

Mosman  
COUNCIL

# MOSPLAN

## Community Strategic Plan

### 2013-2023





# MOSPLAN

Mosman's  
Community Strategic Plan  
welcome and document overview

**MOSPLAN**

Welcome  
Contents

Mosman Council  
MOSPLAN 2013–2023  
Community Strategic Plan



ISBN 978-0-646-12773-6

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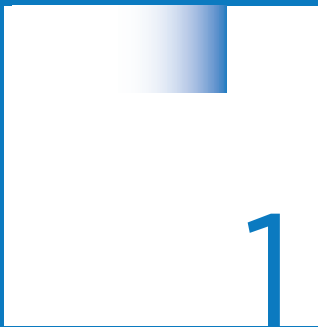
# MOSPLAN

## welcome

Welcome to MOSPLAN 2013-2023.

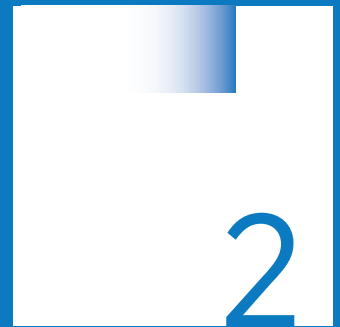
This document was formally adopted  
by Mosman Council on 4 June 2013  
and is effective from 1 July 2013.

For further information contact Council on 9978 4095,  
or see Council's website [www.mosman.nsw.gov.au](http://www.mosman.nsw.gov.au)



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# Introduction



# Introduction

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An overview looking at  
the big picture and giving a  
snapshot of the organisation

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# MOSPLAN

**Mosman's Community Strategic Plan, MOSPLAN 2013–2023 is our plan for Mosman's future. It addresses the specific requirements of the NSW Government's Integrated Planning and Reporting legislation and responds to the aspirations of the Mosman community and its elected Council.**

As part of its legislative responsibilities, Council must adopt:

- 1** A Community Strategic Plan – a 10 year+ strategic direction for Mosman, supported by a Resourcing Strategy which details Council's approach to long term financial planning, workforce planning and asset management planning
- 2** 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
- 3** A one year Operational Plan and Budget – outlining the actions Council will carry out in the coming financial year to achieve the four-year Delivery Program and Council's long-term vision

MOSPLAN is an integrated plan containing each of these three elements. Not only does it articulate a long-term Vision for the future, it also identifies how Council intends to deliver on that Vision across 10, 4 and 1 year horizons.

MOSPLAN takes into account an extensive range of other strategies and plans prepared by Council to address specific service areas or issues. Examples of these supporting documents include 'Social Directions 2012' and the Environmental Sustainability Action Plan.

MOSPLAN ensures that Mosman Council can deliver services to the Mosman community in a manner that is effective, efficient and planned in a logical and financially viable way.

Council has a measurement framework in place to gauge performance against key MOSPLAN deliverables. Details of this framework can be found on pages 42-43.

Quarterly and annual reports are prepared in relation to MOSPLAN progress and a four-yearly report is also prepared at the end of each Council term. The first of these four-yearly reports was released in August last year, with the next report due in August 2016.

# Introduction

## MOSPLAN in action

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



## Mosman's Community

Mosman is a place of 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.

Mosman's current population is a little over 29,000 residents, having experienced only minimal growth in recent years. This trend is likely to continue, with the most significant demographic shifts likely to be in the age structure of the population as the proportion of residents aged 60 and over grows.

Slightly more of our residents are female than male, and 32% have moved to the area from another country. At the time of the 2011 census (the last census for which data is currently available), 42.5% of people living in Mosman moved home during the previous 5 years, with roughly a quarter of these moves being within Mosman. 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, although Mosman does have a higher than average number of residents born in the United Kingdom, New Zealand and the USA.

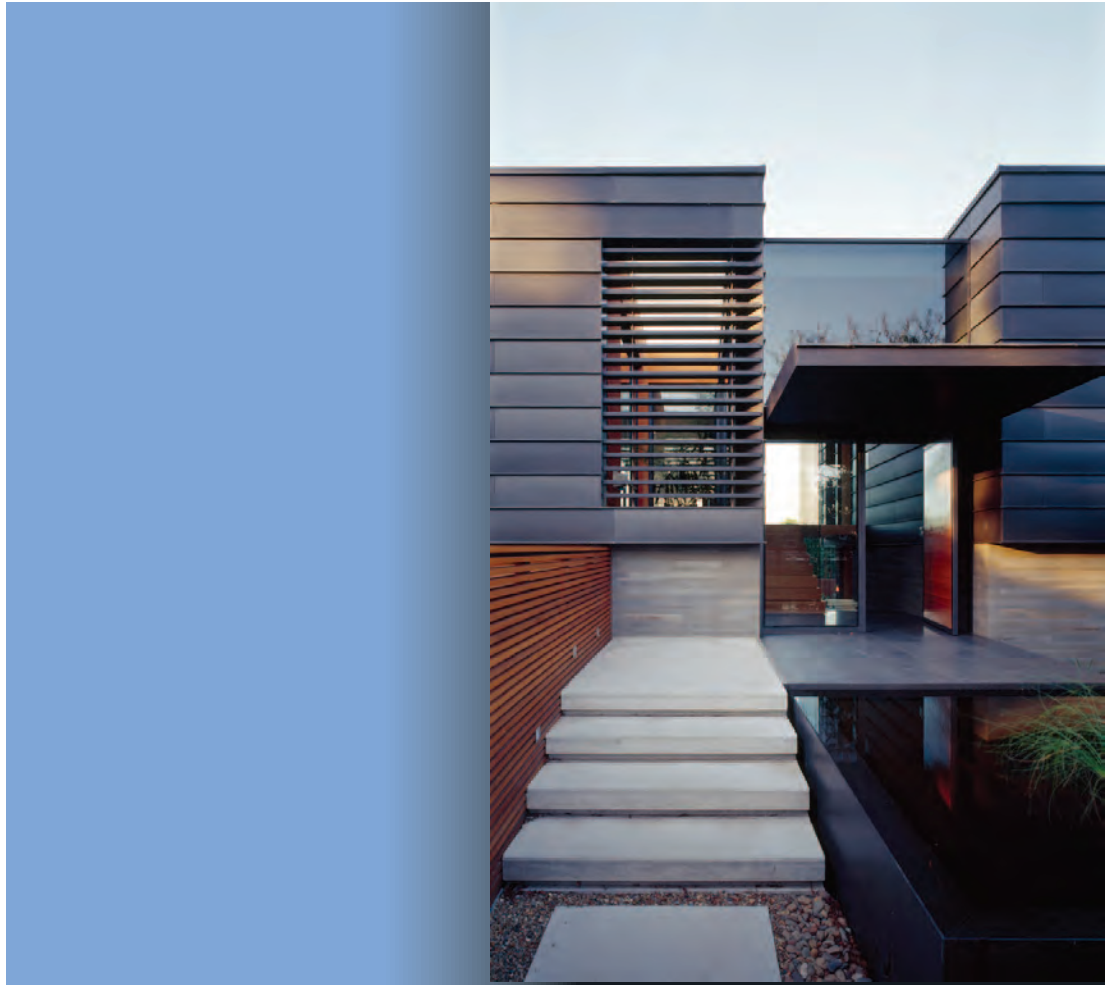
During the same period the number of young working-age residents (18 – 34 years) fell, while the greatest increase was experienced in persons aged 60 – 69 years. Despite being below the Sydney average, the number of children and young people aged 0 – 17 also increased.

