10 in the biennial Mosman Community Survey

† This Strategic Direction was newly introduced in 2022

‡ This indicator was introduced or amended in 2022







## Strategic Direction 5

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

# Strategic Direction 5

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



### Mosman Square and Village Green Improvements

The revitalised Mosman Square and Village Green were officially opened in August 2023. The renewed civic areas feature improved spaces for community events and outdoor dining. There are also spaces for families, such as a new interactive play area for children, which complements the natural environment.

Historical aspects of the square, where the last major works were carried out in 1988, have been retained. This includes the 18th century Italian Antico Fountain, which has been carefully restored and reinstalled in a more prominent location.

Artworks honouring the Indigenous heritage of Mosman have also been incorporated into the square's entrance near Spit Junction.

Sustainability has been a strong focus with materials from the square re-used, including original pavers being re-laid and excess soil being used to back-fill the Village Green's new turf surface.

Thirty-one new trees have been planted, along with more than 1,200 small shrubs and feature plants, while low carbon concrete edging was used for the garden beds, which are designed to support the optimal use of natural rainwater.

The works were funded by the NSW Government under the Department of Planning and Environment's Public Spaces Legacy Program, which invests in high quality public open space.

### Street Blade Replacement Program

The introduction of refreshed street blades for Mosman commenced with an initial rollout of the approved design in 2022. This included replacing ageing posts and street name blades in line with new specifications at various locations throughout the local area. In total, there are just over 1,200 street name blades in Mosman, in addition to a smaller number of community information blades which have been redesigned to incorporate multiple points of interest and directional information. Due to the complexity and number of street name blades and supporting signage to be installed, Council has focused on several key areas and, as of 30 June 2024, almost 300 signs have been installed.

The easy-to-read street blades are consistent with public wayfinding and park signage that has been installed over the last few years. Existing street posts are recycled where possible, while old street blades are being preserved for possible future adaptive reuse or sold to the public as memorabilia.



# Strategic Direction 5

## Well-designed, liveable and accessible places

### Memory Park Amenities

Community consultation in late 2021 demonstrated strong support from residents for new, accessible amenities at Memory Park, with a significant number of visitors to the playground wanting nearby toilet facilities. New amenities, including a unisex ambulant toilet and an accessible toilet with baby change facility, were installed at Memory Park in 2022. This facility incorporates energy-efficiency measures such as natural ventilation, natural light and water efficient fittings. The project involved civil, structural and building works, as well as services and surrounding landscaping, and was partially funded through the Australian Government's Local Roads and Community Infrastructure Program.

### Boat Trailer Parking

While parking a boat trailer on a local street can be more convenient for owners, some owners have left their trailers unattended in the streets for extended periods of time, with a negative impact on neighbourhoods and the community at large.

In 2021, Council commenced a trial in Redan Street that limits parking to motor vehicles only. The results of this trial were monitored and broader considerations for trailer boat parking examined in 2022.

On 1 November 2022 the *Public Spaces (Unattended Property) Act 2021* commenced and repealed the *Impounding Act 1993*. The new Act provides efficient and effective management of different classes of items, including unattended boat trailers.

Audits have been conducted of areas that have been the subject of boat trailer customer requests. In 2023 a report was provided to Council outlining the current approach by staff to boat trailer management. Council subsequently resolved to continue the current approach to boat trailer management through the *Public Spaces (Unattended Property) Act 2021*. This means that boat trailers will continue to be investigated on receipt of customer requests, with the Act process used to move or impound trailers where appropriate. Options such as parking restrictions will be investigated where there are congregations of boat trailers that impact residential and commercial amenity and, where parking restrictions are not considered warranted, movement or impounding of trailers at specific locations will be implemented.

Council rangers have a robust and standard procedure for these types of requests and the process still requires written notices to owners before fines and or taking the trailer into possession can occur. While there have been some improvements with trailers not being parked on roadways, this is an ongoing issue and will remain a matter of community interest.

## Well-designed, liveable and accessible places



### High Quality Infrastructure to Enhance Daily Life

Council has in place Asset Management Plans (AMPs) for all key infrastructure asset groups. These include Roads and sub-assets, Stormwater and Drainage, Marine Structures, Buildings and Open Space. Council staff review and plan the upgrade and maintenance of these assets in accordance with AMPs to enhance customer experience and safety.

Over the last three years, Council has undertaken condition and safety audits to identify works required to maintain high quality infrastructure in Mosman. Significant works were undertaken on roads and footpaths, including road resurfacing, line marking and footpath upgrades. Due consideration was given in all works to accessibility requirements and pedestrian safety. Council was successful in securing grant funding for some works such as pedestrian crossing upgrades, and road and building works. Carpark remediation work was also completed in line with accessible parking provisions and including new line marking.

Over the period heavy rains were experienced but drainage issues were manageable. Council improved drainage infrastructure and started working on investigation and design of drainage improvements to be implemented as a priority. Marine structures were maintained to meet agreed service level requirements.

### Road Infrastructure Improvements

In accordance with Council's Road Asset Management Plan, Council has an annual road renewal program to maintain Mosman's roads to a high standard. Mosman streets were reported to be one of the best conditioned roads in metropolitan Sydney in NRMA's 'Rate Your Road' report in March 2021.

As part of the high priority actions identified in Council's Climate Action Plan – Mitigation Strategy, adopted in April 2021, Council committed to use up to 5% of recycled products for Mosman roads within the next one to three years.

Currently, most road resurfacing works in Mosman use asphalt containing at least 10% Reclaimed Asphalt Pavement (RAP). Recently in several car park resurfacing projects, Council has also incorporated 2.5% glass in the asphalt mix.

Among the many road improvement works carried out over the last three years, some of the more notable projects are outlined below.

#### Cowles, Illuka and Raglan Road Re-Sheeting Works

Major re-sheeting road works were completed in 2021-22, with Cowles, Illuka and Raglan identified for repairs.

Cowles Road underwent a full-road re-sheet between Awaba and Ourimbah Road in September 2021. The Eco version asphalt used was composed of recyclable plastic. These works are important as Cowles Road is a main thoroughfare from the Spit/Mosman into the Sydney CBD.

Raglan and Illuka Streets were re-sheeted using Concrete Road panels. Illuka Street was considered a Marine Work, encompassing the lower section of the road between numbers 12 and 28. Raglan was re-sheeted between number 211 and Esther Street.

# Strategic Direction 5

## Well-designed, liveable and accessible places

### Glen Street, Burran, Kirkoswald and Field Way Restoration

Sydney Water carried out upgrades to the wastewater network in Mosman, specifically on Glen Street and Killarney Street. These upgrades encompassed concrete construction, pipe installation, and the establishment of maintenance shafts within the roadway.

In late 2023, Council undertook permanent restoration works, enhancing the road pavement along Glen Street. In addition, the stormwater system at the base of Glen Street was upgraded and concrete works were conducted along Killarney Street.

Ausgrid carried out significant upgrades along Burran Avenue and Kirkoswald Street to improve power infrastructure and underground electricity cables. These works involved major concrete road and footpath construction. Council undertook works to restore the area in late 2023, including regrading and replacing concrete footpaths and upgrading concrete road pavement.

Field Way Mosman was also an Ausgrid restoration, with upgrades to the power network in this vicinity. In 2022, Council undertook restoration works to the pedestrian crossing along Field Way and upgraded the footpath pavers.

### Military Road Works

Works undertaken on Military Road over the period included:

- cobblestone repair work at the Bradleys Head Road and Middle Head Road approaches to the Centenary Circle roundabout
- road renewal works at the crossing adjacent to Library Walk
- road renewal works at the intersection with Almora Street
- Road Renewal at the roundabout at the intersection of Bradleys Head Road, Middle Head Road, Prince Albert Street and Military Road.

### Bradleys Head and Middle Head Road Works

Bradleys Head Road and Middle Head Road were identified for upgrades as the part of the 2022–23 capital works program. The road pavement had aged and cracking had appeared, requiring renewal. Council undertook Middle Head Road works in late 2022 and Bradleys Head Road works in early 2023. These road projects were delivered with 20% recyclable material.

## Well-designed, liveable and accessible places



## Footpath and Fencing improvements

### Footpath link – Bradleys Head Boardwalk

A new boardwalk featuring specially commissioned artwork was opened in Mosman in late 2022, completing the missing link for walkers and cyclists between Balmoral Beach, Sydney Harbour National Park and Taronga Zoo.

The new boardwalk links up walking trails, beaches, landmarks and historical artefacts at Bradleys Head, with lookout views to North Head and Middle Harbour. The sculptures that line the walkway, created by award-winning Indigenous artist Maddison Gibbs, evoke caring figures watching over the land and sea.

The project was designed and built with sustainability front of mind, using more than 100 recycled tyres and low carbon concrete, while also minimising impacts on nearby trees. The footpath link was jointly funded by the NSW Government Public Spaces Legacy Program with the objective of creating high-quality open spaces.

### Spencer Road – Permeable Paving Works

In 2022, Spencer Road was nominated as a pilot site to install permeable paving. This product is highly porous and flexible, making it an appropriate material to address trip hazards where tree root jacking is an issue. In addition, permeable paving allows water ingress, making it more sustainable and reducing overland flow. The project was designed and delivered to prioritise sustainability for footpaths and preservation of heritage trees lining the street. The project included approximately 40% recycled rubber and crushed concrete. The material is a Titanium colour resembling traditional concrete while incorporating eco-friendly elements.

Other projects over the last three years have included:

- fencing – Kiora Avenue, Raglan Street
- steps rehabilitation works – Almora Street and Arbutus Street
- pram ramps – Gladstone Avenue, Silex Street
- missing links and permeable paving – Spit West Carpark, The Grove, Punch Lane
- footpath works – Raglan Street, Wudgong Street, Silex Street, Union Street.



# Strategic Direction 5

Well-designed, liveable  
and accessible places

## Pedestrian Crossing Upgrades

### Myahgah Road Crossing

Council received a request from Mosman Public School to provide red and white poles and children's crossing flags at the pedestrian crossing outside Mosman Public School. This required the existing pedestrian crossing to be converted to a shared crossing, which is a pedestrian crossing that can be used as children's crossing. When in use, the orange children's crossing flag will be shown, and children's crossing rules apply. Otherwise, the crossing operates as normal zebra pedestrian crossing.

The existing pedestrian crossing was upgraded to a shared children's crossing in February 2024 at a total cost of \$173,000, including a \$122,000 grant from Transport for NSW.

### Hamlet Lane Shared Zone

Following community feedback regarding pedestrian safety in Hamlet Lane, pedestrian safety measures were proposed at this location in conjunction with other improvements.

The entirety of Hamlet Lane was subsequently converted into a shared zone, including the installation of a continuous footpath across Hamlet Lane at Shadforth Street and Raglan Street. The project was completed in February 2024 at a total cost of \$144,000 and including a grant of \$85,000 from Transport for NSW.

### Holt/Spofforth Intersection Improvement Project

This project was initiated and managed by North Sydney Council, with a grant received from the Black Spot Program. Mosman Council supported the project and contributed technical and financial support. The project involved installation of kerb buildouts and pram ramps and was completed in 2023.

## Retaining Structures Maintenance

During the period, maintenance was undertaken on retaining structures including the:

- Almora steps embankment
- Parriwi Road Embankment works - Mosman Yacht Club and 17 Parriwi Road.

## Bus Stop Accessibility Audit

In 2023 Council engaged a consultant to investigate and develop a set of Disability Discrimination Act (DDA) compliance guidelines and carry out a DDA compliance assessment for all bus stops located along local roads in Mosman.

The DDA compliance guidelines developed by the consultant were based on the *Disability Standards for Accessible Public Transport 2002 (2011 review)*, *Disability Standards for Accessible Public Transport Guidelines 2004 (No.3)*, *Australian Human Rights Commission Accessible Bus Stops Guidelines* and the relevant Australian Standards AS 1428.2:1992 and AS/NZ 1428.4.1:2009.

The subsequent audit of bus stops against the agreed DDA compliance guidelines identified non-compliances. Council staff are reviewing audit findings and are planning to remediate the non-compliances on a priority basis depending on resources, grant and budget availability.

## Well-designed, liveable and accessible places



### Public Building Management

There has been a strong commitment over the period to maintaining and enhancing public buildings that serve the Mosman community. Council has implemented strategic building asset management plans that take a proactive approach to renewals and building upgrades to improve accessibility, energy efficiency, security and functionality. Defibrillators are also now available at 14 locations in Mosman, as well as two portable units.

Works undertaken since 2021 include those listed below, together with works detailed in other sections of this report

### Building Improvements

#### Boronia House Refurbishment

Several sections of the roof and flooring at Boronia that were considered past their design life were replaced. Leaks in the metal roof were causing damage to the building's interior fabric.

Given the heritage significance of Boronia House, great care was taken to ensure like-for-like replacement. Where possible Council's contractor salvaged and reused parts of the original fabric.

#### Civic Centre and Lift Upgrades

Lifts in the Civic Centre, Library, Art Gallery and Vista Street Carpark were overhauled to upgrade technology and improve accessibility as part of Council's commitment to inclusivity.

