



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

**MOSPLAN
COMMUNITY STRATEGIC PLAN
2018-2028**

Adopted by Council 5 June 2018



Community Strategic Plan 2018-2028
Published June 2018

Availability
The MOSPLAN Community Strategic Plan 2018-2028 is
available on Council's website www.mosman.nsw.gov.au

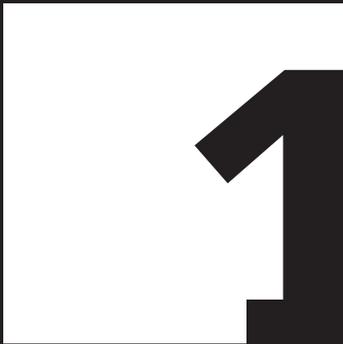
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**A PLAN FOR
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WELCOME

**FROM THE MAYOR
FROM THE GENERAL MANAGER**



FROM THE MAYOR

It is my pleasure to present the MOSPLAN 2018-2028 Community Strategic Plan.

This Community Strategic Plan is the first such plan to be developed during my term as Mayor and during the 2017-2020 term of Mosman Council.

As the elected Council, my fellow Councillors and I have listened to the community and have developed a new Vision for Mosman - one we think will strike a genuine chord with Mosman residents and ratepayers. We have also given considerable thought to the key characteristics that residents love and value about Mosman and have set a course to ensure Mosman continues to thrive well into the next decade.



My fellow Councillors and I have listened to the community and have developed a new Vision for Mosman - one we think will strike a genuine chord with Mosman residents and ratepayers.

Charting our way forward has been just as much about Mosman's people as it has been about the infrastructure needed to deliver the kind of future residents want and expect. The feedback we received when developing this plan told the story of two quite different aspirations - that of a community which is progressive and in touch with contemporary needs, and which also respects the special local qualities that have been nurtured and protected over many years.

As Mayor, I view this as a great challenge for Council. We cannot of course ever expect to satisfy everyone's expectations of the perfect future. What we can do, however, is to recognise and advance aspirations that are common to many.

This is why you will see in this Community Strategic Plan a strong emphasis on the health and well-being of our community, the provision of spaces and places that support this well-being and a focus on approaching our future in a sustainable and responsible way.

I expect that the framework we have established through this plan will provide us with a solid foundation for the future, even when policy and service delivery options are at times out of Council's control. This plan, by demonstrating the kinds of outcomes we'd like to see in Mosman over the longer term, will help us not only deliver but advocate and collaborate with Mosman's best interests at heart.

Thank you to the many members of our community who generously contributed their time and views during the development of this Community Strategic Plan and to those who Council will work with in coming years to bring the Vision for Mosman to life.

Carolyn Corrigan
Mayor





FROM THE GENERAL MANAGER

Welcome to Mosman Council's latest Community Strategic Plan. This 10 year plan is a key element of MOSPLAN 2018-2028, the broader suite of documents designed to plan for Mosman's future and to demonstrate how Council will actively participate in delivering that future.

Early in 2017 Council adopted a Community Engagement Strategy with the aim of comprehensively engaging the Mosman community on local needs and aspirations, including Council's role over the coming decade. The key findings of the consultations that followed are reflected in the Vision and Strategic Directions contained in this Plan. Staff have worked with Councillors since the election of the current Council in September 2017 to ensure these community views have been appropriately captured and represented.

The NSW Government's Integrated Planning and Reporting Framework stipulates that all Community Strategic Plans must be reviewed after each Council election. Usually this is once every four years, however the merger proposals proposed (and subsequently abandoned) for Mosman in recent years have meant that the current planning cycle is a little different to normal. As a result, this plan will again be reviewed by Council in three rather than four years following the next Council election in 2020.

That does not mean that this plan is any less significant than its predecessors. In fact, the Vision contained in the 2018-2028 Community Strategic Plan represents the first significant re-think in many years and the seven Strategic Directions contained in the plan also provide good, long-term direction based on contemporary thinking.

This Community Strategic Plan works in tandem with MOSPLAN's 2018-2021 Delivery Program. Council staff are enthusiastic about working with the elected Councillors and other stakeholders to ensure that the longer term outcomes detailed in this plan are actively pursued through implementation of the Delivery Program.

Indicators of community and Council performance have also been developed and will be tracked and reported on as part of our wider commitment to integrated planning and reporting.



Council staff are enthusiastic about working with the elected Councillors and other stakeholders to ensure that the longer term outcomes detailed in this plan are actively pursued.

Dominic Johnson
General Manager



MOSMAN

OUR PLACE
OUR COMMUNITY
SNAPSHOT OF MOSMAN
OUR ORGANISATION





OUR PLACE

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

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

The area is characterised by beautiful localities such as Balmoral, Beauty Point, Clifton Gardens and Georges Heights. Occupying some 8.7 square kilometres, Mosman features numerous stunning bays and beaches punctuated by rugged headlands and sandstone cliffs. Natural bushland areas and foreshore parklands complement busy shopping strips and suburban neighbourhoods. The major thoroughfares of Military and Spit Roads both divide the area and connect residents of Mosman and those from further north to other parts of Sydney.

Mosman's history began with the Borogegal and Cammeraigal people and the area has since been renowned for activities as diverse as convict farms, whaling, artists camps, and military fortifications.