# Introduction

According to the 2011 census Mosman residents are significantly more likely to catch a bus or ferry to work than other Sydneysiders, and less likely to drive to work. Mosman households are also more likely to limit themselves to one car than other households across Sydney.

73% of Mosman's working population travels outside the area to work. When travelling to work, Mosman residents are most typically heading to the Sydney CBD (over 28%), with the next largest work destinations being North Sydney and Willoughby local government areas. Of jobs offered in Mosman, the largest percentage are filled by Mosman residents, with the next largest proportion of workers travelling from the North Sydney and Warringah local government areas. Over 20% of the local workforce travels from Sydney's northern beaches.







# Introduction

At the time of the 2011 census 81.7% of Mosman households were connected to the internet, more than 5% above the comparative figure for Greater Sydney.

Of more than 11,000 households in Mosman, the average household size in 2011 was 2.3 persons (compared with 2.69 for Sydney), although Mosman also has a significantly larger number of lone-person households than the Sydney average. Almost 30% of Mosman homes are occupied by only one person – over 11% by a lone householder aged 65 years or more. Couples with or without children (at over 52%) remain the predominant household type in Mosman.

Mosman residents live in a variety of dwellings, with separate houses still being the major housing type. The proportion of separate houses (36.8%) is, however, significantly smaller than for Sydney as a whole (58.9%), while the proportion of medium and high density dwellings is significantly above the figure for Sydney overall. When combined, high and medium density housing makes up 63% of all dwellings in Mosman compared to 40% across Greater Sydney.

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 also a higher proportion of managers and professionals living in the area, and unemployment is consistently low when compared to Sydney overall.

Mosman has a strong community spirit, with a significantly higher proportion of volunteers than the Sydney average. At the last census 23% of Mosman residents indicated that they had carried out voluntary work in the past 12 months. This compares to 15% across Sydney.



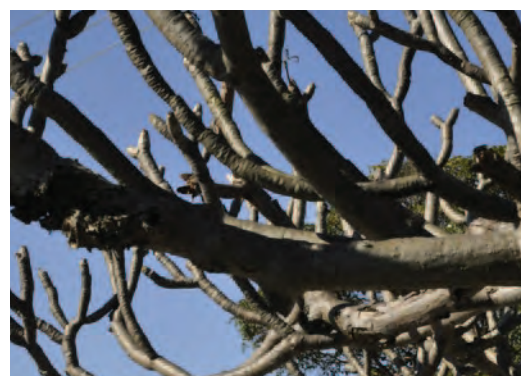
# Mosman Council

## Mosman Mayor & Councillors

Mosman is governed by an elected Council comprising seven (7) Councillors including a popularly-elected Mayor. The current term of Council commenced in 2012 and will conclude with the next local government elections in September 2016.

Councillor Peter Abelson was elected as Mosman's first popularly-elected Mayor in 2012 and will hold office until September 2016. The position of Deputy Mayor is determined annually by the elected Council, and Councillor Roy Bendall was elected to this role in October 2012.

Details of Councillors elected for the 2012–2016 Council term are provided on the facing page.





# Introduction



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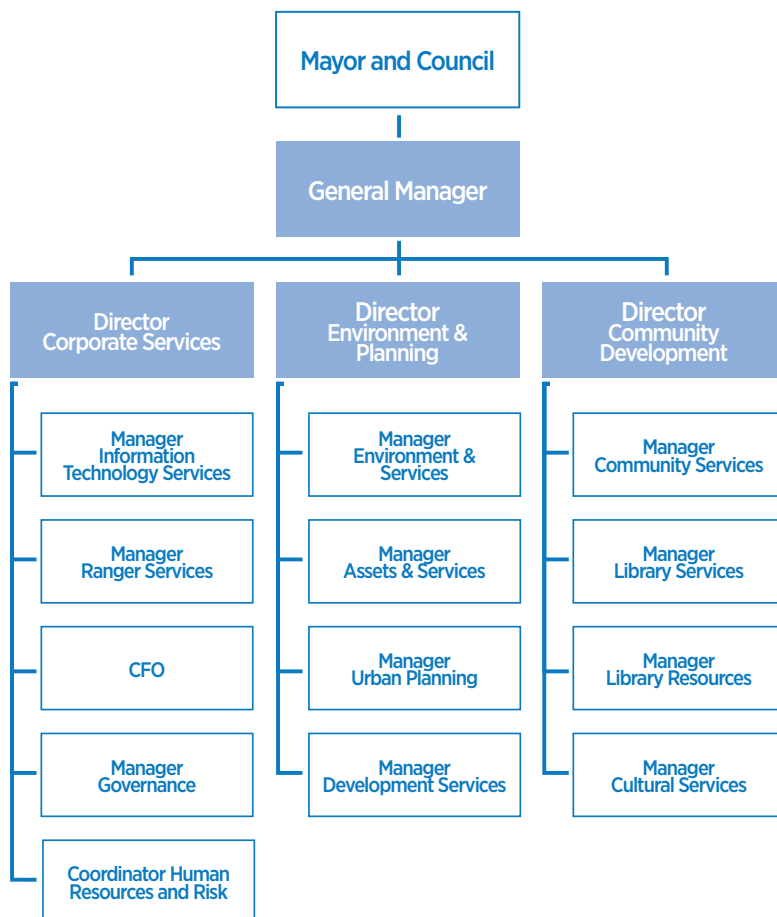
# Introduction