### CCTV and Security

The last few years have been marked by significant advancements in the security and access functionality of Council's operational buildings. A number of upgrades have been successfully completed to CCTV, access and alarms, which can be controlled through a centralised system. This provides better data and control to safely manage the security and access to buildings. An after-hour system has been set up to ensure all major building issues are alerted to key staff and security guards, and managed through set procedures.

### Building Maintenance Works

Over the last three years, building maintenance was undertaken with the emphasis on safety, functionality and aesthetic appeal. Key areas of cyclical maintenance included fire and HVAC systems, electrical, plumbing, pest control and paint finishes. Some significant maintenance works included:

- Art Gallery – Refurbishment works were carried out to the toilets and stained glass windows
- Council Depot – The main gate was replaced, and boomgates and linemarking installed as part of ongoing improvement to safety
- Military Road – Maintenance was undertaken to investment flats and Military Road shops.

# Strategic Direction 5

Well-designed, liveable  
and accessible places

## Lighting Upgrades

### Hampshire Park Lighting

Following a successful application for grant funding under the Australian Government's Local Roads and Community Infrastructure Program, new park lighting was installed at Hampshire Park in early 2022. Two heritage style lamp posts with LED luminaires were installed to improve visual amenity and public safety.

### Mandolong Road Crossing Lighting Upgrade

The Military Road, Mandolong Road and Field Way intersection was selected as the second location for the installation of multifunction poles following the initial installation at the intersection of Military Road and Avenue Road.

The new pole, due to be installed in September 2024 has one LED floodlight, providing much needed lighting for the two crossings at Mandolong Road and Field Way, improving pedestrian and traffic safety in a previously dark section of Military Road.

## Carpark and Parking Technology Upgrades

### Parking Meter Renewals

With existing parking meters approaching end of design life and with the termination of the 3G network on 30 June 2024, a need was identified to replace the existing suite of meters.

Installation of the new parking meters in May 2024 has also addressed maintenance and operational issues due to coin collection and ticket printers, which were considered unnecessarily expensive at a time when coins make up less than 1% of revenue, and digital permits are available.

## Parking Sensor and Guidance Renewals

Council's first suite of parking sensors (in-ground) and overhead infra-red sensors (multi-storey car parks) was installed in 2016, with a quoted life of eight years. New sensors were installed progressively in mid-2024 to replace the sensors and guidance systems that had reached end of life and were subject to failures. These new sensors are accompanied by renewed parking guidance and precinct signs.

### Vista Street Car Park Ventilation Upgrade

The design for the Vista Street Car Park Ventilation Upgrade was completed and shared with the Harbour Vista Building Management Committee in early 2024. The Committee is reviewing Council's car park design with its private carpark ventilation design, to check compatibility and ensure the required level of ventilation is maintained in both car parks. The project will deliver new extraction and intake fans to the carparks.

### Spit West Car Park

Improvement works were carried out at Spit West Car Park in 2023, with parking spaces also re-aligned to create better parking amenity.

As a sustainability measure, the asphalt used to resurface the carpark contained 10% recycled materials. This will be monitored over time to determine if other locations are also suitable for this type of application.

## Well-designed, liveable and accessible places



## Stormwater Infrastructure Improvements

### Mosman LGA Flood Study

Council applied for grant funding for Stage 1 (Data Collection) of the Mosman LGA Flood Study in May 2022, with the funding model requiring Council to provide 1:2 counterpart funding. In November 2022, Council was advised that its grant application had been successful and subsequently Manly Hydraulics Lab (MHL) was engaged to undertake the Flood Study. In 2023/24 MHL received over 200 submissions to its initial community questionnaire and the Flood Study project is currently ongoing.

### Improvement Works

Between 2021 and 2024, stormwater infrastructure improvements included:

- Hopetoun/Fairfax Pipe Renewal – In 2022 and in 2023 significant works were completed to maintain the drainage network between Fairfax Road and Hopetoun Avenue
- Parriwi Road, The Grove, Queen Street, Burawong Avenue and Moruben Road – Pipe relining works were undertaken to maintain stormwater infrastructure capacity and integrity
- Almora Street – The channel was enlarged to increase its capacity
- Sirius Avenue – A small section of stormwater pipe and headwall was replaced after a leakage was identified.

## Marine Structure Improvements

### Inkerman Street Jetty, Seawall and Wharf

A dilapidated jetty and seawall on Unmade Inkerman Street were restored and supplemented with new watercraft storage that will improve the experience for visitors and watercraft users. The works, officially opened in November 2023, also improved access around the jetty and seawall, enhancing the safety of boat users.

The project was partly funded from the Australian Government's Local Roads and Community Infrastructure Program, with Mosman Council financing the remaining cost.

### Fig Tree Lane – Seawall, Access Ramp and Watercraft Storage

Council undertook improvement works in and around Fig Tree Lane following an unprecedented storm in 2022 which caused major damage to the footpath, seawall and beach access from the lane. The works included drainage improvements along the lane, a new beach access ramp, upgrades to the seawall and renewal of the nearby watercraft storage.

### Balmoral Seawall Works

In 2021 it was identified that the seawall footing (toe) protection for Balmoral Seawall near Rocky Point had reached the end of its design life and the damaged gabion wire was becoming a safety hazard. After extensive investigation in 2023/24, works were undertaken to renew general sections of the wall.



# Strategic Direction 5

Well-designed, liveable  
and accessible places

## NSW Planning Reforms

The NSW planning system has been in a state of perpetual reform over the past decade, with a focus by the NSW Government on increasing transparency and efficiency in decision-making, and providing additional housing in response to the ongoing housing crisis.

In 2022 and 2023, the NSW Government announced a number of initiatives to accelerate the creation of housing particularly within the Greater Sydney region, with a focus on areas near established town centres where there is good access to public transport.

In late December 2023, the NSW Government released proposed changes to the planning system that significantly increase the capacity for low and mid-rise housing in 'well-located' areas. Council unanimously resolved to endorse a submission to the NSW Department of Planning, Housing and Infrastructure raising serious concerns with the proposals, given their profound impact on building form and density in Mosman. Council hosted a Community Information Session in February 2024 to better inform the community about the housing reforms and assist those wishing to make a submission. The planning reforms are currently being progressively implemented, with Council closely monitoring the situation and advocating wherever possible to protect Mosman's interests, including the current level of local amenity that residents value so highly.

## Mosman Scenic Protection Area

Council has successfully implemented important planning changes for the Scenic Protection Area on Mosman's foreshore slopes. The changes, which came into effect in May 2022, include the rezoning of around 2,400 properties in the Scenic Protection Area from R2 Low Density Residential to C4 Environmental Living under *Mosman Local Environmental Plan 2012*. These changes were the outcome of years of campaigning by Council to protect the visual significance and landscape quality of Mosman's foreshore slopes and the amenity of existing residential properties.

## Development Services

Council's Development Services team has continued to improve the customer experience through the online lodgement, assessment and determination of Development Applications. As an early adopter of online service delivery, the team was able to maintain the smooth continuation of service delivery throughout the period impacted by COVID restrictions. The last few years have been marked by rapid change in the planning system and significant development pressures, requiring adaptation and deployment of new solutions to maintain operational processes, meet statutory requirements and maintain service delivery to the community.

## 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 a proposed development is likely to comply with relevant controls. Council's Duty Planner dealt with over 8,500 inquiries between 2021 and 2024.

## Well-designed, liveable and accessible places



### Heritage Advisor Service

To help maintain and improve Mosman's heritage, Council provides a Heritage Advisor service through which customers receive free heritage advice if proposed works affect a listed heritage item or are located within a Heritage Conservation Area. Council's Heritage Advisor also provides advice on all Development Applications lodged that affect Mosman's heritage. Over 500 heritage assessments were processed in the period from 2021 to 2024 and the advice provided has helped to achieve improvements in heritage outcomes for many buildings.

### Mosman Design Awards

The Mosman Design Awards were held in 2023 to celebrate outstanding contributions to the built environment in Mosman. Due to the COVID-19 pandemic, this was the first time the event had been held since 2019. The Awards were widely commended by participants for fostering collaboration between architects, builders and home owners, and encouraging excellence in local design. The design awards will again be held in 2025.



MANNSFIELD COUNCIL  
NOTICE  
Development  
proposal  
nosman.nsw.gov.au

## Well-designed, liveable and accessible places



### Snapshots

The following 'snapshots' provide further insight into the types and level of service delivered by Council between 2021 and 2024:

- 10 meetings of the Local Traffic Committee and 82 Traffic Management Plans assessed
- 9 new pedestrian refuges and roundabouts were installed
- 660 metres of new bicycle/shared paths were constructed
- 840 Development Applications and 96 Applications were determined
- 3,964 Planning Certificates were issued
- 42 pram ramps were installed or replaced
- 3 jetty piles were installed or replaced
- There were 348 metres of stormwater infrastructure constructed or replaced
- 6 retaining walls were replaced
- 2.16 kilometres of fencing was replaced
- 5 buildings were refurbished
- The Mosman Local Planning Panel held 33 meetings.



# Strategic Direction 5

Well-designed, liveable  
and accessible places

## Key Performance Indicators

Indicator	2021/22	2022/23	2023/24
% Project Milestones achieved - Well designed, liveable and accessible places	60%	81%	81%
% DA Appeals on hand compared to DAs and Modifications determined	n/a <sup>†</sup>	13.5%	7%
% Outstanding DAs and Modifications over 100 days	n/a <sup>†</sup>	28%	31%
% overstays in Council car parks	5.21%	4.4%	4.2%
Average duration of stay - Council car parks (mins)	53.34 mins	60.7 mins	61 mins
Median gross time for DA and Modification determinations (days)	n/a <sup>†</sup>	110	101
No. of DA related appeals determined	n/a <sup>†</sup>	27	21
No. of DAs and Modifications determined	n/a <sup>†</sup>	280	279
Utilisation rates - Council car parks	56.51%	71.7%	70.9%
Value of DAs lodged (construction)	\$432m	\$337m	\$418m
% of programmed retaining wall/rock cutting renewal works completed per annum	n/a <sup>†</sup>	60%	100%
% of programmed road renewal works completed per annum	140%	400%	150%
Level of resident satisfaction with condition of public toilets*	7.19	6.88	6.88
Level of resident satisfaction with development approvals process*	5.47	5.46	5.46
Level of resident satisfaction with enforcement of parking restrictions*	6.05	6.22	6.22
Level of resident satisfaction with managing development - land use planning*	6.48	6.08	6.08
Level of resident satisfaction with overall cleanliness, appearance and management of public spaces*	8.19	7.96	7.96

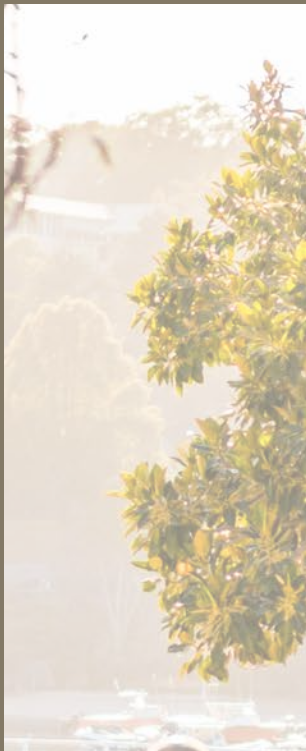
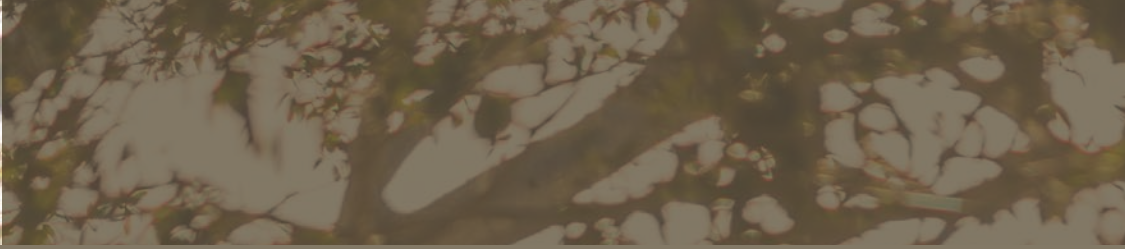
## Well-designed, liveable and accessible places

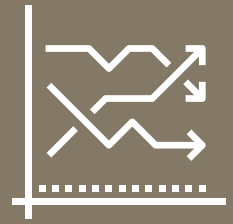


Indicator	2021/22	2022/23	2023/24
Level of resident satisfaction with protection of heritage values and buildings*	7.42	7.16	7.16
Level of resident satisfaction with providing and maintaining bike paths*	5.67	5.91	5.91
Level of resident satisfaction with providing and maintaining footpaths*	6.72	6.59	6.59
Level of resident satisfaction with providing and maintaining local roads*	7.04	6.60	6.60
Level of resident satisfaction with provision of car parking*	6.43	6.61	6.61
Level of resident satisfaction with traffic management*	6.18	6.23	6.23
Metre of footpaths constructed or renewed	1,140m	675 m	1,600m
Metres of new or renewed bike paths in Mosman	20m	253 m	160m
Metres of roadway constructed or renewed	1,120m	3,500 m	2,720m
Metres of stormwater pipes renewed or relined per annum	164m	147 m	280m
No. of (off street) public car parking spaces	1,359	1,500	1,360
No. of traffic accidents reported on local roads per annum	45	21	17

\*Mean score on a scale of 0-10 in the biennial Mosman Community Survey

†This indicator was introduced or amended in 2022





## **Strategic Direction 6**

# **A healthy and active village lifestyle**



# Strategic Direction 6

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



### Allan Border Oval Pavilion and Landscaping Project

In May 2024 Council officially opened the newly completed pavilion at Allan Border Oval, replacing outdated facilities that had reached the end of their useful life. The building's namesake, former Australian cricket captain Allan Border, attended the opening, which included the unveiling of a bronze statue in his honour.