As a destination, Mosman today is a great place to sample some unique Sydney heritage. The area is home to the world famous Taronga Zoo, as well as excellent harbourside swimming and recreation areas, top restaurants, and high-end retail experiences.

OUR COMMUNITY

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

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

Between the 2011 and 2016 census the number of young working-age residents, parents and homebuilders (18–49 years) in Mosman fell, while the greatest increase was experienced in persons aged 70–84 years. During the same period, the number of school-aged children between 5 and 17 years increased, although the number of babies and pre-schoolers aged 0–4 years declined. In 2016 the median age of Mosman residents was 42 years, compared to 36 years across Greater Sydney.

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

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

Mosman residents live in a variety of dwellings, with the number of separate houses falling alongside growth in medium and high density living. The proportion of separate houses (34%) is significantly lower than for Sydney as a whole (55%), while the proportion of medium and high density dwellings remains above the Sydney average.

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

Mosman is a connected community, with a significantly higher proportion of volunteers than the Sydney average. Our connections via the web are also above average.



SNAPSHOT OF MOSMAN



30,000
residents



27%
live alone



30%
couples with children



11%
older couples without children

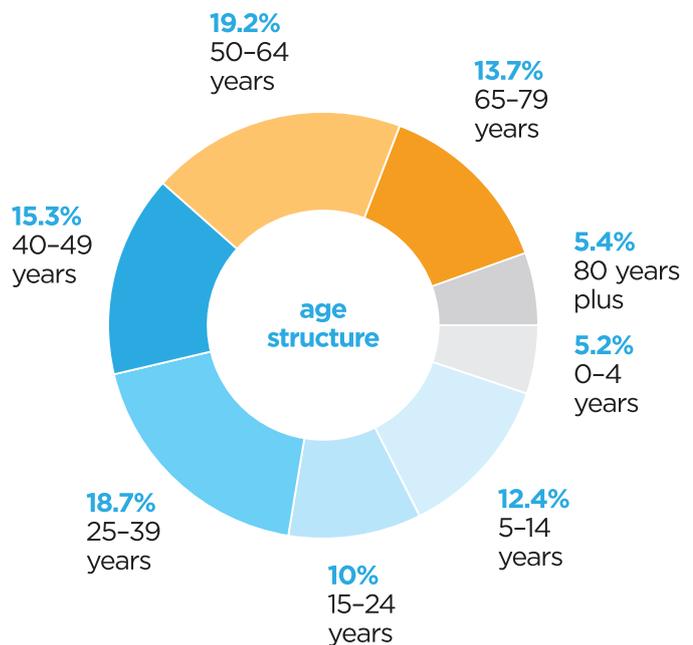


55%
have lived here more than 5 years

15%
speak a language other than English at home

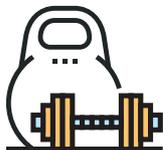
33%
were born overseas

58%
residents who identify with a religion

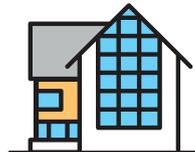




99%
residents who think their quality of life is 'good' to 'excellent'



32.8%
adults 16 years and over undertaking insufficient physical activity



25%
households with a mortgage

32%
households renting



86 years
life expectancy at birth

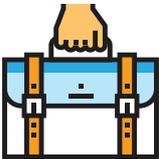


49%
residents aged 15 years and over with a university qualification



34%
proportion of housing that is separate dwellings

40%
proportion of housing three or more storeys



14,000
workers



62%
residents in the labour force



2,900
residents doing paid work locally



6,000
residents who do voluntary work



86%
households with internet connection



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



31%
employed residents who catch public transport to work



10%
households with 3 or more cars

OUR ORGANISATION

MOSMAN MAYOR AND COUNCILLORS

Mosman is governed by an elected Council comprising seven Councillors including a popularly elected Mayor. The current term of Council commenced in September 2017 and will conclude with the next local government election, expected to be held in September 2020. Although Council terms are generally for four years, this current term has been shortened due to the local government reform process that resulted in the previous term extending for a five year period.

Councillor Carolyn Corrigan was elected as Mosman's second popularly elected Mayor and first popularly

elected female Mayor in September 2017 and will hold this office until September 2020. The position of Deputy Mayor is determined annually by the elected Council and Councillor Roy Bendall was most recently elected to this role in September 2017.

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

Details of Councillors elected for the 2017 -2020 Council term are provided below.