## Mosman Council Council Management

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

The General Manager, Viv May, is responsible for the effective and efficient delivery of Council's day-to-day operations, and is assisted in this task by his senior management team and 162 members of staff.

Council's organisational structure is illustrated below:



# Mosman's Vision

# Mosman's Vision

## 2

A clear vision for Mosman's future and how the organisation will help deliver that future

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# A Vision for Mosman

MOSPLAN is based on a clear Vision for Mosman's future and how Council will help deliver that future in partnership with our community. MOSPLAN aims to bring the following Vision to life, to ensure that Mosman remains the kind of place current and future residents can enjoy.

## Vision

Proud to be Mosman  
Protecting our Heritage  
Planning our Future  
Involving our Community

Residents have told us about their expectations of Council and the types of values that should direct Council operations.

The following core values and commitments guide the way that services are delivered and ensure that Council remains progressive and responsive to community needs:

## Values

- Integrity
- Leadership
- Transparency
- Inclusiveness
- Service
- Respect

# Mosman's Vision

## Commitments

### Customer Service

Council is committed to providing quality customer service. We achieve this by:

- Treating people courteously, attentively and sensitively
- Giving information and advice clearly and appropriately
- Allowing customers a voice and listening to their views
- Ensuring customers receive full and appropriate levels of service
- Following fair procedures
- Acting impartially
- Making decisions based on merit
- Maintaining confidentiality and privacy of personal information
- Using resources efficiently and effectively

### Partnerships

Mosman Council is committed to working with local government partners through SHOROC and other alliances to deliver the best possible outcomes for Mosman residents. This spirit of collaboration also extends to many other community and government partners, who collectively and individually work with Council to fund, facilitate and deliver local services.

### Environmental Protection

Mosman Council has a strong commitment to sustainability in its broadest sense, including economic, social and environmental outcomes. From the environmental perspective, Council in 2010 adopted an Environmental Sustainability Action Plan which details objectives across 3 and 10 year timeframes for corporate activities, atmosphere, water, biodiversity, land, waste, environmental education, engagement and community initiatives. The plan details actions and performance indicators for environmental sustainability that inform MOSPLAN programming and facilitate an integrated approach to planning and service delivery.

### Efficiency

As a relatively small local government authority with limited resources, efficiency and innovation are key elements of Mosman Council operations. Council staff are actively encouraged to consider new, improved and innovative approaches to service planning and delivery. This focus has been acknowledged through several awards and accolades including recognition of Council's Community Engagement Strategy, cultural, community and library programs, urban planning communication and consultation processes, heritage conservation work and our leading practice in web innovation.

### Social Inclusion

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 objectives and actions. In 2012 a Social Directions paper was prepared to identify community development and service issues relevant to Mosman, and to provide input into MOSPLAN. The Social Directions paper highlighted emerging social directions for Mosman, including the strengthening of community connections and inclusion, development of family friendly communities, supporting positive ageing and promoting local health and wellbeing. Council's response to this analysis is illustrated through the kinds of activities proposed to support and nurture our community members in future years. Social Directions 2012 can be accessed on Council's website.

# Community Engagement

## Engaging and Involving the Community

To ensure that our planning remains in step with community needs and expectations, Council actively engages residents on matters of local interest and encourages participation in Council affairs. Community views are valued and respected, and we encourage feedback on the kind of job Council is doing.

In recent years we have kept pace with advances in technology and have made good use of our website and social networking to keep connected with residents. We have conducted public meetings, focus groups, online forums, community conversations and held sessions out-and-about in Mosman to hear what the community is saying. We've also used a variety of surveys and questionnaires, and even 'town meeting' consultations using electronic voting technology, to get a sense of community sentiment on a range of issues and proposed projects.

## MOSPLAN Community Engagement Strategy

To prepare this latest edition of MOSPLAN Council adopted a targeted Community Engagement Strategy which has been progressively rolled out since March 2012 and has provided Council with valuable information about community aspirations and priorities. The feedback received has made a significant contribution to the development of our long-term Vision for Mosman, as well as Council's Delivery Program and Operational Plan.

## MOSPLAN Engagement Panel

One of the first tasks in rolling out the Community Engagement Strategy was establishing the MOSPLAN Engagement Panel. Recruitment of this Panel commenced in February 2012, with 1200 households randomly contacted by mail. The purpose was to recruit a representative cross-section of Mosman residents to provide feedback to Council at various stages of the MOSPLAN Community Engagement Strategy. 123 community members were subsequently recruited to the panel, with varying areas of interest and preferred types of engagement. Panel members have since been invited to take part in focus groups and surveys, as well as online discussion forums. Members also received invitations to contribute during the MOSPLAN exhibition phase.