The project has delivered stylish new facilities for Mosman's premier sporting field, setting new standards in sustainability for Mosman. The facility meets the functional, contemporary requirements of cricket, soccer and AFL clubs, while delivering accessibility to diverse user groups and respecting the heritage legacy of Mosman Park.

The pavilion was engineered around passive solar design principles and incorporates environmental features such as cross ventilation and natural lighting to reduce energy consumption. Solar panels installed on the roof provide an integrated energy solution. The building was constructed with low carbon concrete and a rainwater harvesting system also installed. The materials for the building were carefully selected for design adaptability and to reduce the life-cycle costs. The design also considered the building's end-of-life, using components that could be reused, disassembled, recycled or are biodegradable.

The overall project includes the new pavilion with upgraded toilet, change and storage facilities, function room, kitchen and referees room, together with basketball and netball practice area, BBQ facilities, seating and landscaping. The works ensure equitable access to the building, oval and recreational facilities through an accessible path network, pedestrian lift and building design to meet current accessibility standards.

The new facilities are expected to support increased participation and room for growth for the local sporting clubs.

### Sportsfields

In recent years Council has changed the turf on all its local sportsfields to 'Santa ana' couch, with the exception of George's Heights Oval. Following upgrades to Middle Head Oval in 2019 and Allan Border Oval in 2020, Rawson Oval turf was upgraded in late 2021. Works at Rawson Oval also included installation of a new automated irrigation system (all sportsfields now have irrigation systems less than seven years old). The Balmoral Oval upgrade was completed in 2024.

'Santa ana' couch has a higher wear tolerance to heavy use during the winter months, and this change has reduced the necessary annual field restoration works. Each year at the end of each winter season, Council was placing 13,500m<sup>2</sup> of new turf and 290 tonnes of topsoil on its fields. After the couch conversion works, only 1,000m<sup>2</sup> of turf and 134 tonnes of topsoil is now required on average each year.

# Strategic Direction 6

## A healthy and active village lifestyle

### Balmoral Oval Upgrade

After receiving a \$1 million grant in 2022 from the Office of Sport Council completed an upgrade of Balmoral Oval's two playing fields in February 2024, with Council funding the remaining costs. Oval construction work included the installation of an automated irrigation system, drainage installation, and playing surface remediation and levelling including the use of 'Santa ana' couch as the natural turf surface.

To accommodate this work, Council adapted George's Heights Oval for Little Athletic use and temporarily installed floodlights at Clifton Gardens to support football training during the second half of the 2023 winter playing season.

A proposal for LED floodlights at Balmoral Oval including budget estimate has been provided to Council to prepare documents for future public tendering. The installation of a four lane, 110 metre all-purpose running track and high jump area was included in the Balmoral Reserves Plan of Management endorsed by Council in December 2022 and currently awaiting approval from Crown Lands for public exhibition.

### Georges Heights Oval Pavilion Upgrade

Refurbishments at George's Heights Oval Pavilion in 2023/24 included the provision of new, accessible change room facilities and public amenities to improve usability and privacy, a new umpires change room, a new kiosk fit-out, and improved storage facilities. External works included raising the level of the slab to provide accessible access into the building and provision of a new external verandah and pergola for passive recreation.

The works improve opportunities for female and mixed team participation and support local junior and senior football clubs, the cricket club and local schools while providing environmental benefits through the conversion of lighting to LED, solar panels, use of water efficient fittings and fixtures, inclusion of additional plantings and better accessibility to and around the building.

The upgrade to the pavilion and surrounds was funded by Council, together with funds from the NSW Football Legacy Program, which aims to leave a legacy from the FIFA Women's World Cup tournament to benefit all levels of football.

### Rawson Oval Pavilion Refurbishment

During the last few years Council has engaged with Mosman Rugby Club to review options for improved facilities at Rawson Oval. Heritage considerations have meant that the only feasible option is to refurbish the existing pavilion at the oval. Consultation is ongoing with the club to develop a scheme going forward that has the support of Council, Mosman Rugby and the broader community.











## A healthy and active village lifestyle



### Middle Head Oval Amenities

It has been a long standing vision of Council to provide improved facilities for sporting groups using Middle Head Oval, land owned by the Sydney Harbour Federation Trust and managed by Council. Having been formally established as a funded MOSPLAN project in 2022 and included in Council Developer Contributions Plan, this project has been the subject of in-depth and ongoing attention to develop a scheme that could meet the Trust's objectives for the site including protection of the area's heritage and the importance of the location for local sports use. The process of sporting group consultation and ongoing concept planning for improved facilities at the oval culminated earlier in 2024 with the lodgement of a development application with the Trust. It is expected that a determination on the application will be made in the latter part of 2024.

### Playground Upgrades

In addition to the ongoing monitoring, maintenance and repair of all of Mosman playgrounds, three major upgrades have been completed since 2021 at Spit West Reserve, Clifton Gardens Reserve and Hunter Park.

Due to the deterioration of the main play item at Spit West Reserve, this playground was identified as a high priority for upgrade. With funding available through the Local Roads and Community Infrastructure Program Phase 2 this project was fast-tracked for completion by December 2021. The large new play item and rubber softfall was installed on time and on budget, allowing for additional picnic benches in the reserve to complement the upgrade.

An opportunity to upgrade part of the playground at Clifton Gardens reserve was identified in conjunction with the removal of existing equipment that had reached the end of its useful life. With a large area of space available (approximately 95m<sup>2</sup>) and due to the regional significance of the reserve, it was considered that a large landmark play item would be suitable. A bespoke design that provided a combination of interest, height and materials matching the location and existing equipment was chosen, with installation completed in early 2022.

The latest playground upgrade at Hunter Park was undertaken with the aim of creating a fully inclusive play space. Council developed a design in conjunction with an early childhood consultant and having regard to the objectives of Council's Disability Inclusion Action Plan 2022-26.

The location of the playground within Hunter Park was chosen for several reasons including adjacent garden areas and trees (which will provide natural shade for the playground area). The location also frees up space at the rear of the park to allow more open level grass area for active play and provides level access to parking on Hunter Road and amenities on The Esplanade.

Inclusive upgrades were also made to 10 Mosman playgrounds in late 2021 and early 2022, with all-ability swings installed in partnership with Play for All Australia and local sponsors.

# Strategic Direction 6

## A healthy and active village lifestyle

### Review of Walking Tracks

In 2022 Council staff reviewed the walking tracks of Mosman and noted several missing access points and links. Subsequently, all walking track maps were updated, verified and included on Council's website.

Four agencies own and maintain walking tracks within Mosman: Sydney Harbour Federation Trust; National Parks and Wildlife Services; Taronga Zoo; and Mosman Council. Council's investigations noted that each agency has its own programs for maintenance and upkeeping of walking tracks in their own areas of responsibility. During the audit undertaken by Council staff, it was also noted that some areas of walking tracks need improvement in signage and surface upgrades. Council is in the process of developing a future audit scheme for walking tracks.

### Walking Trail Improvements

Significant improvements and maintenance to Council's bushland and walking trails have been completed during the last three years. Improvements in materials have allowed the introduction of Fibreglass Reinforced Plastic (FRP) that in turn both improves durability and provides a non-slip walking surface to boost safety.

A joint project with North Sydney Council saw the complete replacement of the Harnett Park footbridge connecting North Sydney and Mosman Councils in late 2023. The pedestrian bridge was rebuilt following significant storm damage, with the cost shared between the councils.

A NSW Government grant funded project at Quakers Hat Park, completed in 2023, has seen the addition of raised FRP walkways and a viewing platform, with sandstone steps and handrails to improve access and highlight the natural beauty of the area.

New concrete pathways have been installed in Mandolong Lane and Bullecourt South Unmade Roads, which have improved access and reduced erosion of pathways as rainfall has caused problems reducing accessibility. Similar to concrete pathways, two new sections of asphalt walkway in Rosherville Reserve and Parriwi Park have helped reduce erosion and improve the long-term maintenance of these tracks. Two new sections of steps and a landing on the western side of Sirius Cove were also upgraded in 2023. The installation of timber post and wire fencing at Chinamans Beach will help to retain sand dunes while a new set of steps will maintain access for local residents and visitors that frequent the area.

## A healthy and active village lifestyle



### Balmoral Promenade

Balmoral is an iconic and popular Mosman beach among the local and broader community. It is Council's responsibility to maintain the upkeep of this precinct satisfactorily to enhance its aesthetic value and safety. During the past few years, Council has refurbished and repaired the Balmoral Seawall, installed precast concrete seating at the southern end of the Promenade and installed new stainless steel handrails to beach access stairs.

To complement the already completed works, an upgrade of the lighting along the Promenade is being pursued in 2024 to enhance amenity, safety of walking and to extend hours of use. The existing Ausgrid pole top luminaries are inconsistently spaced, causing a large contrast in brightness between the poles. The existing luminaries are outdated and as they consume a lot of energy will be replaced with LED technology. The existing electrical cables are also very old and Ausgrid has agreed to support the cable replacement.

The Balmoral Promenade Lighting Upgrade project will cover the 700m length of the promenade from Balmoral Jetty and Baths at the Southern end to the Bathers Pavilion at the Northern end.

### Open Space Service Reviews

During the period 2021-2024, several open space maintenance contracts were reviewed. The specification for each contract was presented to Council to determine suitable service levels to maintain open space assets.

The contracts reviewed included:

- Beach and Reserves Cleaning Contract
- Bushland Management Contracts
- Open Space Small Area Maintenance Contract
- Tree Management Contract
- Street and Gutter Cleaning Contract
- Parks and Sport Fields Contract.

Open space maintenance and cleaning regularly receive very high satisfaction scores in Council's community surveys, so changes to service levels were minor. Council did, however, include further performance indicators and add further sites to some contracts. During the review process, and subsequent tender assessment, costs were kept under control and within budget for each contract renewal. Council also reviewed and approved a new Management of Open Space Policy in October 2023.



# Strategic Direction 6

## A healthy and active village lifestyle

### Active Transport

Over the last three year period, 10 Active Transport Community Consultative Committee meetings were held. The Walking and Cycling Strategy 2023-2028 (WCS) was prepared, and following a community consultative process, adopted by Council.

### Walking and Cycling Strategy

Council recognises the importance of walking and cycling as a means of travel and is dedicated to improving walking and cycling infrastructure and education to make Mosman a more liveable and attractive area. The Mosman Walking and Cycling Strategy 2023-2028 was adopted by Council in June 2023.

The Strategy primarily focuses on enhancing the safety of walkers and cyclists by maintaining and enhancing existing pedestrian and cycling infrastructure to encourage walking and cycling for short trips; improving walking and cycling infrastructure around Mosman schools.

Informed by this Strategy, two new programs have been implemented in 2024 - 'BusWalk', and 'Walk to School'. Both programs promote walking as an environmentally and community conscious alternative to driving. Mosman is fortunate to be serviced by an extensive bus network and the aim of the 'BusWalk' initiative has been to promote the combination of walking and bus-riding as a transport method within Mosman and beyond.

The first phase of 'BusWalk' promotion focused on bus routes 114 and 238. Council developed a brochure, "Take the Bus to the Beach", with an introductory letter that was distributed to all properties surrounding these bus routes. BusWalk posters were also installed at prominent locations.

The promotion of BusWalk took place from mid-February to mid-April 2024 and Council will use Tap on/Tap off data obtained from Transport for NSW to monitor the uptake of public transport use. Council also sought community feedback and comments as a follow-up to the promotion.

The Walk to School program, which began in May this year and has been promoted widely to Mosman schools, encourages walking as a method of travel for Mosman school students. This program was implemented alongside an independent audit of existing pedestrian infrastructure around local schools to identify safety and infrastructure issues and improvement opportunities for future action.

The promotion of 'Walk to School' will continue with staff liaising with schools and promoting the initiative through the media.

### Walking and Cycling Infrastructure around Mosman Schools

Walking and cycling infrastructure in Mosman LGA was audited in 2023, with special emphasis on infrastructure around all Mosman schools. The aim of auditing walking infrastructure was to identify deficiencies and improvements required in school catchments to promote 'Walk to School'. Consultants identified the need for upgrade or additional kerb ramps, traffic islands, crossings and upgraded footpaths and used a pre-determined scoring system to prioritise the proposed improvement works.