Carolyn CORRIGAN
Mayor 2017-2020



Roy BENDALL
Deputy Mayor 2017-2018



David COOK



Simon MENZIES



Libby MOLINE



Tom SHERLOCK



Jacqui WILLOUGHBY

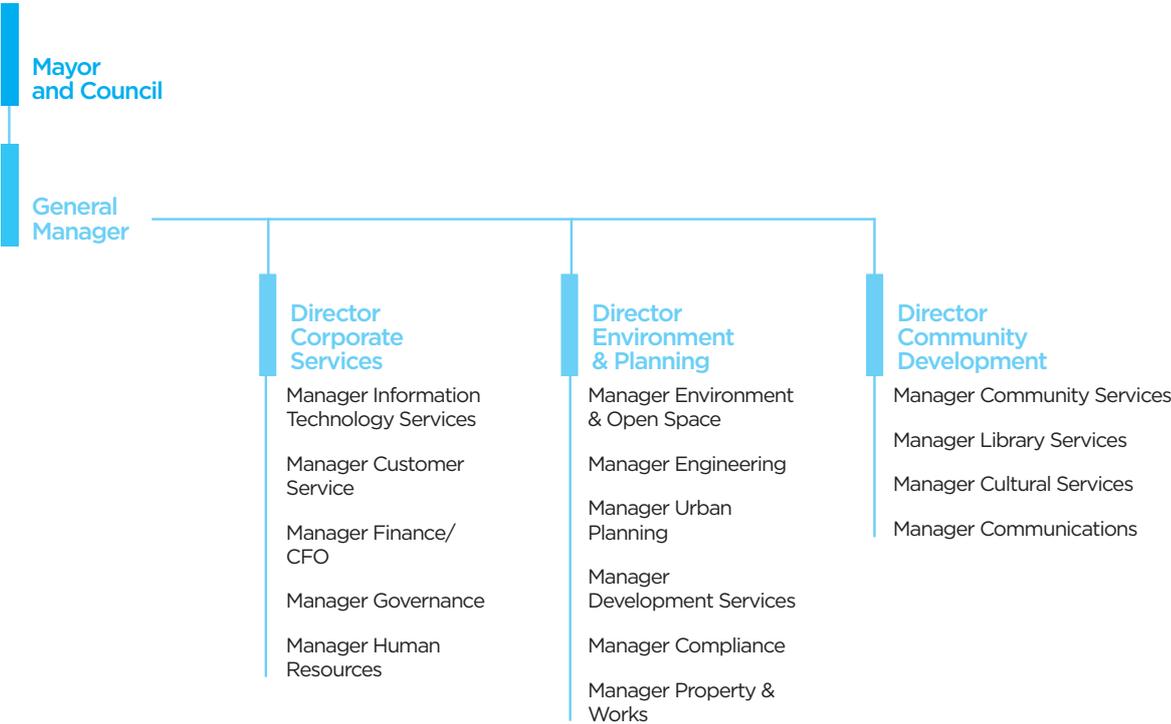
OUR ORGANISATION

COUNCIL MANAGEMENT

Leadership and management of Mosman Council is a collaborative effort between the Mayor, Councillors, the General Manager and staff.

The General Manager, Dominic Johnson, is responsible for the effective and efficient delivery of Council's day-to-day operations, and is assisted in this task by his Leadership Group and 176 (full time equivalent) members of staff.

Council's organisational structure is illustrated below:



OUR ORGANISATION

OUR VALUES

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

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



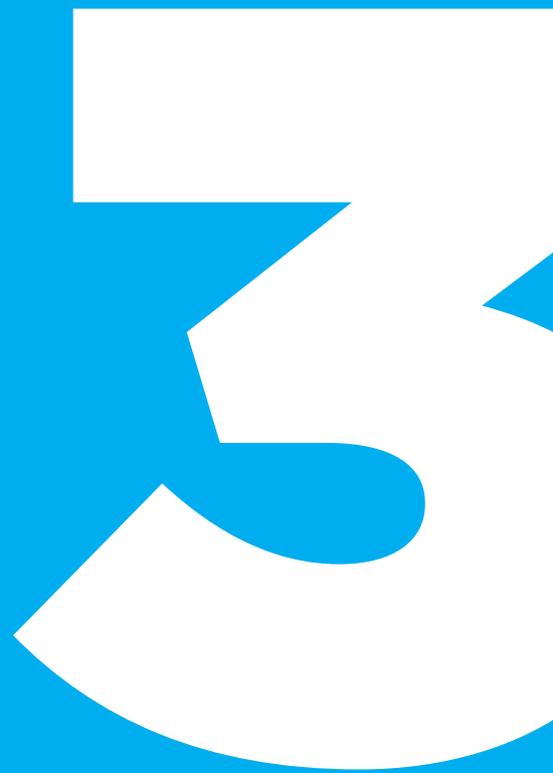
**LEADERSHIP
INTEGRITY
TRANSPARENCY
SERVICE
INCLUSIVENESS
RESPECT**





MOSPLAN

INTEGRATED PLANNING AND REPORTING
MOSPLAN
READING THIS PLAN
COMMUNITY VIEWS
ISSUES AND CHALLENGES



INTEGRATED PLANNING AND REPORTING

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

A PLAN FOR MOSMAN'S FUTURE.



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

DELIVERING FOR MOSMAN.



A three year **Delivery Program** – detailing the principal activities that Council will undertake to achieve the long term Vision contained in the Community Strategic Plan

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

MAKING IT HAPPEN.