## Implementing the Strategy

The Strategy is divided into 4 Phases – Research & Review, Community Visioning, Strategic Objectives & Priority Setting, and Development & Exhibition. With the completion of the 'Development & Exhibition' phase (culminating in Council's adoption of this plan on 4 June 2013), strategy implementation was complete. Listed on the following pages are core elements of the Strategy's implementation, including some key messages received from the Mosman community. Detailed results can be found on the MOSPLAN website at: [mosplan.mosman.nsw.gov.au](http://mosplan.mosman.nsw.gov.au)



# Mosman's Vision

Engagement Tool	What did we do?	What did we learn?
August 2010 – May 2012		
Social Planning consultations	17 different activities including surveys, forums, workshops and interviews on community needs and aspirations.	<p>Key issues included:</p> <p><i>General community: Community connections, carer responsibilities, volunteering and access to facilities, information and engagement opportunities</i></p> <p><i>Children &amp; families: Service coordination, parent &amp; disability support programs, limited availability of care for 0-2 year olds and family-friendly environments</i></p> <p><i>Young People (12-18yrs): Service awareness/availability, youth health, access to transport and school connections</i></p> <p><i>Older People (55 yrs+): Maximising independence and connections, life-long learning, access to more services &amp; programs, changing the 'image' of seniors, and affordable housing choice</i></p> <p>(See <a href="http://www.mosman.nsw.gov.au/council/plans/social">www.mosman.nsw.gov.au/council/plans/social</a>)</p>
May – June 2012		
Mosman Community Survey	Independently conducted Biennial Community Survey of 400 randomly selected residents	See pp 19-21 for topline results
June 2012		
MOSPLAN Vision Focus Groups	4 independently-facilitated focus groups involving 26 local residents to hear views on the Vision, Mission, Values, Commitments and priorities contained in MOSPLAN 2012-2022.	Focus group participants wanted to see clear, simple messages that convey ideals of leadership, inclusiveness and pride of place. Council should be seen as progressive, flexible and a role model to others and Mosman portrayed as a friendly, inclusive place with a sense of community and an appreciation of local heritage and culture. There was broad consensus on key MOSPLAN priorities of urban planning, environment, transport, community and economy.
June – July 2012		
Consultative Group Consultations	Members of Council's Consultative Groups were invited to nominate key priorities for Mosman's future.	<p>Priorities for our Safety &amp; Access Consultative groups were:</p> <p><b>Access:</b> <i>Kerb ramps, more accessible commercial areas including accessible toilets</i></p> <p><b>Safety:</b> <i>Pedestrian safety, lighting, footpath clearances, community information and relationships with service/utility providers</i></p>
July – August 2012		
Postcards from the Future	This project, designed to engage children and young people in imagining Mosman's future, attracted entries from almost 300 local school students who used pictures and stories on postcards to describe Mosman in 2050.	<p>Primary school children in Mosman had some 'futuristic fun' ideas for Mosman, with waterparks and waterslides being 'big ticket' items. Children also showed an appreciation of what Mosman has to offer today, including recreational facilities and the natural environment. Urban planning solutions and social support also featured.</p> <p>High school students showed an appreciation of sense of community and diverse needs in Mosman. They demonstrated a strong affinity with the environment, 'planning for everyone' and a desire to maintain local stability. The 'big ticket' item for youth was returning a movie theatre to Mosman.</p>

July – September 2012		
'Help Build Mosman's Future' – Community Feedback Forms	Hard copy feedback forms delivered to all Mosman households and also available on Council and MOSPLAN websites. Sought views on Mosman's best & least-liked features and priority actions for Mosman's future. 104 forms returned.	<p>Respondents said that the best things about living in Mosman are (Top 5, in order): the beaches, proximity to the city, the local village atmosphere, our harbour location and access to public transport.</p> <p>The worst things about living in Mosman are (Top 5, in order): traffic/congestion, parking, high prices, footpaths and Spit Junction. (Of these responses traffic received 3 times the score of parking and 10 times the score of Spit Junction.)</p> <p>Residents' top priorities: improving parking, solving traffic problems, improving walking/cycling amenity, and controlling development, improving Spit Junction and public transport, protecting parks &amp; recreation areas, better footpaths and retaining Mosman's village atmosphere</p>
August 2012		
Conversations at the Markets	A market stall and filmed interviews with 60 visitors to Mosman Markets about present-day and future Mosman. Selected interviews were posted on-line.	Key themes communicated during the market interviews included preserving Mosman "as is", maintaining the village feel, reducing local traffic, and an appreciation of the Mosman lifestyle – including parks, beaches, cafes, shopping, library and art gallery.
September 2012		
MOSPLAN website	A new website launched as a platform for posting online discussion forums, surveys and other materials relevant to MOSPLAN's development.	Materials and comments posted since September 2012 can be accessed directly at <a href="http://mosplan.mosman.nsw.gov.au/">http://mosplan.mosman.nsw.gov.au/</a>
September – October 2012		
'Help Build Mosman's Future' – Community Organisation Feedback Forms	Feedback Forms distributed to community organisations throughout Mosman, seeking ideas and priorities for future action by Council. 12 organisations responded.	Feedback reflected priorities that were both very specific to individual needs, as well as broader community aspirations. General community priorities included parking, traffic management, environmental and heritage initiatives and access to high quality facilities, programs, information and opportunities to engage.
November 2012		
Business Breakfast at the Gallery	A business breakfast/forum at Mosman Art Gallery for over 40 local businesses. The independently facilitated forum enabled businesses to voice issues, challenges and aspirations.	Key messages from business people included improved connections between business and Council –general communications and engagement as well as opportunities for partnership projects, marketing of Mosman to residents and visitors, and improved traffic management including parking arrangements, traffic volumes and traffic light management.
April – May 2013		
Public Exhibition	The Draft MOSPLAN was exhibited widely for public comment in April May 2013. A MOSPLAN information evening was held on 29 April and copies of the draft plan were available for review on Council's website, the MOSPLAN website and at Council's Civic Centre and Library.	Submissions received during the exhibition period were reviewed and resulted in a number of amendments to this plan. The comments received and changes made can be found in a report presented to Council on 4 June 2013.

# Mosman's Vision

Ongoing		
Big Ideas	An online forum launched in March 2011 for residents to contribute their ideas (or comment on other's ideas) for Mosman's future at any time, day or night. Councillors are provided with regular reports on forum content.	See <a href="http://ideas.mosman.nsw.gov.au">ideas.mosman.nsw.gov.au</a> for comments posted since the site's inception.