Council staff submitted grant applications to obtain funding for design and construction of some of the proposed pedestrian infrastructure improvement works around Beauty Point Primary School, Queenwood (Senior) School, Mosman High School, Mosman Public School, and Mosman Preparatory School. Council was recently advised that its funding application to carry out improvement works around Beauty Point Public School has been successful and these works will be undertaken in 2024/25 and 2025/26.

## A healthy and active village lifestyle



## Managing Compliance

### Fire Safety Program

The NSW Environmental Planning and Assessment Regulations (2000) require all building owners, except for houses and non-habitable buildings, to submit an Annual Fire Safety Statement (AFSS) to the local council and fire brigade. Failure to submit an AFSS certification could lead to serious fines.

A 2017 audit identified 470 relevant buildings, and with increased awareness and education, Council's current fire safety program has 572 buildings. Compliance officers send out reminder letters annually to owners, advising that their AFSS is due.

From 1 August 2023, FSSs were required to be issued using a standard template form published by the NSW Government.

Mosman Council's Compliance team has carried out an extensive education in the areas of fire safety program, and most building owners are now submitting their AFSS on time each year.

There are exceptions, which has warranted penalties being issued for not submitting the AFSS or the building owner applying for an extension to provide a current AFSS, which also incurs a cost.

Overall, this has been a very successful program which ensures that the Mosman community is safe if there was an emergency. In addition, the program provides confidence and certainty for Fire and Rescue NSW officers when responding to a fire.

### Cladding Review Program

Combustible cladding on buildings is a significant potential public safety issue. In 2017 Mosman Council's building compliance team set up a program to work through high-risk buildings and then those which may contain combustible cladding.

23 buildings were identified as potentially containing combustible external cladding. Council wrote to these building owners and received fire engineers' reports verifying which buildings didn't contain combustible cladding and which buildings in part or in full contained the combustible cladding. More recently, Council has continued to work with owners of the last remaining buildings to assist in resolving matters still outstanding.

# Strategic Direction 6

## A healthy and active village lifestyle

### Companion Animals

Council's Rangers have an active role in promoting the responsibilities of owning a Companion Animal as well as the responsibilities pet owners have towards other members of the community.

Mosman Council has a high number of people with pet registrations. Rangers ensure residents and visitors to the area are complying with the companion animals' requirements to ensure the Mosman is safe.

Under the provisions of the *Companion Animals Act 1998*, Rangers have the authority to manage issues relating to Companion Animals. This can include investigating dog attacks and nuisance animals, patrolling in public areas to ensure owners comply with laws such as leashing and picking up after their dogs, and monitoring declarations of menacing or dangerous dogs.

Mosman Council places emphasis on the prompt and efficient handling of animal complaints or requests for assistance. When an animal such as a dog is not under effective control in a public place and no owner is present, Rangers are quick to attend, and may secure and impound the dog to avoid any safety concerns for the community.

Council's Compliance team has initiated a yearly campaign to remind residents of the importance of maintaining current and accurate microchipping records and to encourage owners to register those companion animals that are yet to be registered. Fact sheets on how to care for your animal accompanying register reminder letters.

Other education and awareness activities between 2021 and 2024 have included:

- face-to-face education with merchandise provided to pet owners during blitzes over the June long weekends
- an educational program with regular mailouts to pet owners around responsible pet ownership during their pandemic
- Council's Compliance staff and Rangers providing advice and guidance to pet owners at the annual Pets Day Out
- updates to Council's website to reflect changes in legislation and ensure the community is aware about responsible pet ownership.

A procedure that details the process for the investigation of barking dog requests has been revised so the Rangers can focus strongly on customer liaison to assist both the owner of the dog and the person affected by the barking noise. Actions are based on achieving the most desirable outcome overall for the community



## A healthy and active village lifestyle

### Watercraft Storage and Permit Improvements

Over the last few years Council has audited all watercraft storage areas in Mosman. Dilapidated and abandoned watercraft have been removed and storage facilities updated. A virtual permit system similar to the system previously developed by Council for resident parking permits has been created for watercraft and is due for launch late 2024.

### Swimming Pool Inspection and Education Program

In 2023 Council reviewed its Swimming Pools Inspection Program as part of its obligations under the *NSW Swimming Pools Act*. The Swimming Pools Inspection Program is designed to identify non-compliant swimming pools, ensure upgrade works are carried out and, in the process, raise swimming pool safety awareness.

The review found that Council's program - initiated in 2013 following amendments to the Swimming Pools Act - remains fit for purpose and there have been no substantive changes to Council's program as a result. Council maintains an ongoing regime of inspections and has the authority to issue fines for non-compliance.



# Strategic Direction 6

## A healthy and active village lifestyle

### Snapshots

The following 'snapshots' provide further insight into the types and level of service delivered by Council between 2021 and 2024:

- Nine hectares of sport fields were actively managed including major upgrade of two playing fields at Balmoral Oval
- Two upgraded irrigation systems were installed at Rawson Oval and Balmoral Oval. New irrigation system installed at Rawson Park
- 1,890 public bins were serviced weekly
- 1,089 tonnes of waste were collected through SQIDS, and 1,125 tonnes of waste were collected from beaches and reserves
- Of waste collected by street sweepers and from Mosman's parks and gardens, 1,640 tonnes were recycled
- Seven sporting field user group meetings were held, and 3 Councillor and Sport Club President workshops held
- Weekly cleaning took place across of 5 hectares of beaches, including manual raking of Chinamans Beach
- 22,850m<sup>2</sup> of public space in business districts was pressure-washed four times a year
- 14 playgrounds were serviced weekly
- Three playgrounds were upgraded including Spit West, Clifton Gardens, and Hunter Park. A new playground was also built as part of the Mosman Square upgrade project
- 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
- Over 15,000 phone enquiries regarding open space management were resolved
- 5,018 incidences of graffiti were removed up until the end of June 2024.

## A healthy and active village lifestyle

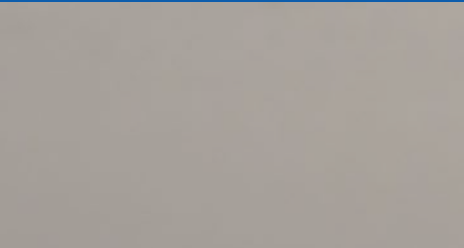


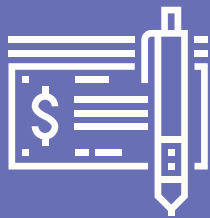
## Key Performance Indicators

Indicator	2021/22	2022/23	2023/24
% Project Milestones achieved - Healthy and Active Village Lifestyle	79%	71%	81%
Average no. ovals bookings per week	46	52.6	58
No. of groups per annum - Marie Bashir Mosman Sports Centre	28	32	22
No. of groups per annum - Mosman Drill Hall	n/a <sup>†</sup>	33	21
No. of hours booked per annum - Marie Bashir Mosman Sports Centre	1,718.25	2,584.5	2,622
No. of hours booked per annum - Mosman Drill Hall	n/a <sup>†</sup>	1,128.25	1,439
No. users per annum - Mosman Swim Centre	106,123	185,060	181,221
Utilisation rate - Council ovals	30%	34.2%	42.35%
% users satisfied - Sporting fields	96%	77%	75%
Level of resident satisfaction with Council keeping food premises safe*	8.31	7.93	7.93
Level of resident satisfaction with sport and recreational facilities*	7.68	7.30	7.30

\*Mean score on a scale of 0-10 in the biennial Mosman Community Survey

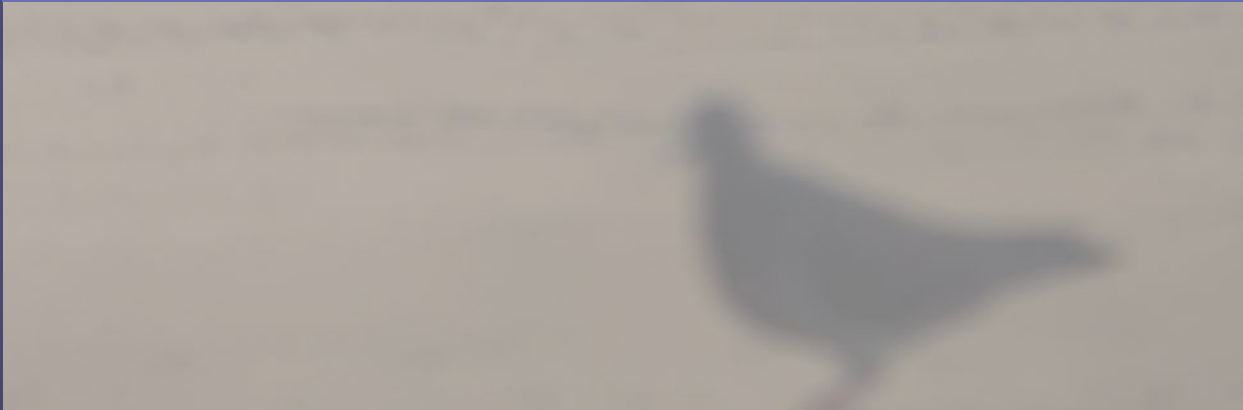
<sup>†</sup>This indicator was introduced in 2022





# Measuring Performance

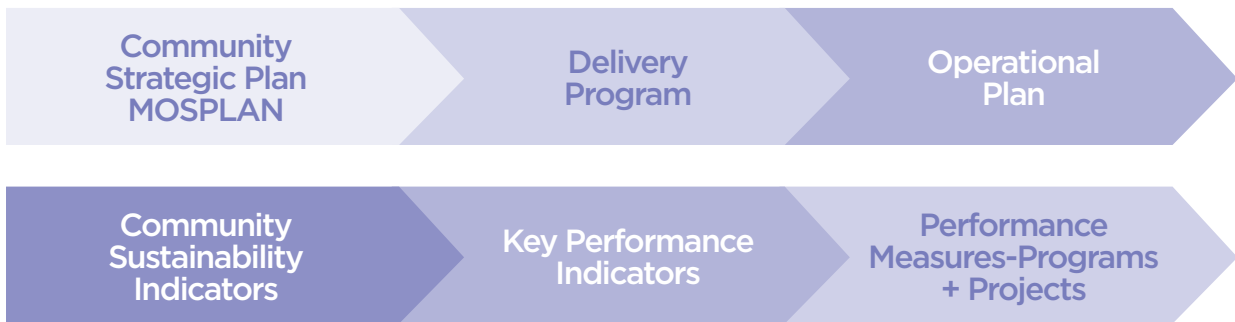
- Performance Measurement Framework
- Community Sustainability Indicators

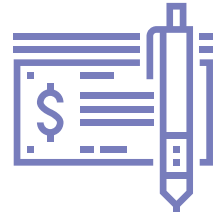




# Performance Measurement Framework

Council's performance measurement framework, detailed in MOSPLAN, takes a three-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 six 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 beginning of each Council term and the latest results can be found on pages 180 to 221 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 six Strategic Directions.

These Indicators are not typically 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 report under each Strategic Direction in Section five. 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?

Percentage of residents who feel connected to the Mosman community

### Desired Direction

Positive trend in community connectedness

### Result

Community Survey Responses to Selected Connectedness Statements	2018 Mean Score*	2021 Mean Score*	2023 Mean Score*
'I can call on a neighbour or local relative if I need assistance'	8.41	8.73	8.47
'I feel I belong to the community I live in'	7.93	8.15	8.10
'My neighbourhood is a friendly place to live in'	8.23	8.62	8.27
'I make a contribution to the community I live in'	7.03	7.44	7.41

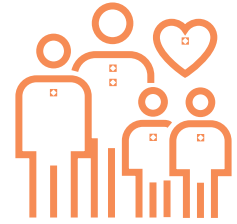
\*Mean score on a scale of 0 - 10

### Information Source

Mosman Community Survey 2018, 2021 & 2023

### Comment

Community connectedness and wellbeing in Mosman remains strong. All indicators measured by Council in its biennial community surveys have rated consistently well. Results in the latest 2023 survey largely kept pace with particularly strong results in the previous (2021) survey, and were above those achieved in the 2018 survey. The 2021 survey results were considered to have been, at least in part, impacted by the COVID-19 pandemic and stronger community ties created during that time.