A **Resourcing Strategy**, which details Council's approach to long term financial planning, workforce planning and asset management. It provides a vital link between the Community Strategic Plan and Delivery Program

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





MOSPLAN

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

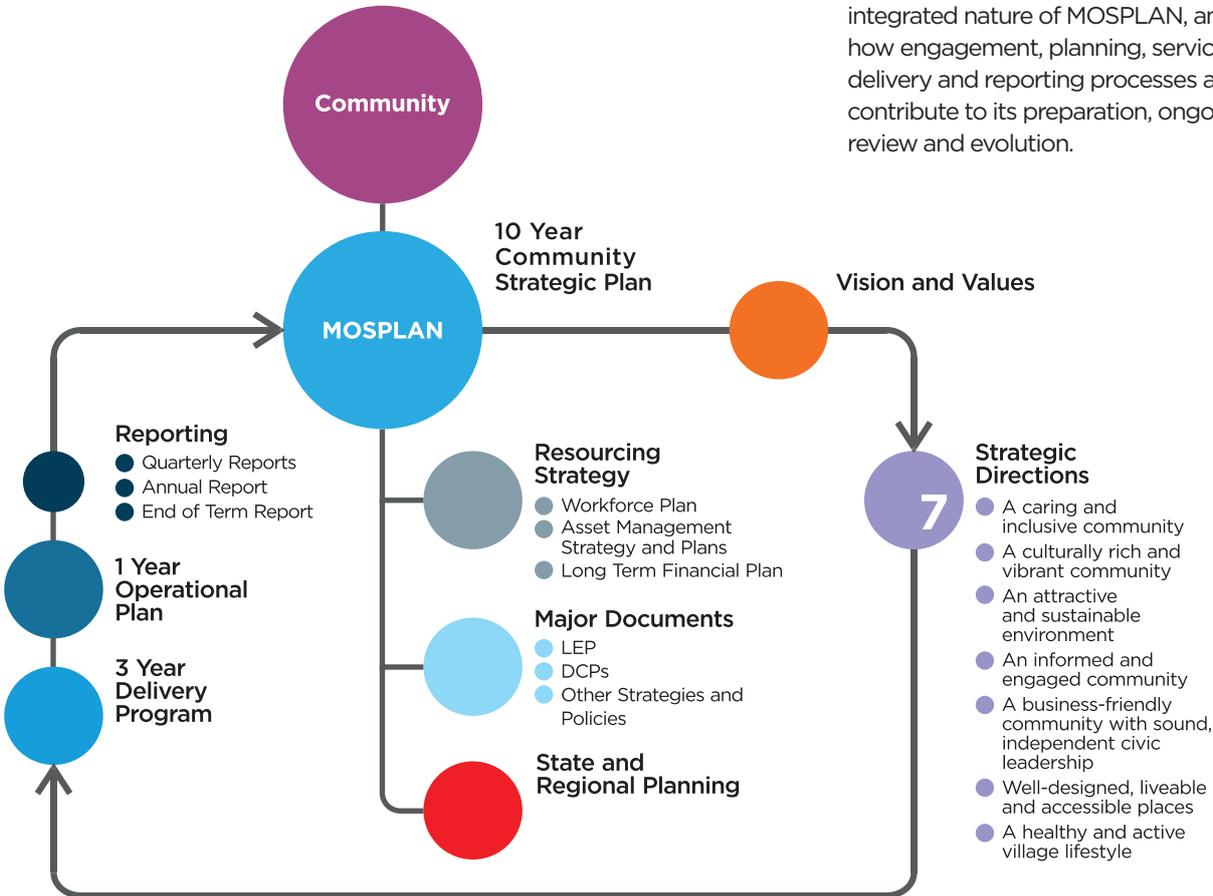
- The 2018-2028 Community Strategic Plan (this document)
- A Resourcing Strategy supporting the 2018-2028 Community Strategic Plan encompassing longer term financial, infrastructure and workforce planning

- The 2018-2021 Delivery Program
- Operational Plans for 2018-2019, 2019-2020 and 2020-2021

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, 3 and 1 year horizons.

MOSPLAN 2018-2028 reflects the aspirations of the Mosman community and its elected Council and also takes into account an extensive range of other strategies and plans prepared by Council to address specific service areas or issues. It aims to ensure that Mosman Council can deliver services to the Mosman community in a manner that is effective, efficient and planned in a logical and financially sustainable way.

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



READING THIS PLAN

This 2018-2028 Community Strategic Plan contains information about the views and aspirations of the Mosman community, obtained through a comprehensive Community Engagement Strategy in 2017 and 2018.

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

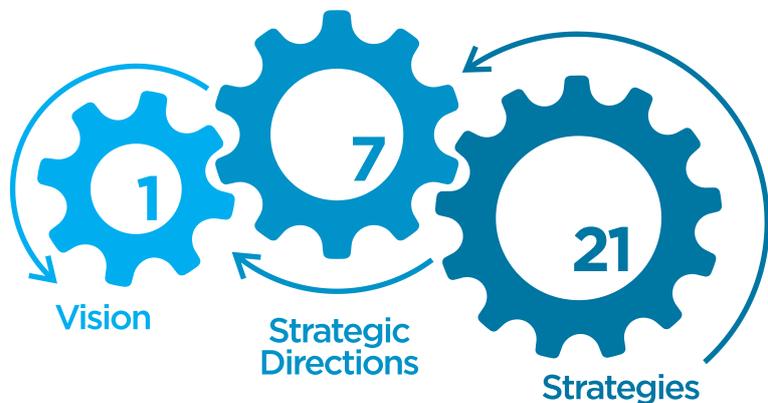
It contains a Vision for Mosman's future, together with seven Strategic Directions to assist Council in delivering the kind of place and the kind of community our residents value.