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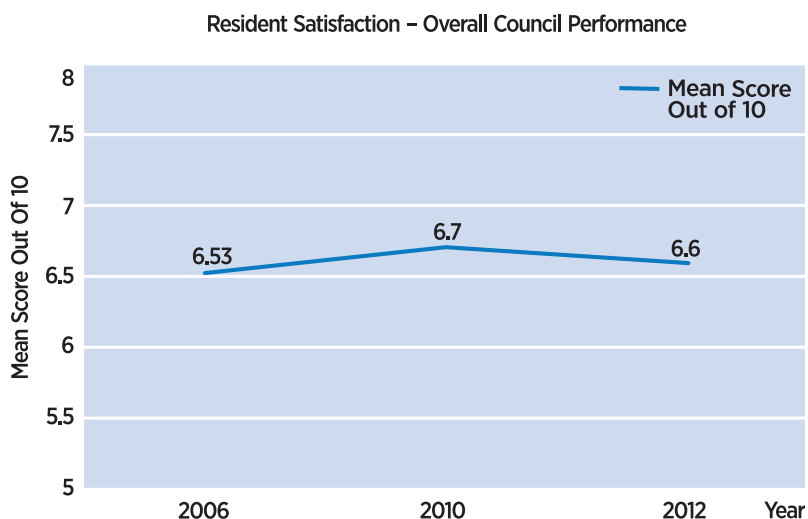
## Mosman Community Survey 2012

The most recent Mosman Community Survey was conducted in late May/early June 2012. These surveys are conducted biennially to provide information on mid-term and end of term Council performance, as well as to provide base data for development of Community Strategic Plans and Delivery Programs. The 2012 survey was a key element of the MOSPLAN 2013-2023 Community Engagement Strategy.

The topline results from the 2012 Mosman Community Survey are provided below, with comparisons (where possible) to earlier surveys and external benchmarks.

### Overall Council Performance

Survey respondents in 2012 gave Council's overall performance a mean score of 6.6 out of 10. This is just below the 2010 score of 6.7 and just above the NSW benchmark of 6.5. The comparable score in 2006 was 6.53.



## Value for Money

When asked if Council services represented value for money in terms of the amount outlaid by households on rates and charges, the 2012 survey respondents gave Council a mean score of 6.5 out of 10. This compares favourably against the 2010 score of 6.22 and the 2006 score of 5.85.

## Councillor & Staff Performance

The 2012 survey results indicate that overall satisfaction with Mosman Councillors remained fairly stable (and above the NSW benchmark) between 2010 and 2012 – with higher satisfaction recorded for survey respondents who could recall recent contact with a Councillor. Satisfaction with Council staff – specifically those with whom the survey respondents could recall recent contact – fell marginally over the same period.

## Services & Facilities

In June 2012 the top-rating Council services and facilities in terms of resident satisfaction were (in order):

- Provision & maintenance of parklands
- Library services
- Waste & recycling collection services

These were also the top-rated services in 2010.

The following services and facilities also rated comparatively well for community satisfaction in 2012:

- Overall cleanliness, appearance & management of public spaces
- Enforcement of health & food regulations
- Management & protection of the environment
- Cleaning of streets

Although there were generally only marginal shifts in satisfaction (both up and down) across all services and facilities, the largest upward shifts were recorded for 'Condition of public toilets', 'Provision of car parking', 'Providing & maintaining local roads' and 'Enforcement of parking restrictions'.

The most **important** categories of services and facilities were **Waste, Health & Environment**, followed by **Infrastructure & Traffic**.

# Mosman's Vision

**Of 18 comparable measures for local government services and facilities provided by NSW Councils, Mosman Council scored above the NSW benchmark for 13 of these services and facilities.**

The lowest mean satisfaction scores were recorded for (in order):

- Development approvals process
- Services & facilities for people from culturally & linguistically diverse backgrounds
- Providing & maintaining bike paths

The services & facilities with the highest 'performance gap' (the difference between perceived importance and satisfaction) were:

- Providing & maintaining footpaths
- Traffic management
- Provision of car parking

## Community Connections

The 2012 Community Survey results show that Mosman residents generally feel safe – with slightly more feeling safe to walk in their local neighbourhood than in 2010. Residents' overall sense of being connected to their local community is slightly down, however, on 2010.

## Local Issues

The 2012 survey identified the top issues facing Mosman in the next 10 years as:

- Traffic – management, congestion, control, Spit Bridge/Junction, Military Road
- Development – controlled, overdevelopment
- Parking – provision, payment
- Population – overpopulation, growth, ageing
- Roads & Footpaths – maintenance, upgrades
- Environment – preservation, climate change, sustainability
- Public transport

Of all issues raised, traffic represented 45% of responses, clearly demonstrating its importance to local residents.

- Full survey results can be found at [mosplan.mosman.nsw.gov.au/projects/2012-mosman-community-survey](http://mosplan.mosman.nsw.gov.au/projects/2012-mosman-community-survey)

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## Working Together

The ongoing planning that Council undertakes, the services it delivers and the role that it plays as civic leader require a good appreciation of issues both within and beyond Mosman's boundaries. Partnerships are often required to deliver common objectives.

Council recognises that it operates within a social, cultural, economic and political environment that is not defined by local government boundaries; and that the work and goals of others can impact what we do or how we need to plan for the future.

For instance, there are a number of key plans and strategies at State and regional level that are highly relevant to our area. These include:

### NSW 2021

The NSW Government describes NSW 2021 as its 10-year strategic plan to 'rebuild the economy, return quality services, renovate infrastructure, strengthen our local environment and communities, and restore accountability to government'. NSW 2021, sets long term goals and targets and outlines actions to achieve these goals. The priority service areas identified in the plan are transport, health, family & community services, education & training and police & justice. Annual reports on progress against NSW 2021 goals and targets are tabled in State Parliament.

## Northern Beaches Regional Action Plan 2012

Regional Action Plans have been progressively developed by the NSW Government to help 'localise' NSW 2021 - focussing on the most important actions the State government can take to improve outcomes at regional level across NSW. Mosman, along with the local government areas of Manly, Warringah and Pittwater, is covered by the Northern Beaches Regional Action Plan released in December last year. This two-year plan provides an overview of immediate actions that the NSW government will be taking to deliver on a vision for Mosman and the Northern Beaches, with its priority areas being improved access to healthcare, better transport access to the Northern Beaches, encouraging the development of more affordable housing options and improved local amenity, improving support services for young people and the ageing, protecting the natural environment, and boosting the local economy.