**A safe, caring and inclusive community**

**Volunteering**

**What do we measure?**

Number of people registered as active Council volunteers

**Desired Direction**

Positive trend in number of active volunteers

**Result**

	2021/22	2022/23	2023/24
Number of volunteers in Council services	280	284	296

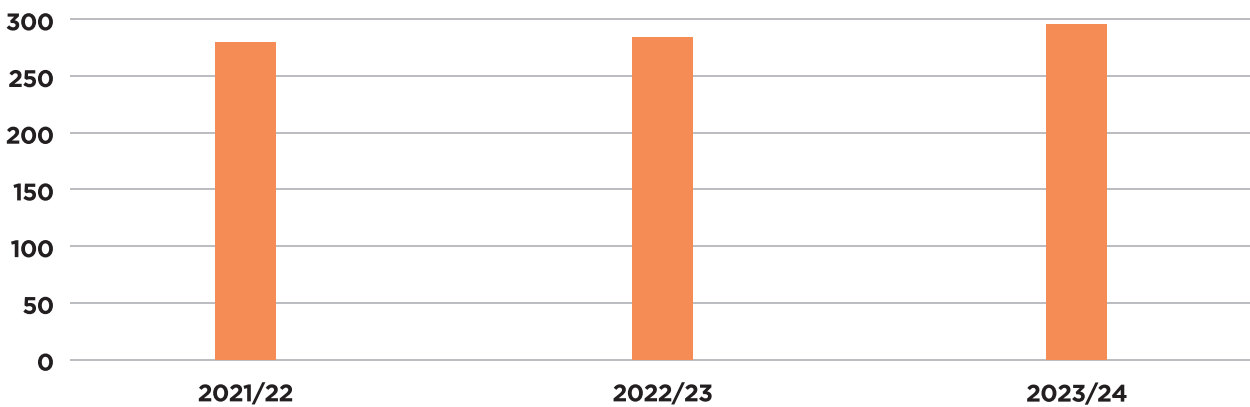
**Information Source**

Mosman Council

**Comment**

The number of active volunteers in Council services has increased progressively over the past three years and volunteers continue to play an essential role in supporting the local community. Numbers are still below those recorded pre-2021, although improved administrative procedures have resulted in the removal of inactive volunteers from Council’s database, and there is now greater confidence in the overall number of volunteers that can be called upon for a variety of roles. Council continues to actively recruit for further volunteers.

**Number of volunteers in Council services**





# Community Sustainability Indicators

## Community services and facilities

### What do we measure?

Level of community satisfaction with the overall range and quality of community facilities and activities provided by Council

### Desired Direction

Positive trend in community satisfaction

### Result

Community Survey Responses	2018 Mean Score*	2021 Mean Score*	2023 Mean Score*
Satisfaction with Community Facilities and Activities	7.24	7.48	7.19

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Community Survey 2018, 2021 & 2023

### Comment

Community satisfaction with the overall range of community services and facilities has remained relatively high, although there was a drop in the mean score achieved in the 2023 Community Survey. This was consistent with a general softening of satisfaction scores across the board after particularly high satisfaction ratings were achieved in 2021. The satisfaction score received in the 2023 Community Survey was consistent with the Metro Sydney Benchmark.



**A safe, 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**

	2011	2016	2021
Proportion of residents speaking a language other than English at home, as illustrated by the last three available census results	12.7%	15.1%	16.5%

**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 continues to grow, with this proportion growing by 3.8% over a 10 year period and by 6.2% in the 15-years to 2021. The most common language other than English spoken by residents at the time of the 2021 census was Mandarin. Comparatively, diversity still remains much higher across Greater Sydney, with the proportion of residents speaking a language other than English at home being 37.4% at the time of the last census.

# 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 in their local area

### Result

Community Survey Responses	2018 Mean Score*	2021 Mean Score*	2023 Mean Score*
Response to survey question: 'I feel safe walking around my neighbourhood'	9.0	9.17	9.02

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Community Survey 2018, 2021 & 2023

### Comment

The perception of community safety in Mosman is high. Results from Council's biennial Community Survey show constant and significant levels of confidence that Mosman is a safe place in which to live, with residents' feelings of safety in the home even further outweighing feeling safe walking around their neighbourhood.



## A safe, caring and inclusive community

### Community Safety

#### What do we measure?

Annual crime rates for major criminal offences

#### Desired Direction

Reduction in crime rates for major criminal offences

#### Result

Offence	2019	2020	2021	2022	2023	Five Year Trend
Murder	0	0	0	0	0	-*
Domestic violence related assault	29	20	25	26	33	Stable
Non-domestic violence related assault	44	32	28	40	28	Stable
Sexual assault	15	6	19	10	14	-*
Sexual touching, sexual act and other sexual offences	19	7	17	18	23	-*
Robbery without a weapon	3	0	1	0	2	-*
Robbery with a firearm	0	0	0	0	0	-*
Robbery with a weapon not a firearm	1	0	0	0	2	-*
Break and enter dwelling	66	41	47	38	30	Decline
Break and enter non-dwelling	19	10	8	5	4	-*
Motor vehicle theft	23	13	20	17	26	-*
Steal from motor vehicle	88	88	102	52	32	Decline
Steal from retail store	41	29	20	28	37	Stable
Steal from dwelling	47	46	43	37	45	Stable
Steal from person	7	2	4	3	8	-*
Fraud	129	123	113	130	104	Stable
Malicious damage to property	113	100	79	77	76	Decline

\*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 a range of major criminal offences, is consistent with the relatively high level of community safety perceived by residents. The trends across all major criminal offences between 2019 and 2023 are reported as stable or falling, with only marginal changes in rates for many offences across the period.



# Community Sustainability Indicators

## Cultural Participation

### What do we measure?

Number of visitors to Mosman Art Gallery

### Desired Direction

Positive trend in visitation

### Result

	2021/22	2022/23	2023/24
Number of Visitors to the Mosman Art Gallery per annum	41,180	72,978	81,559

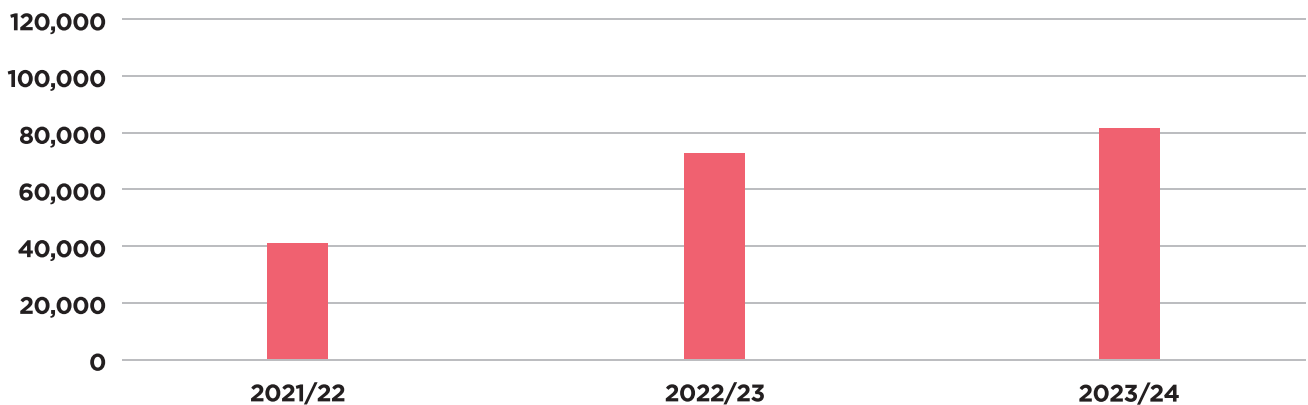
### Information Source

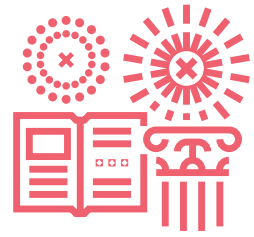
Mosman Council

### Comment

Following major disruptions to visitation due to lockdowns and closures during the COVID-19 pandemic, the number of visitors to Mosman Art Gallery has been progressively returning to pre-COVID levels. This reflects the community's enduring support for the arts, the excellent range of exhibitions and programming being delivered by the Gallery as well as renewed confidence in utilising the facility for performances, community hire and civic events.

Number of visitors to Mosman Art Gallery





**A culturally rich and vibrant community**

**Cultural Participation**

**What do we measure?**

Number of visitors to Barry O’Keefe Library

**Desired Direction**

Positive trend in visitation

**Result**

	2021/22	2022/23	2023/24
Number of Visitors to Barry O’Keefe Library per annum	97,298	190,581	219,957

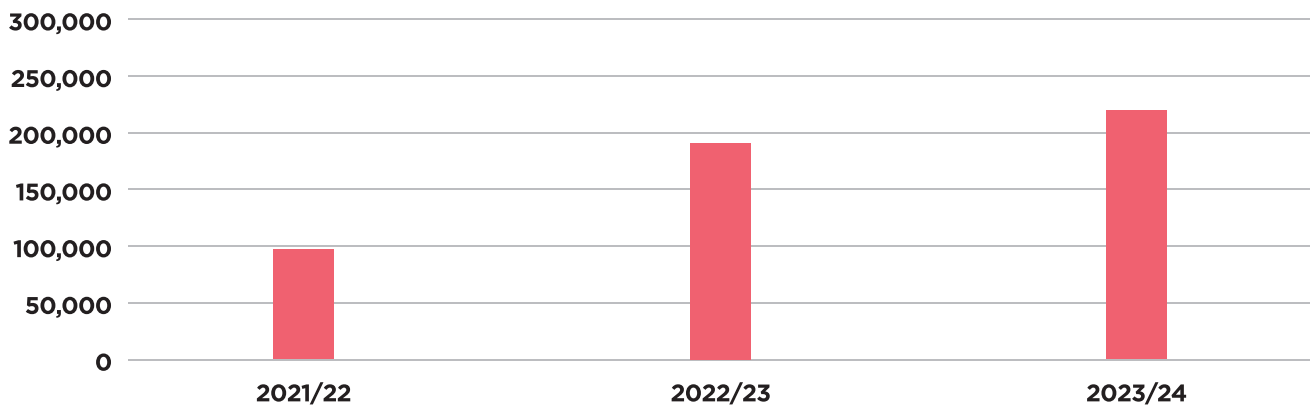
**Information Source**

Mosman Council

**Comment**

Barry O’Keefe Library has also experienced a progressive return toward pre-COVID visitation levels, with renewed layouts, equipment and furnishings, additional borrowing options and extensive programming for children and adults supporting a substantial increase in numbers over the past three years. The relatively new Creation Space at the Library entrance has contributed significantly to visitor numbers.

**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 visitation

### Result

	2021/22	2022/23	2023/24
Number of attendees at community events per annum	5,920	9,000	26,200

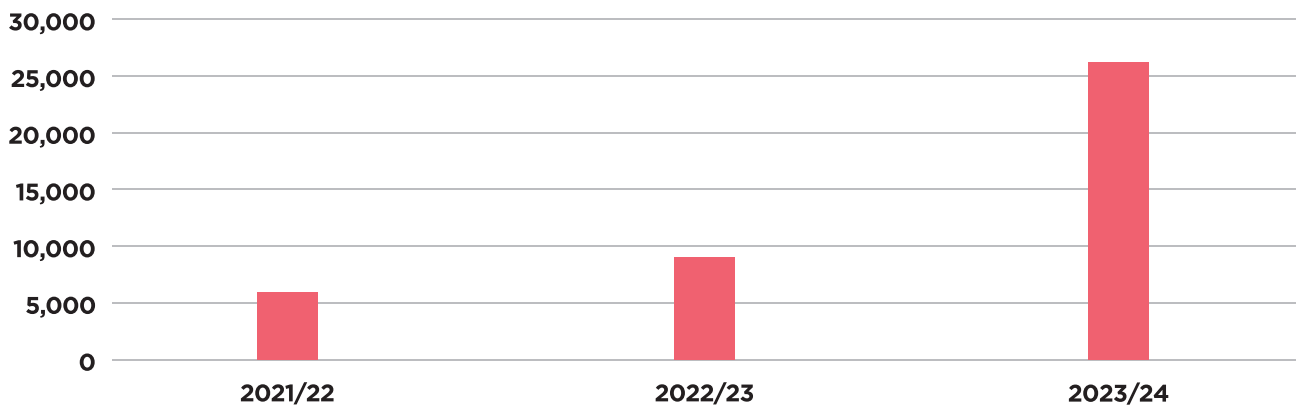
### Information Source

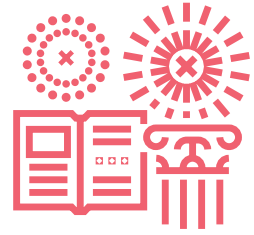
Mosman Council

### Comment

The number of attendees at Council-organised community events has increased significantly over the last few years, as activities have returned to pre-COVID levels. The strong 2023/24 result also reflects the return of the biennial Festival of Mosman, held for the first time in four years in 2023 after being cancelled due to health regulations in 2021.

### Number of people attending Council-run events and festivals





## 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 who identify that they mainly socialise locally

#### Result

Community Survey Responses	2018	2021	2023
Response to survey question: 'I mainly socialise in my local area'	6.53	6.75	6.55

\*Mean score on a scale of 0 - 10

#### Information Source

Mosman Community Survey 2018, 2021 & 2023

#### Comment

Overall community connectedness and wellbeing in Mosman remains strong. The proportion of residents who mainly socialise in the local area has remained relatively consistent for a number of years, progressively increasing to a high score in 2021, likely attributable to the both the constraints and higher levels of local connectivity experienced during the COVID era. Results in the 2023 Community Survey saw scores for local socialising plateau to 2018 levels.



# 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	2022
Percentage of total bushland with greater than 90% indigenous vegetation cover	65.8%	74%	80.5%

### Information Source

Mosman Council

### Comment

The proportion of bushland in Mosman with more than 90% native vegetation cover has seen sustained improvement, with an increase of almost 15% recorded since 2016.