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

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

Importantly, the seven Strategic Directions and supporting strategies identified in this plan provide the key link with the 2018-2021 Delivery Program and the Operational Plans and Budgets adopted by Council over the three year life of the Delivery Program.

Collectively as MOSPLAN 2018-2028, progress against these documents will be reported to Council and the community on a regular basis, including at the end of the current term of Council in August 2020.



Strategic Direction

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

Our Strategies

Further guidance to Council in achieving the Strategic Direction

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STRATEGIC DIRECTION 1

A Caring and Inclusive Community

How will we get there?
Our Strategies

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

Related Plans

Mosman Disability Inclusion Action Plan 2017
Mosman Social Directors 2012
Mapping Mosman's Community Services and Programs 2018

Who will help us get there?
Our Partners

- Federal government - various agencies including Department of Health, Department of Social Services, Department of Human Services and Department of Education and Training
- NSW Government - various agencies including Department of Family and Community Services, NSW Health, and Department of Education
- Northern Sydney Regional Organisation of Councils (NSROC)
- Non-government and community organisations
- Community members and volunteers

A Caring and Inclusive Community

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

Indicator	Measure	Desired Trend or Target	Source
Community Connectedness	Percentage of residents who feel connected to the Mosman community	Desired trend: Increase	Mosman Community Survey
Volunteering	Number of people registered as active Council volunteers	Desired trend: Increase	Mosman Council
Community services and facilities	Level of community satisfaction with the overall range of community services and facilities provided by Council	Desired trend: Increase	Mosman Community Survey
Cultural Diversity	Percentage of residents from culturally and linguistically diverse backgrounds	Desired trend: Increase	Australian Bureau of Statistics
Disability Inclusion	Number of measures in Council's Disability Inclusion Action Plan achieved	Desired trend: Maintain or increase	Mosman Council

A Caring and Inclusive Community

Related Plans

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

Our Partners

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

Community Sustainability Indicators

Measure how Mosman is performing against each Strategic Direction

COMMUNITY VIEWS

In preparing MOSPLAN 2018–2028 Council has listened to the views of residents, ratepayers and other stakeholders to determine both common issues and interests and to help in prioritising its plans for the future.

What has our community told us over the past year? Here is a summary of some of the key messages Council has received:

QUALITY OF LIFE

As a community planning for its future we are off to a great start. The results of our 2017 Community Survey show that 99% of residents consider their quality of life as good to excellent. The same percentage of residents feel safe in their neighbourhood and 92% believe that people in Mosman are generally proud of their area. Over the past five years consistently strong scores have also been recorded in relation to residents' perceptions of neighbours that are both friendly and available to assist in times of need.

The highest rating priorities for Mosman residents in maintaining their desired quality of life are (in order):

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

COMMUNITY CONNECTIONS

The results from Community Surveys conducted in 2016 and 2017 illustrate an increase in the proportion of residents who believe they make a contribution to the area they live in. This is a correction to a downward trend reported between 2014 and 2016, and consistent with other indicators such as the particularly strong level of local volunteering recorded in the 2016 census. In the 2017 Community Survey 87% of residents indicated that they mainly socialise in the local area, a result that has remained relatively consistent over the past five years.

FUTURE ISSUES AND CONCERNS

While Mosman does perform strongly against various quality of life indicators, there are certain local issues and concerns that residents have commonly quoted in recent engagement exercises. Results from surveys undertaken on both a random and self-select basis show that residents see the following as key issues for Mosman over the next 5-10 years:

- Traffic congestion and management
- Development - control, overdevelopment and overcrowding
- Parking availability and affordability





COMMUNITY VIEWS

THE BIG PRIORITIES

As an issue, traffic congestion and management is quite clearly the one most concerning to residents. In the 2017 Community Survey, 28% of residents also identified this issue as the top priority for Mosman Council over the next 10 years. Other top priorities, in descending order, were:

- Controlling development
- Environmental conservation/green spaces
- Infrastructure
- Parking

The same survey, as well as a self-select survey distributed to residents in mid-2017, sought to understand the aspects of Mosman that residents most like and those that they most dislike. The purpose of these questions was to learn about the value placed by residents on local characteristics. Results from the surveys were quite consistent in revealing the following:

What residents most **like** about Mosman:

- Location, proximity to the city, beaches and public transport
- Natural environment, parks and open space, Mosman's beauty
- Lifestyle, ambience, peaceful, village feel
- Sense of community, friendly people, family connections
- Beaches and harbour foreshore areas
- Safe area, good for families

What residents most **dislike** about Mosman:

- Traffic congestion
- Nothing
- Lack of parking
- Attitude of community members
- Increasing development
- Insufficient public transport

Targetted consultations with Mosman's children and young people also helped paint a picture of what is important to current and future generations. Primary and secondary students participated in a postcard competition, with themes of sustainability, community connection, the environment and diversity strongly evident. A special youth consultation identified academic pressures, body image, drugs and alcohol and peer pressure as key issues.

Community organisations identified a range of priorities specific to their areas of interest, as well as some of the themes common among the general community. Our business community offered insights into local priorities around economic development including parking, night time options and business promotion, and focus groups provided ideas and perspectives on ways to connect communities, to create liveable spaces, to keep the 'village' in Mosman and to further enliven Mosman after dark.