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# Mosman's Vision

## Metropolitan Plan for Sydney 2036 and Draft Metropolitan Strategy for Sydney (2013)

The NSW Government's Metropolitan Plan for Sydney 2036 was released in December 2010 to provide an integrated, long term planning framework for the sustainable management of Sydney's growth to 2036. The plan identified 10 sub-regions, each with individual dwelling and employment targets. The Inner North Sub-regional Strategy (only

ever released in draft form) translated the objectives of the Metropolitan Plan to the local government areas of Mosman, North Sydney, Willoughby, Ryde, Lane Cove and Hunters Hill, setting targets for employment and housing by 2036. A draft Metropolitan Strategy for Sydney was released last month and will replace the previous Metropolitan Plan. The draft Strategy includes new sub-regional boundaries, with Mosman now grouped with 16 other Councils situated around (and including) Sydney City. New targets for housing and employment are also included, together with linkages to the NSW Long Term Transport Master Plan and State Infrastructure Strategy.

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## State Infrastructure Strategy 2012–2032

The State Infrastructure Strategy includes an assessment of priority infrastructure problems and solutions in NSW for the next 20 years. Prepared by Infrastructure NSW, the strategy 'outlines a forward program of over 70 urban and regional projects and reforms across transport, freight, aviation, energy, water, health, education and social infrastructure that should take priority over the next five, 10 and 20 years'. The Strategy includes principal recommendations across each of these timeframes for Global Sydney, Greater Sydney and Regional NSW, with recommended projects estimated to cost \$30million over 20 years. Among its recommendations for the next 5-10 years is a 'Northern Beaches bus corridor improvement plan incorporating Spit Bridge augmentation and priority lanes'. In the 0-5 year timeframe the Strategy includes construction of the Northern Beaches Healthcare precinct (Hospital) at Frenchs Forest – recognising this as an existing government commitment. A State Infrastructure Plan which identifies 5-year funding for delivery of the Strategy, is currently being prepared.

## NSW Long Term Transport Master Plan 2012

The NSW Long Term Transport Master Plan 2012 outlines State Government proposals to improve services and invest in infrastructure for public transport, roads and freight. The Plan 'sets the framework to guide transport decision-making for the next 20 years'. The Plan 'supports the goals of NSW 2021 and integrates with the Metropolitan Strategy for Sydney – our 20 year plan to build liveable places across Sydney – and the Government's response to the State Infrastructure Strategy, which confirms our infrastructure investment over the next two decades'. A series of Regional Transport Plans will also be developed to address each region's transport needs and priorities, together with other detailed plans including Sydney's Rail Future, the NSW Freight and Ports Strategy and Sydney's Light Rail Future. Among the Plan's 220 short, medium and long term actions are plans for a second harbour rail crossing, improvements to bus and ferry services and infrastructure, and ongoing work on the feasibility of bus rapid transit for the Northern Beaches.



# Mosman's Vision

## Regional Plan for Sydney August 2012

The Regional Plan for Sydney is an initiative of Regional Development Australia (RDA) – a multi-government partnership created to strengthen regional and urban communities. This 12 month plan outlines 'the RDA Sydney Committee's economic, environmental and social vision for the region, articulating the drivers of change, identifying strengths, assets, weaknesses and opportunities, and listing priorities for action'. For the purposes of this plan, the Sydney Region comprises 41 local government areas. Its current priority areas focus on integrated whole of Sydney planning, provision of jobs closer to home, fostering of social inclusion through economic and workforce means and innovative place based solutions and models. The plan does not currently include any localised initiatives specific to Mosman or to northern Sydney.



## SHOROC Regional Directions

In September 2010, the Shore Regional Organisation of Councils (SHOROC – a collaboration of Mosman, Manly, Warringah and Pittwater Councils) adopted 'Shaping our Future – Directions for transport, health, housing and jobs for a vibrant sustainable SHOROC region'. Since its adoption this regional strategy has provided a significant lobbying tool for the SHOROC region and will continue to direct regional efforts in coming years. A sustainability action plan 'Shaping Our Sustainable Future' was adopted in 2011 to support the principles contained in Shaping our Future, and Shaping Our Future Way of Life – an action plan for creating vibrant communities and economies – will also be developed in 2013. Mosman Council has and will continue to take an active role in SHOROC planning processes and will also work with the Northern Sydney ROC (NSROC) for the benefit of the area.

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## Local & Regional Partnerships

As well as Mosman's affiliation with SHOROC, Council partners with many community and government agencies at both regional and local level to deliver services, share information and advocate for a better future. These relationships are an essential part of Council operations and contribute significantly to the achievement of local outcomes.

# Issues and Challenges

Through MOSPLAN, Council aims to acknowledge and address the issues and challenges that face our community. Some of these challenges are quite localised, while others reflect broader agendas, regional imperatives and Mosman's place in metropolitan Sydney.



# Mosman's Vision

## Protecting Residential Amenity

First and foremost Mosman is a residential area – a place that provides a premier living environment for residents. A continuing challenge for Council is to protect and nurture the area's unique features so that the community continues to enjoy the excellent Mosman lifestyle.

This means making sure that amenity in residential neighbourhoods is thoughtfully and sympathetically preserved and that priority is given to providing high quality sporting, recreational and public spaces. It also means conserving Mosman's exceptional natural landscape and maintaining a real sense of community for future generations.

Issues such as external regulation, limited resources, regional impacts and competing priorities mean that the task of protecting and nurturing Mosman's residential amenity is not always easy. Nevertheless, it remains a core priority of Council to plan, provide and advocate for the protection and enhancement of the type of place Mosman residents value.