**An attractive and sustainable environment**

**Tree Canopy**

**What do we measure?**

Percentage of tree canopy cover across Mosman

**Desired Direction**

Increase in the Percentage of tree canopy cover across Mosman

**Result**

	2019	2020
Percentage of tree canopy cover across Mosman	34.1%	36.1%

**Information Source**

Mosman Council

**Comment**

Although there has been no data formally recorded against this measure since 2020, available assessments indicate ongoing modest increases in local canopy cover. Performing an analysis of tree canopy cover across Mosman is a significant investment that Council aims to complete every five years.

# Community Sustainability Indicators

## Community environmental footprint

### What do we measure?

Level of overall energy consumption by the Mosman community

### Desired Direction

Reduction in community energy consumption

### Result

	2020/21	2021/22	2022/23
Total electricity use in Mosman per annum (MWh)	130,130	128,574	126,048

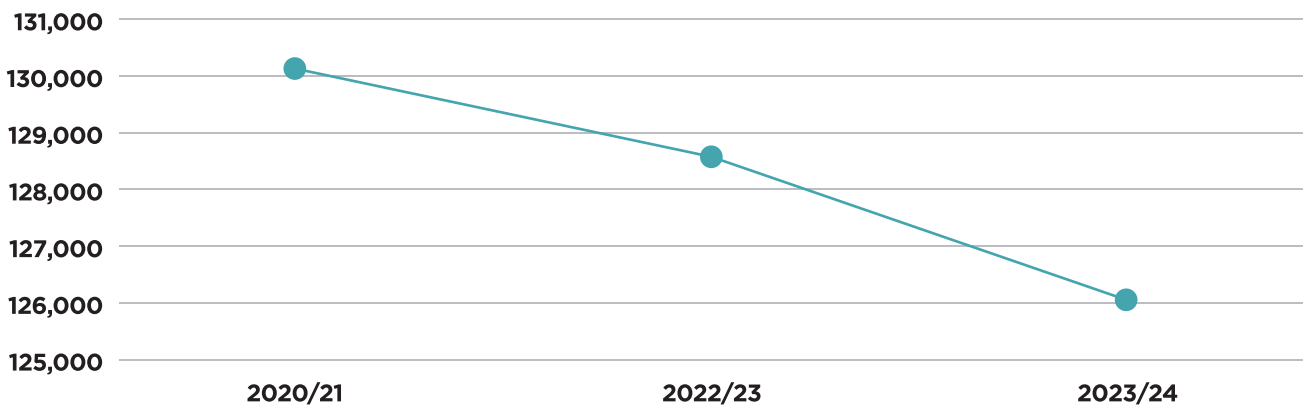
### Information Source

Mosman Council - Annual State of the Environment Scorecards

### Comment

Modest but sustained reductions in overall electricity use have been achieved by the Mosman community over a number of years. The reductions achieved between 2020/21 and 2022/23 are a continuation of previous improvements, with the comparable electricity usage in 2016/17 being more than 10,000 MWh per annum above the results achieved in 2022/23. Data for 2023/24 was not available at the time of compiling this report.

Total electricity use in Mosman (MWh)





**An attractive and sustainable environment**

**Community environmental footprint**

**What do we measure?**

Level of overall water usage by the Mosman community

**Desired Direction**

Reduction in community water consumption

**Result**

	2020/21	2021/22	2022/23
Total potable water consumption in Mosman per annum (kilolitres)	3,506,105	2,815,493	2,755,724

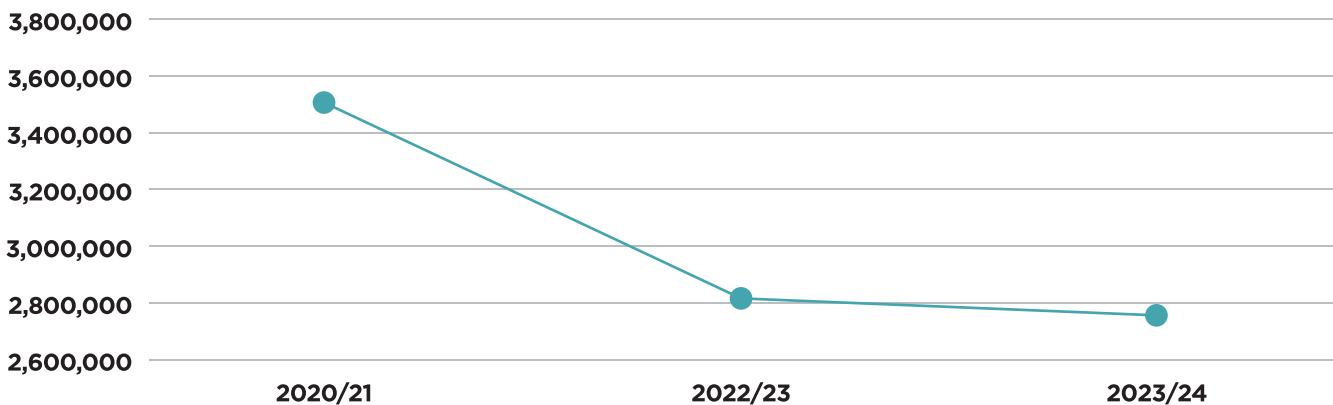
**Information Source**

Mosman Council - Annual State of the Environment Scorecards

**Comment**

Overall water usage by the Mosman community also reduced considerably between 2020/21 and 2022/23. This progressive reduction in water usage continued the excellent results achieved in earlier years, with the comparable figure for 2016/17 being over 445,000 kilolitres higher than the result for 2022/23.

**Total potable water consumption in Mosman (kilolitres)**





# Community Sustainability Indicators

## Community environmental footprint

### What do we measure?

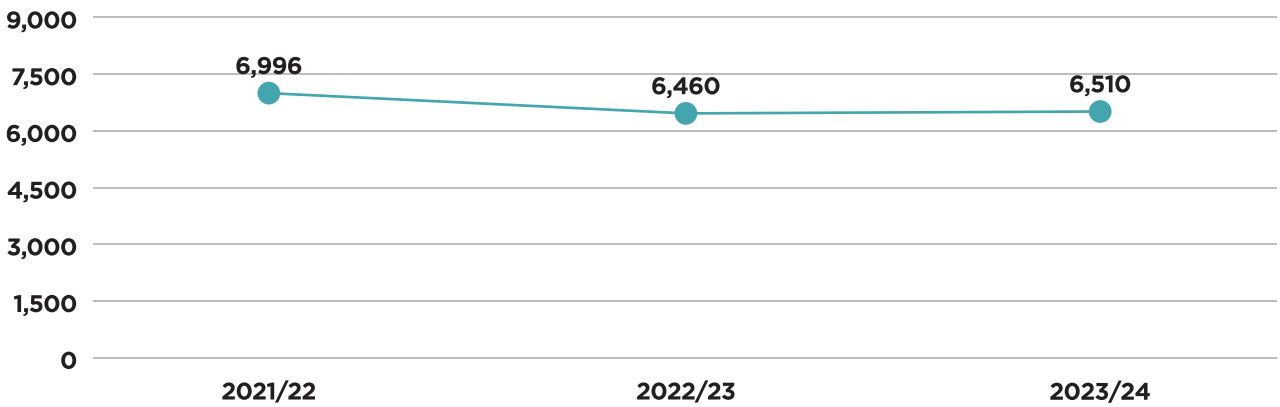
Percentage of domestic waste diverted from landfill

### Desired Direction

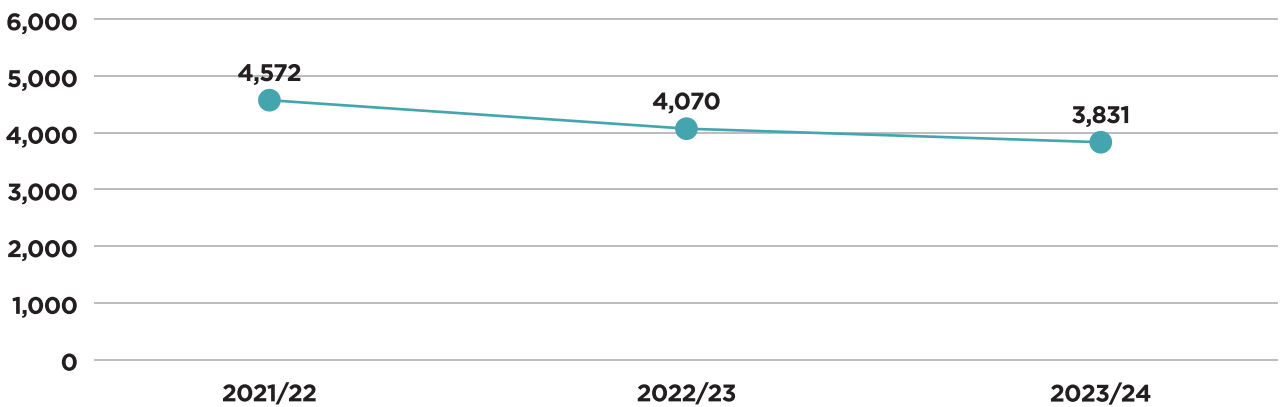
Increase in proportion of recycled waste to total waste collection

### Result

Waste to Landfill (tonnes)



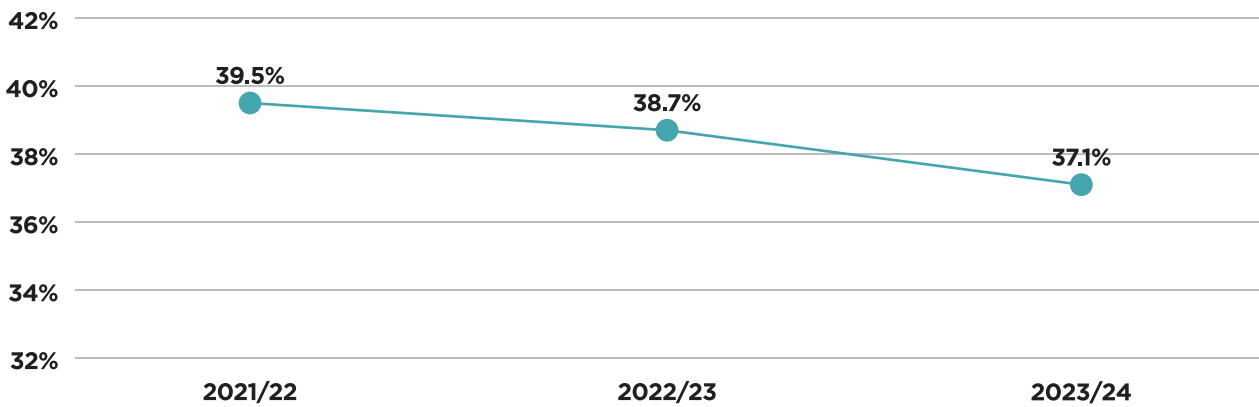
Waste to Recycling (tonnes)





**An attractive and sustainable environment**

**Proportion Recycled Compared to Total Waste per Annum (percentage)**



**Information Source**

Mosman Council - Annual State of the Environment Scorecards

**Comment**

Over the last three years both the amount of domestic waste going to landfill and the amount of domestic waste being recycled has fallen, with the amount of recycling falling at a higher rate and therefore bringing down the overall rate of recycling in Mosman. This is a disappointing result and Council is continuing to actively encourage recycling in the community through the provision of infrastructure as well as ongoing education and awareness campaigns. While recycling rates in 2023/24 were above those achieved in 2018/19, the annual rates have reduced marginally each year since 2021/22. A positive development over the same period has been the reduction of almost 500 tonnes in domestic waste going to landfill.

# 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	2019/20	2020/21	2021/22	2022/23
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 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

NSW Department Planning & Environment

### Comment

Each of Mosman's harbour beaches has reported 'Good' beach suitability grades for several years, and all are recorded as 'Stable' in the 2022/23 State of the Beaches Report released by the NSW Minister for the Environment. In the same report there were no harbour beaches reported at the higher grade of 'Very Good' and six beaches that recorded a 'Poor' rating.