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

COMMUNITY VIEWS

CURRENT SERVICE DELIVERY

To further inform decisions about future priorities, Council's biannual Community Survey also routinely asks questions about resident satisfaction with a range of Council services and facilities, as well as how important residents perceive these services and facilities to be.

Of particular interest from the 2017 Community Survey results were:

- Highest level of community satisfaction - Library Services
- Lowest levels of community satisfaction - Development approvals process, Providing and maintaining bike paths
- Most significant increase in community satisfaction since 2016 - Mosman Art Gallery and Community Centre
- Most important service or facility - Waste and Recycling Services
- Best performing service or facility against industry benchmark - Providing and maintaining local roads

Apart from Mosman Art Gallery, the largest increases in community satisfaction were recorded for:

- Library services
- Sport and recreational facilities
- Keeping food premises safe
- Overall cleanliness, appearance and management of public spaces
- Providing and maintaining local roads

The biggest movers in terms of perceived importance of different services and facilities were:

- Mosman Art Gallery and Community Centre
- Sport and recreational facilities
- Library services



ISSUES AND CHALLENGES

DEMOGRAPHIC CHANGE

Although a relatively small local government area, Mosman is still subject to demographic shifts over time that can impact the types of services and facilities needed by the community.

Council's planning needs to take into account changing demographics to help ensure it responds in an appropriate and timely way. Our older community, for instance, has been growing for some years now and services for seniors have been growing and adjusting accordingly. We have responded not only to the ongoing rise in numbers, but the changing needs and expectation of older residents as more active and healthy living becomes 'the norm'.

Changes to younger cohorts have been more cyclic - a previous increase in under 5's is now translating into more school-aged children, while the number of pre-schoolers is falling. Council must constantly re-assess service delivery priorities in areas such as care and support, sports, recreation and other opportunities for healthy living when different age groups, each with very specific needs, are in a state of flux.

The increasing diversity in our community, although still muted compared with other areas of Sydney, also gives cause to think afresh about how we help the community connect, as well as different approaches to service delivery.

THE PLANNING LANDSCAPE

While Council has made a concerted effort to establish planning controls that protect and enhance the local character, aesthetics and amenity important to residents, it also operates within a wider planning landscape that, from time to time, presents special challenges and constraints. Mosman, like other areas of Sydney, is subject to state-wide planning legislation and controls, as well as plans, policies and directives relating to part, or all, of the Sydney metropolitan area. Recently, Council was required by the State Government to implement a local planning panel, replacing an extremely successful, locally-initiated planning body. Besides this and other directives, Mosman is also subject to the work of the Greater Sydney Commission and regional planning for the Sydney North planning district which dictates future housing targets.

Council will continue to play an active role in anticipating, influencing and responding to wider planning agendas to help ensure local planning outcomes are still driven, as much as possible, by Mosman's unique qualities and local priorities. A major ongoing challenge for Council is the protection of Mosman's significant foreshore slopes and Council is continuing to investigate and advocate for more permanent protection measures.

TRAFFIC AND TRANSPORT

For many years now we have been hearing - and responding as best we can to - concerns about the level of traffic in and around Mosman, and the difficulties this presents for residents. Traffic along the Military and Spit Road corridor is a particular concern, with public transport solutions for this corridor producing mixed results so far. The latest census results also demonstrate increasing car ownership per household in Mosman.

The associated issue of parking availability has been the subject of ongoing attention over recent years, however there are limited options available to Council to significantly increase parking availability.

Transport options have expanded in recent years with car share and car ride options, and there is likely to be further movement in this space over the next few years with the potential for autonomous vehicles and further expansion of the share economy. Council will continue to anticipate market changes, encourage use of alternate transport forms and plan for precincts and neighbourhoods where new forms and patterns of transportation are emerging.





THINKING GLOBALLY, ACTING LOCALLY

Technology is now changing faster than any other time in history, impacting the way societies connect and how people go about their lives - from staying informed, to being entertained, taking care of everyday chores or opening up new and exciting opportunities.

Societal change at this pace has broad and far-reaching implications for local communities, although even at the local level change is not experienced equally and take-up can sometimes be patchy. So planning for and delivering the right kind of infrastructure, the right kinds of services and the best possible local solutions becomes all the more challenging.

Council has acknowledged the importance of engaging the community regularly to identify key stresses as well as to collaborate on new, innovative responses to changing lifestyles. As an organisation we are acutely aware that we need to be on constant look-out for new ways, new techniques and that - while being driven somewhat by wider societal and technological change - we need to find the 'best-fit' for Mosman.

This 'best-fit' means not losing sight of the village lifestyle valued by residents, maintaining a sense of community, providing places that are easy to move around, streets where neighbours can still connect and public spaces where people can gather and enjoy local activities, culture and entertainment.

SUSTAINABLE FUTURES

The prioritisation of local needs and expectations in a constrained budget setting is a continuous challenge for Council, as well as for other local service providers. This plan, while attempting to synthesise community aspirations and core directions, is itself subject to limited resources which Council must manage in the most effective way possible.

In recent years Council, with community support, has extended infrastructure funding and this has gone a considerable way towards 'future-proofing' our asset base. Our current forecasting also demonstrates Council's longer term financial sustainability. Coupled with a hard-fought win in 2017 to maintain Mosman's independence, this is cause for some celebration.