## Transport

In Council's 2012 Community Survey, 45% of respondents nominated traffic issues as their greatest area of concern over the next 5 – 10 years. The Military Road/Spit Road corridor is a major contributor to traffic frustrations in Mosman and Council has over many years been active in advocating for improved transport solutions along this route. In 2010, Council joined with its SHOROC colleagues to endorse 'Shaping our Future', a regional strategy that places strong emphasis on improved outcomes along both this corridor and corridors east-west from the northern beaches. This united voice has already resulted in the NSW Government commissioning a bus rapid transit pre-feasibility study. Transport improvements have also been foreshadowed in key NSW planning documents including the State Infrastructure Strategy (2012), NSW Long Term Transport Master Plan (2012) and Northern Beaches Regional Action Plan (2012). Most recently, the draft Metropolitan Strategy for Sydney identifies the Mona Vale to CBD route as one of six high-priority transport corridors requiring improvement. Ongoing regional involvement and advocacy will be critical to maintaining the current momentum for improved traffic solutions.

## Planning Landscape

Mosman's Local Environmental Plan (LEP) was legally made in December 2011 and came into effect on 1 February last year. New Development Control Plans were subsequently adopted by Council in March 2012. The preparation of each of these environmental planning instruments was undertaken in close consultation with the community and required extended advocacy and negotiation with the State Government. The Mosman Development Assessment Panel (MDAP) is close to completing its second full year of operation and, while this panel is responsible for development applications not otherwise dealt with by staff, the elected Council retains responsibility for developing and refining the strategic policy framework against which such applications are assessed. This includes monitoring and reviewing the effectiveness of Mosman's new planning instruments.

A comprehensive review of the MDAP and the local development application process more generally is underway and will assist Council in determining the best way forward for development assessment.

Having been involved in both local and regional submissions, Council has maintained a close watch on progress of the Planning Reform White Paper, the outcome of which could see significant changes to the building and development process. The White Paper was released on 16 April 2013 and Council has prepared a comprehensive submission for consideration by the NSW Government.

A new draft Metropolitan Strategy for Sydney was also released last month and this latest Strategy (which replaces the previous Metropolitan Plan 2036) will again have implications for planning at the local and regional level. Council has raised objection to its inclusion in the central Sub-Region proposed in the draft strategy.

## Changing Demographics



As indicated on pages 4-7 of MOSPLAN, our demographic makeup continues to change, with a growing proportion of residents in older age brackets. This presents challenges not only in catering for larger numbers of older residents, but also Mosman's capacity to support a healthy mix of ages, a strong working-age population, housing options that attract diverse households, and a community that is vital, engaged and connected. Council is well-placed to help address these challenges through provision and facilitation of services, infrastructure and positive planning frameworks at the local level.

# Mosman's Vision

## Local Government Futures

The future of local government in NSW has come under close scrutiny over the past 12 months. In March last year an Independent Local Government Review Panel was established by the Minister for Local Government, the Hon. Don Page, MP, to 'examine options for governance models, structural arrangements and voluntary boundary changes for local government in NSW'.

Mosman has actively monitored and participated in the panel's lengthy review, which is expected to culminate with a final report and recommendations to the NSW Government in July this year. It is anticipated that the panel's report will propose future governance arrangements quite different to those currently in place, and this may involve amalgamation of Councils or new ways of delivering local government functions at a regional level.

Of relevance to this issue is the following question that was put to all Mosman electors at the last local government elections in September 2012:

Do you favour the amalgamation of Mosman Council with any other Council(s) to create a larger Local Government Authority?

A resounding 81.3% of voters voted "NO" to this question, providing a good indication of local support for maintaining Mosman Council's future independence. This vote follows on from 5 similar votes taken over the last 40 years, each of which demonstrated strong support for retaining Mosman Council in its current form. The Committee for an Independent Mosman has recently been formed to provide a local voice on the reform process and to ensure Mosman's best interests are protected.

The independent panel's final consultation paper was released in late April 2013. Among other things, this paper proposes a possible amalgamation of Mosman, North Sydney,

Willoughby, Lane Cove, Hunters Hill (and possibly parts of Ryde) local government areas. Mosman, along with other Councils, has resolved to reject the report with respect to amalgamation and reaffirm Council's support for the NSW Government policy of no forced amalgamation.

Council has also resolved to support regional organisations as the instrument of shared services and to support, in principle, the merger of the Northern Sydney and Shore Region of Councils (NSROC and SHOROC).

## Health

The health landscape has undergone considerable change over the last year and is expected to continue its evolution for some time as new Federal and State frameworks and priorities are implemented. Changes to Royal North Shore Hospital, amendments to the delivery of community health services, the long-promised Northern Beaches Hospital, re-establishment of the Cremorne Community Health Centre and the establishment of the new Northern Sydney Local Health District and Sydney North Shore and Beaches Medicare Local are all matters that Council has taken an active interest in. In 2011 Council undertook a local health needs analysis to ensure that Mosman is best prepared for future proposed changes to health service delivery and so that Council can continue to make a positive contribution to health and lifestyle outcomes in our community.



# Delivering the Vision

Mosman's Vision, and the underlying values and commitments that support it, are reflected in 4 MOSPLAN Themes that direct Council operations. These Themes are:



The SOCIAL theme is Council's people theme. It is about delivering and facilitating services to the community - including services for all ages and abilities, volunteering, Aboriginal culture and heritage, library services, Council's website and electronic engagement, the art gallery, cultural activities, festive events and friendship communities.

The ENVIRONMENT theme is about providing and protecting the type of living environment our community deserves. It covers urban planning, heritage planning and protection, development assessment, ecological sustainability, biodiversity conservation, waste management and street cleaning, environmental health management, water, air and noise management, traffic, transport, roads and cycling, public places, open space management, community and recreational facilities.

The ECONOMIC theme is about local economic prosperity - including business liaison and support, vitality of business centres, local employment, and sensitively marketing Mosman.

The GOVERNANCE theme is about providing support for all Council functions and also about leadership and engagement. This includes Council meetings, consultation, finance and budgeting, integrated planning, community safety, ranger services, information technology and human resource management, as well as regional planning and cooperation.

These Themes are supported by a series of 10 Programs that form Council's 4-year Delivery Program and 1-year Operational Plan.