**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**

	2021/22	2022/23	2023/24
Total air quality complaints received per annum	15	33 <sup>†</sup>	9

<sup>†</sup>Increase due to customer requests about dust/pollutants from several key building sites

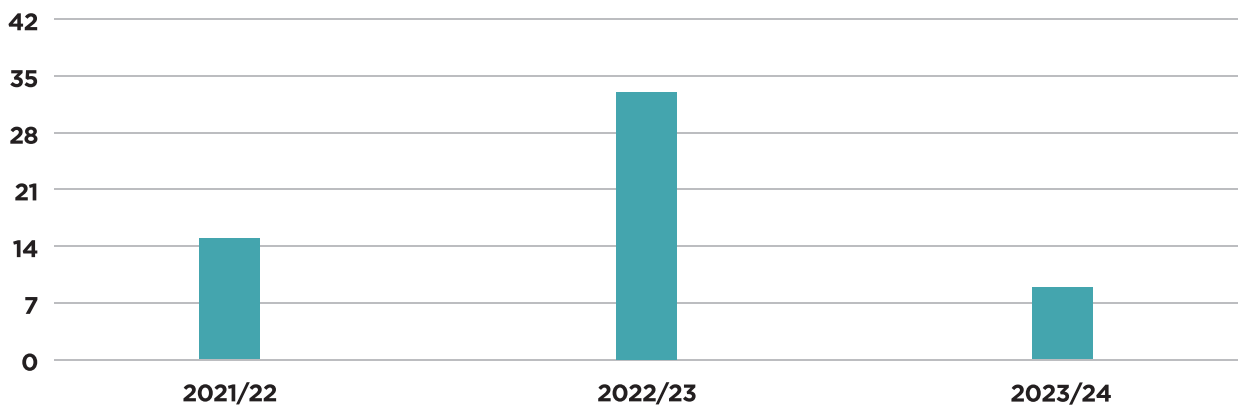
**Information Source**

Mosman Council – Annual State of the Environment Scorecards

**Comment**

Overall, the number of air quality complaints dealt with by Council has fallen over the last three years, noting a spike in complaints received in the 2022/23 financial year that were associated with dust and pollutants from a number of key building sites in Mosman.

**Total air quality complaints received**







THE SPIT  
09

WHEN LIGHTS

EMERGENCY EXIT

B1

Blue

DO NOT OVERTAKE  
TURNING VEHICLE

YORKLAND



## 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	2021
Mosman	29.7%	31.6%	4.4%
Sydney	20.3%	22.9%	5.7%

#### Information Source

Australian Bureau of Statistics

#### Comment

The veracity of data for this indicator has proven problematic given the reliance on census data and, more specifically, data collected at the 2021 census in the midst of COVID lockdowns and changing work practices with the rise of work from home arrangements. It is therefore difficult to gauge trend data across the 10 year period between the 2011 and 2021 period, although data recorded in the first two census in that period suggests relatively minor increases in the use of public transport for work purposes. This is evident both for Mosman and the wider Sydney metropolitan area.

# Community Sustainability Indicators

## Community Engagement

### What do we measure?

Level of community satisfaction with Council engagement

### Desired Direction

Positive trend in community satisfaction

### Result

Community Survey Responses	2018 Mean Score*	2021 Mean Score*	2023 Mean Score*
Satisfaction with Council engagement	6.32	6.54	6.37

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Community Survey 2018, 2021 & 2023

### Comment

The proportion of residents satisfied with Council engagement has remained relatively stable since 2018. Over an 11 year period, however, there has been a more noticeable improvement in community sentiment, with satisfaction increasing from a mean score of 5.93 in 2012 to 6.37 in 2023. The latest available scores for this indicator also sit above the metropolitan benchmark.

An engaged, business-friendly community with strong civic leadership



## Informed Communities

### What do we measure?

Level of community satisfaction with Council information and support

### Desired Direction

Positive trend in community satisfaction

### Result

Community Survey Responses	2018 Mean Score*	2021 Mean Score*	2023 Mean Score*
Satisfaction with Council information and support	6.88	6.90	6.84

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Community Survey 2018, 2021 & 2023

### Comment

The proportion of residents satisfied with Council information and support has, like community engagement, remained fairly stable since 2018. Over the 11 year period since the 2012 Mosman Community Survey, satisfaction has also increased modestly from a mean score of 6.72. Informing and engaging the local community remains a high priority for Council.



# 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	2012	2017	2021
Council election participation rate - Mosman	76.8%	75.9%	82.4%

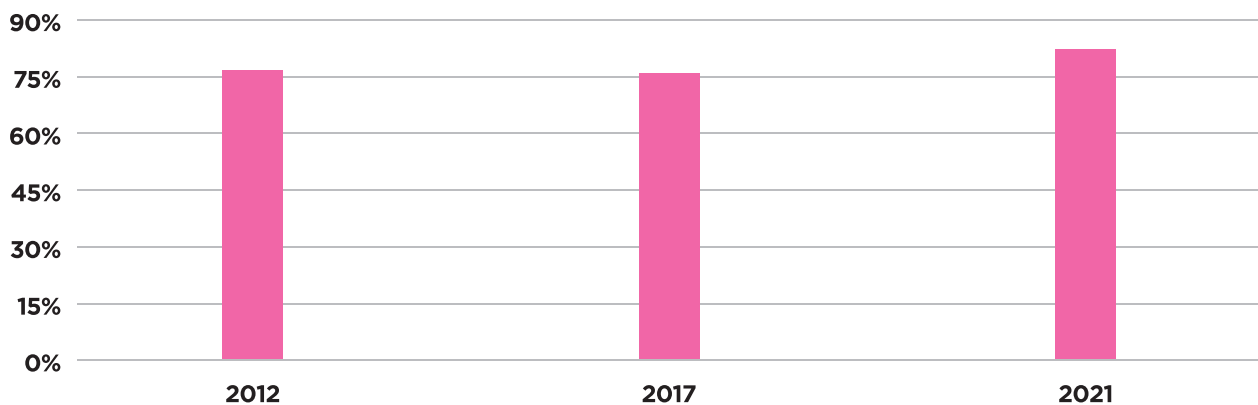
### Information Source

NSW Electoral Commission

### Comment

Data from the NSW Electoral Commission indicates an improvement since 2012 in the percentage of registered voters in Mosman participating in local government elections. Looking back further to the 2008 Council elections, there has been an overall increase of 11.1% in voter participation. At the time of writing this report, voter participation rates for the 2024 local government election were not yet available.

### Council Election Participation Rate - Mosman





# Community Sustainability Indicators

## Overall Satisfaction with Council

### What do we measure?

Level of community satisfaction with overall Council service delivery

### Desired Direction

Positive trend in overall community satisfaction

### Result

Community Survey Responses	2018	2021	2023
Satisfaction with Council service delivery	7.10	7.36	6.87

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Community Survey 2018, 2021 & 2023

### Comment

Overall satisfaction with Council service delivery has remained reasonably solid although, like most satisfaction scores for Council services, has softened from the high scores achieved in the 2021 Community Survey. This follows year-on-year improvement in overall community satisfaction since 2012. Despite the softening, Council's score in 2023 remained above the benchmark for NSW councils and on par with councils in Northern Sydney.

An engaged, business-friendly community with strong civic leadership



## Overall Satisfaction with Councillors

### What do we measure?

Level of community satisfaction with performance of Councillors

### Desired Direction

Positive trend in community satisfaction

### Result

Community Survey Responses	2018 Mean Score*	2021 Mean Score*	2023 Mean Score*
Satisfaction with performance of Councillors	6.70	6.50	6.49

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Community Survey 2018, 2021 & 2023

### Comment

Overall satisfaction with Councillors (irrespective of recent contact) has remained steady over the last two Community Surveys, and also on par with survey results in 2017. Satisfaction is typically higher for residents who have interacted with Councillors in the previous 12 months.



# Community Sustainability Indicators

## Overall Satisfaction with Council Staff

### What do we measure?

Level of community satisfaction with performance of Council staff

### Desired Direction

Positive trend in community satisfaction

### Result

Community Survey Responses	2018	2021	2023
Satisfaction with performance of staff	7.73	7.58	7.29

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Community Survey 2018, 2021 & 2023

### Comment

Satisfaction with the performance of Council staff has remained reasonably solid although, like most satisfaction scores, has softened from the 2021 Community Survey. The 2023 score was also down on the 2018 survey but an improvement on the score achieved in 2017.

An engaged, business-friendly  
community with strong 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 and contributions) compared to original budget	2021/22	2022/23	2023/24
Budget	\$313,300	\$224,400	\$275,301
Actual	\$1.542 million	\$8.118 million	\$3.5 mil (est)

### Information Source

Mosman Council

### Comment

Council's end of year result across the last three years has been a significant improvement on the result projected at the commencement of each year. Strong operating surpluses have been maintained each year, most recently in the 2023-24 reporting year delivering a net operating surplus of \$3.548 M before capital grants and contributions. During the three years 2021-2024, Council also completed a significant asset renewal program that addressed an infrastructure maintenance backlog. The budget performance across the three years demonstrates Council's strong post-pandemic recovery and commitment to prudent cost management.

# Community Sustainability Indicators

## Corporate Compliance

### What do we measure?

Level of compliance with statutory requirements

### Desired Direction

Compliance rate of 100% with all statutory requirements

### Result

	2021/22	2022/23	2023/24
Number of statutory obligations not met	0	0	0

### Information Source

Mosman Council

### Comment

Council has maintained its strong record of good governance, with all statutory requirements being satisfactorily complied with.





# Community Sustainability Indicators

## Accessibility

### What do we measure?

Number of accessibility improvements delivered annually by Council

### Desired Direction

Maintain or Increase the number of annual improvements

### Result

	2021/22	2022/23	2023/24
Number of annual accessibility improvements	41	66	69

### Information Source

Mosman Council

### Comment

There has been a consistent commitment to improving accessibility in Mosman over the past three years, in keeping with the objectives of Council's Disability Inclusion Action Plan. The range of improvements implemented differ in size and scale and include not only infrastructure improvements but also a variety of other inclusionary advances ranging from workshops, events and new opportunities to access Council programs, to additional resources for people living with disability, more accessible online services and improved procedures for Council engagement.

**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**

	2021/22	2022/23	2023/24
Scheduled capital works budget achieved	59%	91%	99%

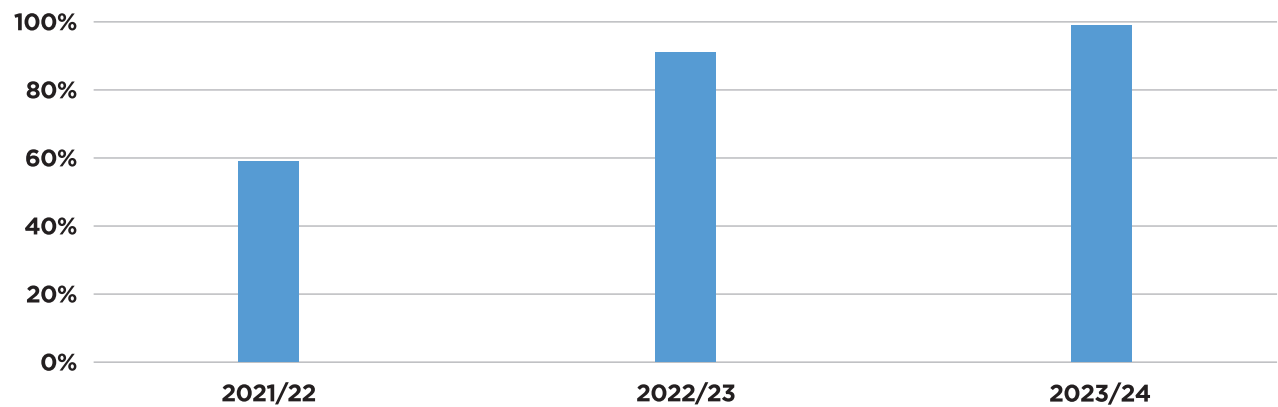
**Information Source**

Mosman Council

**Comment**

Although budget spend for capital works was significantly impacted by COVID-19 implications and issues with major works such as the Allan Border Oval Pavilion early in the three year period, capital budget expenditure has come close to or exceeded Council's target in the past two financial years.

**Scheduled Capital Works Budget Achieved**



# Community Sustainability Indicators

## Infrastructure Delivery

### What do we measure?

Level of community satisfaction with provision and maintenance of local infrastructure

### Desired Direction

Positive trend in satisfaction

### Result

Community Survey Responses Indicating Level of Satisfaction with Provision and Maintenance of Various Local Infrastructure	2018 Mean Score*	2021 Mean Score*	2023 Mean Score*
Local Roads	6.68	7.04	6.65
Footpaths	6.35	6.72	6.59
Bike Paths	5.54	5.67	5.91
Car Parking	6.11	6.43	6.61
Sport and Recreational Facilities	7.28	7.68	7.30
Parklands including bushland, harbour foreshores, local parks and bushland trails	7.90	8.16	7.90

\*Mean score on a scale of 0 - 10

### Information Source

Mosman Community Survey 2018, 2021 & 2023

### Comment

Like numerous responses to the 2023 Mosman Community Survey, satisfaction with a range of local infrastructure softened since the 2021 survey, with responses more typically comparable to or an improvement on 2018 survey results. In the majority of infrastructure categories, satisfaction in the latest survey also remained above the benchmarks for metropolitan Sydney.

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



**Community Pride**

**What do we measure?**

Percentage 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	2018 Mean Score*	2021 Mean Score*	2023 Mean Score*
Response to survey question: 'People in Mosman are generally proud of their area'	8.56	8.86	8.67

\*Mean score on a scale of 0 - 10

**Information Source**

Mosman Community Survey 2018, 2021 & 2023

**Comment**

The level of community pride in Mosman, as evidenced by responses to the 2023 Mosman Community Survey, remains strong. Results have softened compared to the 2021 survey, however remain an improvement on 2018 survey results.