It is not, however, an excuse for complacency. It is essential that many competing local priorities continue to be managed in the best possible way - through prudent financial management, genuine engagement, evidence-based decision making, and through collaborative planning and service delivery.



VISION

A VISION FOR MOSMAN
STRATEGIC DIRECTIONS

4

A VISION FOR MOSMAN

What kind of future does our community
want for Mosman?

Our Vision for Mosman is:

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



STRATEGIC DIRECTIONS

WHAT WILL WE WORK TOWARDS OVER THE NEXT TEN YEARS TO MAKE THIS VISION A REALITY?



Our seven Strategic Directions are:



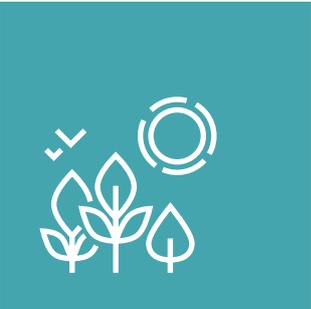
STRATEGIC DIRECTION 1

A Caring and Inclusive Community



STRATEGIC DIRECTION 2

A Culturally Rich and Vibrant Community



STRATEGIC DIRECTION 3

An Attractive and Sustainable Environment



STRATEGIC DIRECTION 4

An Informed and Engaged Community



STRATEGIC DIRECTION 5

A Business-Friendly Community with Sound, Independent Civic Leadership



STRATEGIC DIRECTION 6

Well Designed, Liveable and Accessible Places



STRATEGIC DIRECTION 7

A Healthy and Active Village Lifestyle



STRATEGIC DIRECTIONS

STRATEGIC DIRECTIONS 1-7



STRATEGIC DIRECTION 1

A Caring and Inclusive Community

How will we get there?

Our Strategies

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

Related Plans

Mosman Disability Inclusion Action Plan 2017

Mosman Social Directions 2012

Mapping Mosman's Community Services and Programs 2018

Who will help us get there?

Our Partners

-  Federal government - various agencies including Department of Health, Department of Social Services, Department of Human Services and Department of Education and Training
-  NSW Government - various agencies including Department of Family and Community Services, NSW Health, and Department of Education,
-  Northern Sydney Regional Organisation of Councils (NSROC)
-  Non-government and community organisations
-  Community members and volunteers

A Caring and Inclusive Community

How will we know we've arrived?

Community Sustainability Indicators

Indicator	Measure	Desired Trend or Target	Source
Community Connectedness	Percentage of residents who feel connected to the Mosman community	Desired trend: Increase	Mosman Community Survey
Volunteering	Number of people registered as active Council volunteers	Desired trend: Increase	Mosman Council
Community services and facilities	Level of community satisfaction with the overall range of community services and facilities provided by Council	Desired trend: Increase	Mosman Community Survey
Cultural Diversity	Percentage of residents from culturally and linguistically diverse backgrounds	Desired trend: Increase	Australian Bureau of Statistics
Disability Inclusion	Number of measures in Council's Disability Inclusion Action Plan achieved	Desired trend: Maintain or increase	Mosman Council



A Caring and
Inclusive Community

STRATEGIC DIRECTION 2

A Culturally Rich and Vibrant Community

How will we get there?

Our Strategies

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

Related Plans

Shoreplan - Shorelink Strategic Plan 2017
NSW Cultural Infrastructure Strategy 2016

Who will help us get there?

Our Partners

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

A Culturally Rich and Vibrant Community

How will we know we've arrived?

Community Sustainability Indicators

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



A Culturally Rich and
Vibrant Community

STRATEGIC DIRECTION 3

An Attractive and Sustainable Environment

How will we get there?

Our Strategies

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

Related Plans

Mosman Environmental Management Plan
 Mosman Asset Management Plans - various
 Mosman Catchment Management Plans - various
 Plans of Management - various
 Sydney Harbour Federation Trust Management Plans
 National Parks and Wildlife Plan of Management - Sydney Harbour National Park

Who will help us get there?

Our Partners

-  Federal government - various agencies including Department of Environment and Energy
-  NSW Government - various agencies including Department of Planning and Environment, Office of Environment and Heritage, NSW Rural Fire Service and NSW National Parks and Wildlife Service
-  Northern Sydney Regional Organisation of Councils (NSROC)
-  Sydney Harbour Federation Trust
-  Non-government and community organisations
-  Community members and volunteers

An Attractive and Sustainable Environment

How will we know we've arrived?

Community Sustainability Indicators

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



An Attractive and Sustainable Environment

STRATEGIC DIRECTION 4

An Informed and Engaged Community

How will we get there?

Our Strategies

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

Related Plans

Mosman Community Engagement Strategy
Community Engagement Strategy - MOSPLAN 2018-2028

Who will help us get there?

Our Partners

-  NSW Government - various agencies
-  Northern Sydney Regional Organisation of Councils (NSROC)
-  Media organisations including News Local (Mosman Daily) and other metropolitan, regional and local publications
-  Non-government and community organisations
-  Community members and volunteers

An Informed and Engaged Community

How will we know we've arrived?