# Mosman's Vision



# MOSPLAN Programs – Directions & Strategies

Council has agreed on 10-year Directions and Strategies for each of its 10 Program areas. The Directions illustrate WHAT we want to achieve for the Mosman community and the Strategies identify HOW Council will work toward achieving these directions.

MOSPLAN Directions and Strategies, arranged by Theme, are as follows:



## Social

### Community Wellbeing Direction

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

#### 10 Year Strategies

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



# Mosman's Vision

## Library and Information Direction

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

### 10 Year Strategies

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

## Arts and Culture Direction

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

### 10 Year Strategies

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



# Environment

## Built Environment

### Direction

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

### 10 Year Strategies

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

## Community Spaces

### Direction

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

### 10 Year Strategies

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

# Mosman's Vision

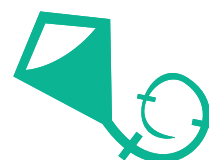
## Healthy Environment

### Direction

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

### 10 Year Strategies

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



## Environment

### Traffic and Transport Direction

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

#### 10 Year Strategies

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

## Economic

### Local Economy Direction

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

#### 10 Year Strategies

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

# Mosman's Vision

## Governance

### Leadership and Engagement

#### Direction

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

#### 10 Year Strategies

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

### Governance and Risk

#### Direction

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

#### 10 Year Strategies

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



# Maintaining Direction

# MaintainingDirection

## 3

A framework to ensure goals are achieved, and remain true to Our Vision

### MaintainingDirection

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# Measuring Performance

It is essential that we measure performance 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 MOSPLAN performance measurement framework takes a 3-tiered approach comprising:

## 1 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 4 themes, and each is matched with a desired direction for the future.

Importantly, Community Sustainability Indicators (CSIs) for the Social, Environment and Economic themes 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 our control that can affect the outcomes significantly.

## 2 Key Performance Indicators Corporate

## 3 Key Performance Indicators Programs

Key Performance Indicators (KPIs) provide insight into how Council, as an efficient and progressive local government organisation, is delivering against the 4 MOSPLAN themes.

These Indicators are not subject to the same level of external influence as Community Sustainability Indicators for the Environment, Social and Economic themes, and therefore can be confidently viewed as true measures of Council performance.





# Maintaining Direction



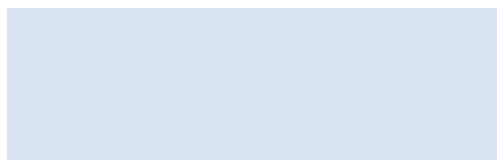
As the point of 'cross-over' between CSIs and KPIs, the Corporate Key Performance Indicators replicate the Community Sustainability Indicators for the Governance theme.

The diagram on the facing page illustrates how the Performance Measurement Framework operates across MOSPLAN Themes and Programs. The Community Sustainability Indicators and Corporate Key Performance Indicators are shown on pages 42–43, while measures at Program level can be found in the Delivery Program and Operational Plan commencing on page 83.

In addition to the above framework, further operational measures also assist in the day-to-day planning, delivery and assessment of services. These measures are currently under review in conjunction with improvements to Council's business planning systems and processes.

## Regional Indicators

Council also has access to a series of regional Indicators against which it can track local wellbeing and gain a better understanding of the 'health of the region' overall. In 2011 the Shore Regional Organisation of Councils (SHOROC) agreed on a set of indicators to gauge regional well-being and a number of these indicators mirror the Community Sustainability Indicators established for Mosman. Progress against both regional and local indicators will be reported upon regularly by Council and SHOROC.



# Community Sustainability Indicators

## Social

Indicator	What will we measure?
Community connectedness	Residents' feelings of community connectedness, as expressed in biennial surveys
Community pride	Residents' feelings of community pride, as expressed in biennial surveys
Age diversity	The age structure of Mosman residents over time
Physical activity	Percentage of Mosman residents undertaking adequate physical activity per week
Life expectancy	Average life expectancy for Mosman residents, male and female
Community safety	Crime rates for major criminal incidents recorded in Mosman. Residents' perception of safety as recorded in biennial surveys

## Environment

Indicator	What will we measure?
Health of bushland	Number of local/regional threatened, vulnerable and endangered species
Water quality	Water quality at harbour beaches, as measured through the Harbourwatch Program
Waste diverted from landfill	The proportion of recycled waste compared to total waste collection in Mosman per annum
Air quality	Number of air quality complaints received by Council per annum
Public transport usage	Percentage of Mosman residents using public transport to travel to work
Water consumption	Annual water consumption in Mosman (total KL and per capita)
Annual electricity consumption	Annual electricity consumption in Mosman (total MWh)
Housing diversity	Relative proportions of dwelling types in Mosman
Level of graffiti/vandalism	Number of graffiti incidents per annum removed by Council
Road safety	Number of road accidents and casualties in Mosman per annum

# Maintaining Direction

## Economic

Indicator	What will we measure?
Unemployment rate	Percentage of Mosman residents unemployed
Gross Local Product	Net wealth per resident generated by the local regional economy of Manly, Mosman, Pittwater and Warringah
Employment containment	The employment location of Mosman residents
Average weekly earnings	Average weekly gross income of Mosman households

## Governance Note: These are also Corporate Key Performance Indicators.

Indicator	What will we measure?
Overall community satisfaction	Proportion of residents satisfied with Council's overall performance in biennial surveys
Overall staff satisfaction & wellbeing	Staff responses provided in biennial staff engagement surveys
Work Health & Safety Performance	Days lost due to injury or disease per WH&S incident and total days lost per annum due to injury or disease
Overall budget performance	Actual operating result each year compared to Budget
Financial Health Check compliance	Council performance against local government financial health check measures
Scheduled capital works completed	Percentage of budgeted capital works achieved at the end of each financial year
Scheduled key initiatives completed	Percentage of key initiatives achieved at the end of each financial year
Corporate environmental sustainability	Annual water and energy consumption for all Council operations, per FTE staff member
Asset renewal ratio	The amount spent per annum on renewing existing assets, divided by their depreciation or loss of value

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## MOSPLAN 20132023