# Community Sustainability Indicators

## 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

	2021/22	2022/23	2023/24
Median gross time for DA and Modification determinations	n/a*	110 days	101 days

\*Indicator amended in 2022

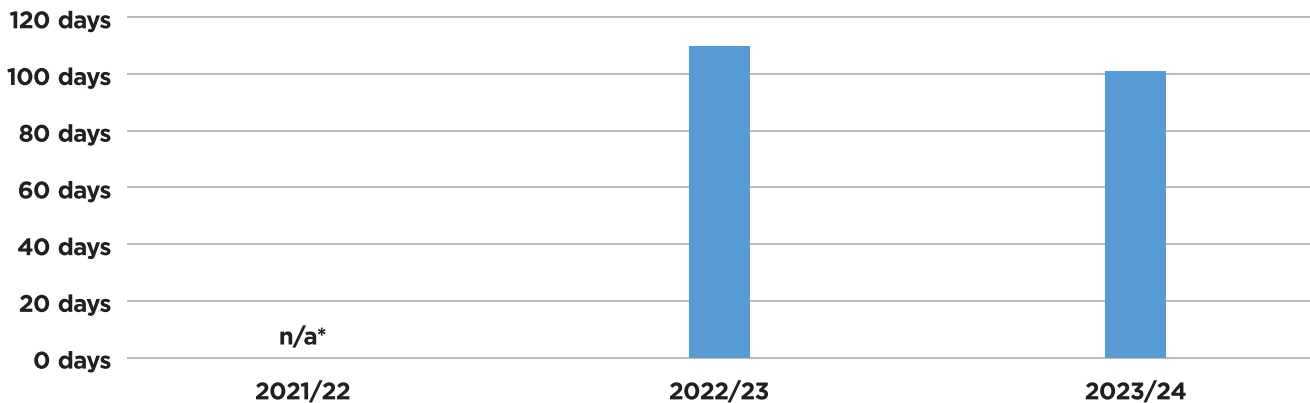
### Information Source

Mosman Council Annual Reports

### Comment

Although not quite at the 2023/24 target determination time of 93 days, a further reduction has been achieved in the median gross time for DA and Modification determinations by Council. It is noted that the DA determination target released by the NSW Government in July 2024 is - for the 2024/25 financial year - 115 days from lodgement. This target will progressively fall in the ensuing three years.

Median gross time for DA and Modification determinations









# Community Sustainability Indicators

## Community Health

### What do we measure?

Average life expectancy for Mosman residents

### Desired Direction

Increase

### Result

Life expectancy at Birth and at 65 years - Mosman and NSW	2019	2020
Life expectancy at Birth - Mosman	87.0 years	92.2 years
Life expectancy at Birth - NSW	83.6 years	84.5 years
Life expectancy at 65 years - Mosman	89.7 years	94.4 years
Life expectancy at 65 years - NSW	86.9 years	87.7 years

### Information Source

HealthStats NSW

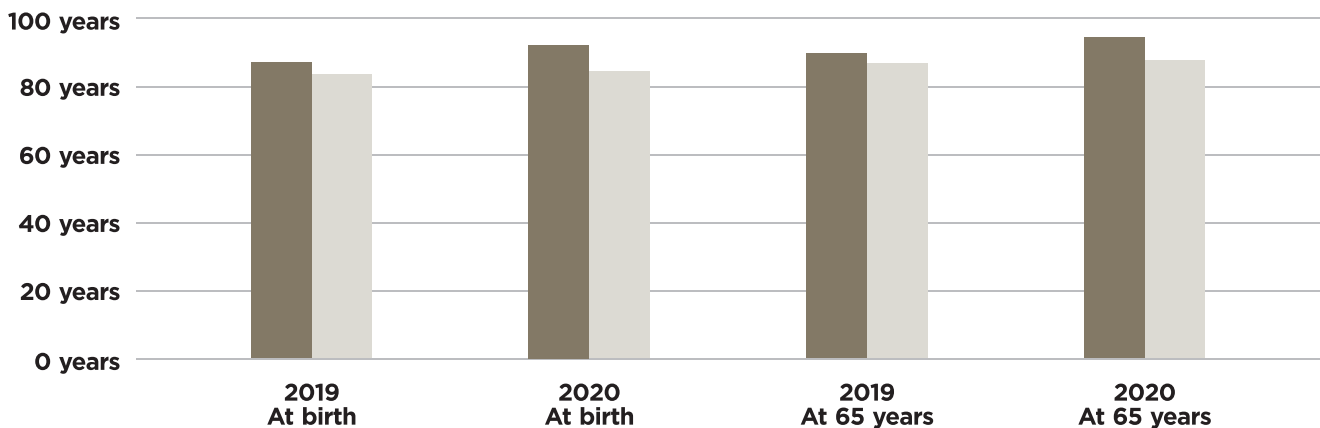
### Comment

Although data on life expectancy at local government area level is only currently available until 2020, this data demonstrates a strong upward trend in life expectancy for Mosman residents, measured both at birth and at age 65 years. The increase in life expectancy between 2019 and 2020 is quite significant, particularly when compared to slight drops in life expectancy between the years 2017 and 2018.

Life expectancy for Mosman residents at birth and at age 65 years is also substantially higher than comparative figures for NSW.

Life expectancy at Birth and at 65 years

● Mosman ● NSW



## A healthy and active village lifestyle

### Physical Activity

#### What do we measure?

Percentage of Mosman residents undertaking adequate physical activity each week

#### Desired Direction

Increase

#### Result

<b>Insufficient Physical Activity Adults – Northern Sydney Local Health District and NSW</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Percentage of Adults Aged 16 years and over undertaking insufficient physical activity – Northern Sydney	31.9%	29.8%	32.1%	29.4%
Percentage of Adults Aged 16 years and over undertaking insufficient physical activity – NSW	38.3%	37.1%	39.4%	35.5%

<b>Adequate Physical Activity Children – Northern Sydney Local Health District and NSW</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2023</b>
Percentage of children aged 5-15 years undertaking adequate physical activity – Northern Sydney	9.2%	12.3%	12.4%	10.3%
Percentage of children aged 5 – 15 years undertaking adequate physical activity – NSW	18.1%	17.8%	20.5%	20%

#### Information Source

HealthStats NSW

#### Comment

The level of physical activity being undertaken by both children and adults in the Northern Sydney Local Health District (of which Mosman is a part) remain concerning. The percentage of adults undertaking insufficient physical activity within the local health district in 2023, while an improvement on the previous year and better than the figure for NSW, appears to indicate a significant area for improvement. The same issue for children in the local health district is far more pronounced. The percentage of children in the Northern Sydney Local Area Health District identified as undertaking adequate physical activity in 2022/23 is not only at a highly concerning level, the figure is less than the previous two years and also well below the comparable figure for NSW.





PARKING 24 Hours

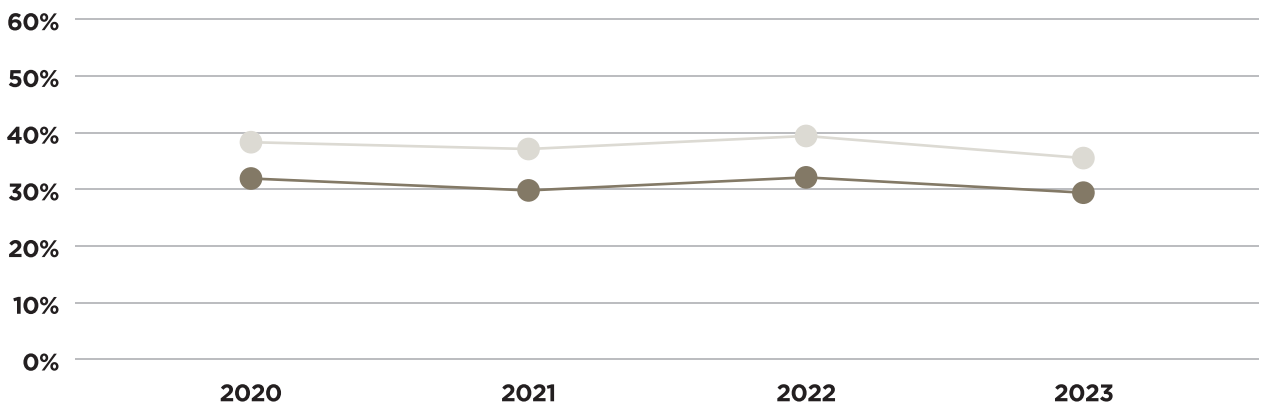
toshi



**A healthy and active village lifestyle**

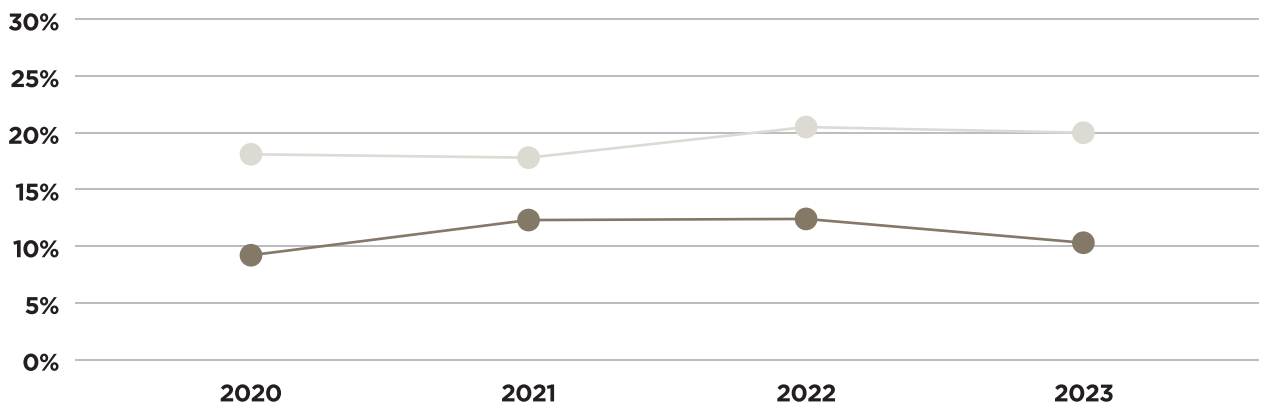
**Percentage of Adults aged 16 years and over Undertaking Insufficient Physical Activity**

● Northern Sydney ● NSW



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

● Northern Sydney ● NSW







40 AREA



25 km/h

CHILDREN CROSSING

CHILDREN CROSSING



RANGE ROVER  
VOGUE  
EQD-24L

E32U-SPL



**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 road accidents and casualties

**Result**

	2019	2020	2021	2022	2023
Total Road Crashes per Annum – Mosman LGA	42	39	37	38	41
Total Road Casualties per Annum – Mosman LGA	37	38	32	31	35

**Information Source**

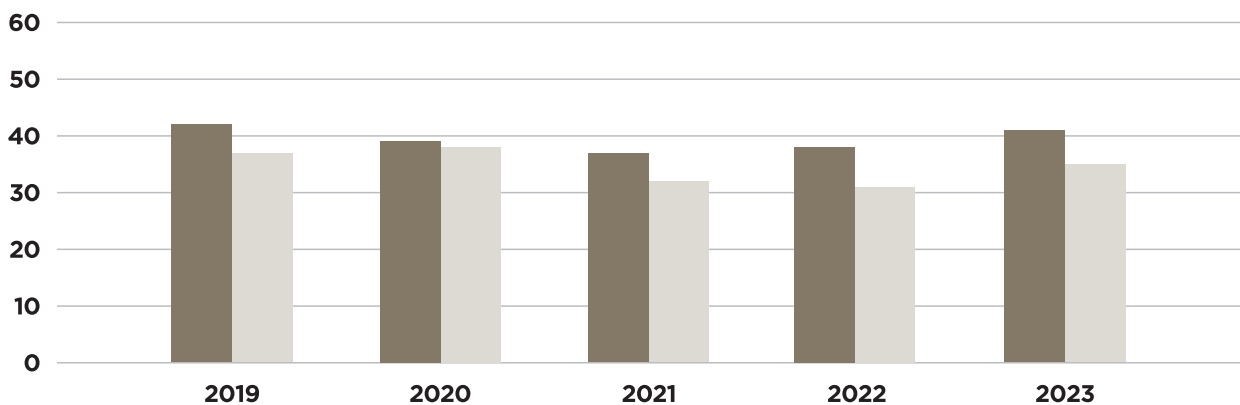
Transport for NSW – Centre for Road Safety

**Comment**

Between 2019 and 2023 the Mosman Local Government area recorded small falls in both the number of road crashes and the number of road casualties. A casualty is defined as fatality, serious injury, moderate injury or minor injury. In the four year period, Council has had only one road fatality which occurred in 2022 on Military Road. Since 2017, there has been a general trend downwards in road crashes and casualties where 55 were recorded.

**Total Road Crashes and Casualties, Mosman LGA**

● Crashes ● Casualties





**STATE OF  
OUR CITY.**

---





**Mosman**  
COUNCIL





**STATE OF  
OUR CITY.**

---

**MOSPLAN  
REVIEW  
2021/2024**

**Mosman  
COUNCIL**