Community Sustainability Indicators

Indicator	Measure	Desired Trend or Target	Source
Community Engagement	Level of community satisfaction with Council engagement	Desired trend: Increase	Mosman Community Survey
Informed Communities	Level of community satisfaction with Council information and support	Desired trend: Increase	Mosman Community Survey
Democratic participation	Percentage of eligible voters voting in local government elections	Desired trend: Increase	NSW Electoral Commission



An Informed and Engaged Community

STRATEGIC DIRECTION 5

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

How will we get there?

Our Strategies

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

Related Plans

Mosman Customer Service Charter 2017
Workforce Plan 2018-2021
Long Term Financial Plan 2018-2028
NSROC Regional Priorities 2012

Who will help us get there?

Our Partners

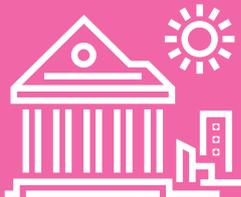
-  Federal government - various agencies including Department of Industry, Innovation and Science
-  NSW Government - various agencies including Department of Premier and Cabinet (including Office of Local Government), and Department of Industry
-  Northern Sydney Regional Organisation of Councils (NSROC)
-  Mosman Chamber of Commerce and local businesses
-  Regulatory bodies including IPART and ICAC
-  Industry peak bodies
-  Non-government and community organisations
-  Community members and volunteers

A Business-Friendly Community with Sound, Independent Civic Leadership

How will we know we've arrived?

Community Sustainability Indicators

Indicator	Measure	Desired Trend or Target	Source
Overall Satisfaction with Council	Level of community satisfaction with overall Council service delivery	Desired trend: Increase	Mosman Community Survey
	Level of community satisfaction with performance of Councillors	Desired trend: Increase	Mosman Community Survey
	Level of community satisfaction with performance of Council staff	Desired trend: Increase	Mosman Community Survey
Budget Performance	Year-end financial result compared to budget	Target: Year-end operating result within 10% of budget	Mosman Council
Corporate Compliance	Level of compliance with statutory requirements	Target: 100% compliance with all statutory requirements	Mosman Council
Development Assessment Performance	Average time taken to assess Development Applications	Target: Equal to or below average development assessment times of Category 2 Councils	Mosman Council



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

STRATEGIC DIRECTION 6

Well Designed, Liveable and
Accessible Places

How will we get there?

Our Strategies

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

Related Plans

Mosman Local Environmental Plan 2012
 Mosman Development Control Plans - various
 Mosman Housing Strategy
 Mosman Signage Strategy 2017
 Mosman Pedestrian Access Mobility Plan 2012
 Mosman Asset Management Strategy and Plans
 A Plan for Growing Sydney 2014
 Greater Sydney Region Plan - A Metropolis of Three Cities
 North District Plan
 State Infrastructure Strategy 2018-2036
 Future Transport 2056 Strategy

Who will help us get there?

Our Partners

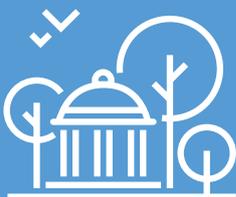
-  Federal government - various agencies including Department of Infrastructure and Regional Development
-  NSW Government - various agencies including Department of Planning and Environment, Roads and Maritime Services, Department of Transport and Greater Sydney Commission
-  Northern Sydney Regional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

Well Designed, Liveable and Accessible Places

How will we know we've arrived?

Community Sustainability Indicators

Indicator	Measure	Desired Trend or Target	Source
Accessibility	Number of accessibility improvements delivered annually by Council	Desired trend: Maintain or Increase	Mosman Council
Infrastructure Delivery	Year-end capital works result compared to budget	Target: Year-end capital works result within 5% of works programmed	Mosman Council
	Level of community satisfaction with provision and maintenance of local infrastructure	Desired trend: Increase	Mosman Community Survey
Community Pride	Percentage of residents who are proud of their local area	Desired trend: Increase	Mosman Community Survey



Well Designed, Liveable and Accessible Places

STRATEGIC DIRECTION 7

A Healthy and Active Village Lifestyle

How will we get there?

Our Strategies

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

Related Plans

Plans of Management - various

Mosman North Sydney Willoughby Bush Fire Risk Management Plan 2017

Mosman Open Space Recreational Needs Assessment 2015

Mosman Bicycle Plan 2014-2019

Who will help us get there?

Our Partners

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

A Healthy and Active Village Lifestyle

How will we know we've arrived?

Community Sustainability Indicators

Indicator	Measure	Desired Trend or Target	Source
Community Health	Average life expectancy for Mosman residents	Desired trend: Increase	NSW Health
Physical Activity	Percentage of Mosman residents undertaking adequate physical activity each week	Desired trend: Increase	NSW Health
Community safety	Percentage of residents who feel safe in their local area	Desired trend: Increase	Mosman Community Survey
	Annual crime rates for major criminal incidents	Desired trend: Reduce	NSW Bureau of Crime Statistics and Research
Road safety	Number of roads accidents and casualties in Mosman per annum	Desired trend: Reduce	NSW Roads and Maritime Services



**A Healthy and
Active Village Lifestyle**



Mosman
COUNCIL

MOSPLAN
COMMUNITY
STRATEGIC PLAN
2018-2028



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