

Council Plan



Mornington
Peninsula Shire

2025–29



Acknowledgement of Country

Mornington Peninsula Shire acknowledges the Bunurong people, who have been the custodians of this land for many thousands of years; and pays respect to their Elders past and present. We acknowledge that the land on which we meet is the place of age-old ceremonies, celebrations, initiation and renewal; and that the Bunurong people's living culture continues to have a unique role in the life of this region.



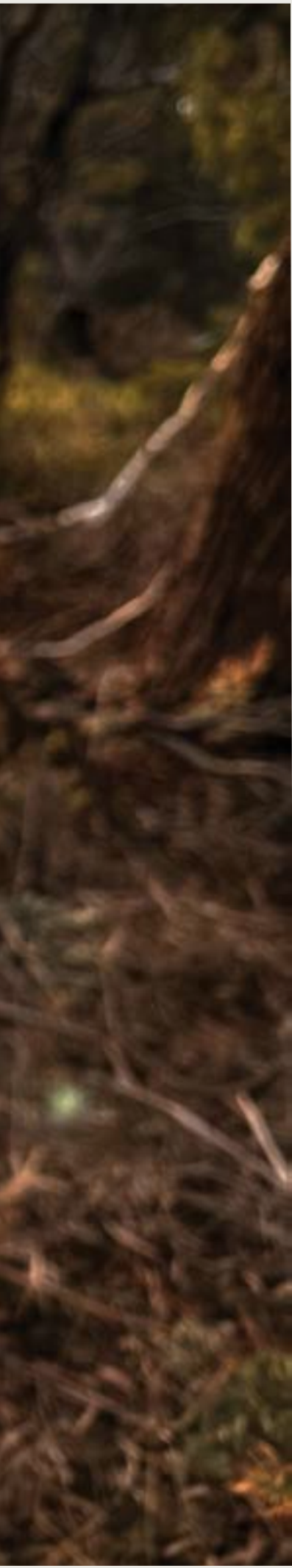


Table of Contents

Mayor’s Message 4

CEO’s Message 5

Our Councillors 6

Our Wards 7

About the Mornington Peninsula 8

Our Values 10

Our Services 11

Strategic Overview 12

Our Community Vision 13

Plan Overview 14

 Development of the Plan 14

 How to read the Plan 15

 Council’s Role 15

Our Strategic Directions

 Place 16

 People 20

 Prosperity 24

 Performance 28

Reporting our Progress 32

Performance Measures 33

Plan on a page 38

Mayor's Message

I'm proud to present our Council Plan 2025–29, a forward-looking roadmap shaped by thousands of voices across our community. This is a plan that reflects your priorities, sets a clear direction for the next four years, and holds Council to account for delivering meaningful, measurable outcomes.

You told us you want better roads and infrastructure, more transparent and effective Council operations, and meaningful action to protect our natural environment and coastline. You also said fairness matters in how resources are allocated and how decisions are made. We've listened, and this plan reflects that feedback at every level.

We also heard how much you value the Peninsula's unique township and village character. This plan supports sensible growth while protecting the qualities that make our region so special.

The Peninsula is growing and evolving. Over the past decade we've seen major shifts in how people live, work, and connect. Looking ahead, we know more change is coming, and with it, new challenges and opportunities. This plan ensures we are prepared, responsive, and focused on the things that matter most to you.

At its core, the Council Plan is about community and is



firmly grounded in our shared Community Vision. Thank you to everyone who contributed to this important piece of work. We look forward to delivering on it with you.

**Councillor Anthony Marsh,
Mayor**

CEO's Message

As the new CEO of the Mornington Peninsula Shire, I'm thrilled that my appointment coincides with the delivery of this important plan. The Council Plan 2025-29 outlines our priorities and how we'll respond to the challenges and opportunities over the next four years.

This plan is the result of contributions from our community, Shire staff, Councillors and key stakeholders. I want to thank everyone who helped shape it. Your input—through forums, pop-ups, surveys and other engagements—has been vital in ensuring this plan reflects the needs and aspirations of our community.

This plan aligns with other important documents, including our shared Community Vision, Public Health and Wellbeing Plan, Financial Plan and Asset Plan. Together, they create a clear path for the future of our organisation.

As you read through these plans, you'll see that they address what matters most to our community—things like infrastructure, services, and good governance. We've also made sure that we focus on efficiency, fairness, and sustainability, while managing public resources responsibly.

It's important to keep you informed of our progress in fulfilling this plan.



We will provide regular updates on our website, ensuring transparency and accountability.

I look forward to continuing our strong focus on community, delivering great customer service, and working with our team to bring our shared vision for this beautiful part of Victoria to life.

Mark Stoermer,
CEO

Our Councillors



Cr. Kate Roper
Beek Beek Ward



Cr. Max Patton
Benbenjie Ward



Cr. Anthony Marsh
Briars Ward



Cr. Patrick Binyon
Brokil Ward



Cr. David Gill
Coolart Ward



Cr. Stephen Batty
Kackeraboite Ward



Cr. Bruce Ranken
Moorooduc Ward



Cr. Andrea Allen
Nepean Ward



Cr. Paul Pingiaro
Tanti Ward



Cr. Cam Williams
Tootgarook Ward

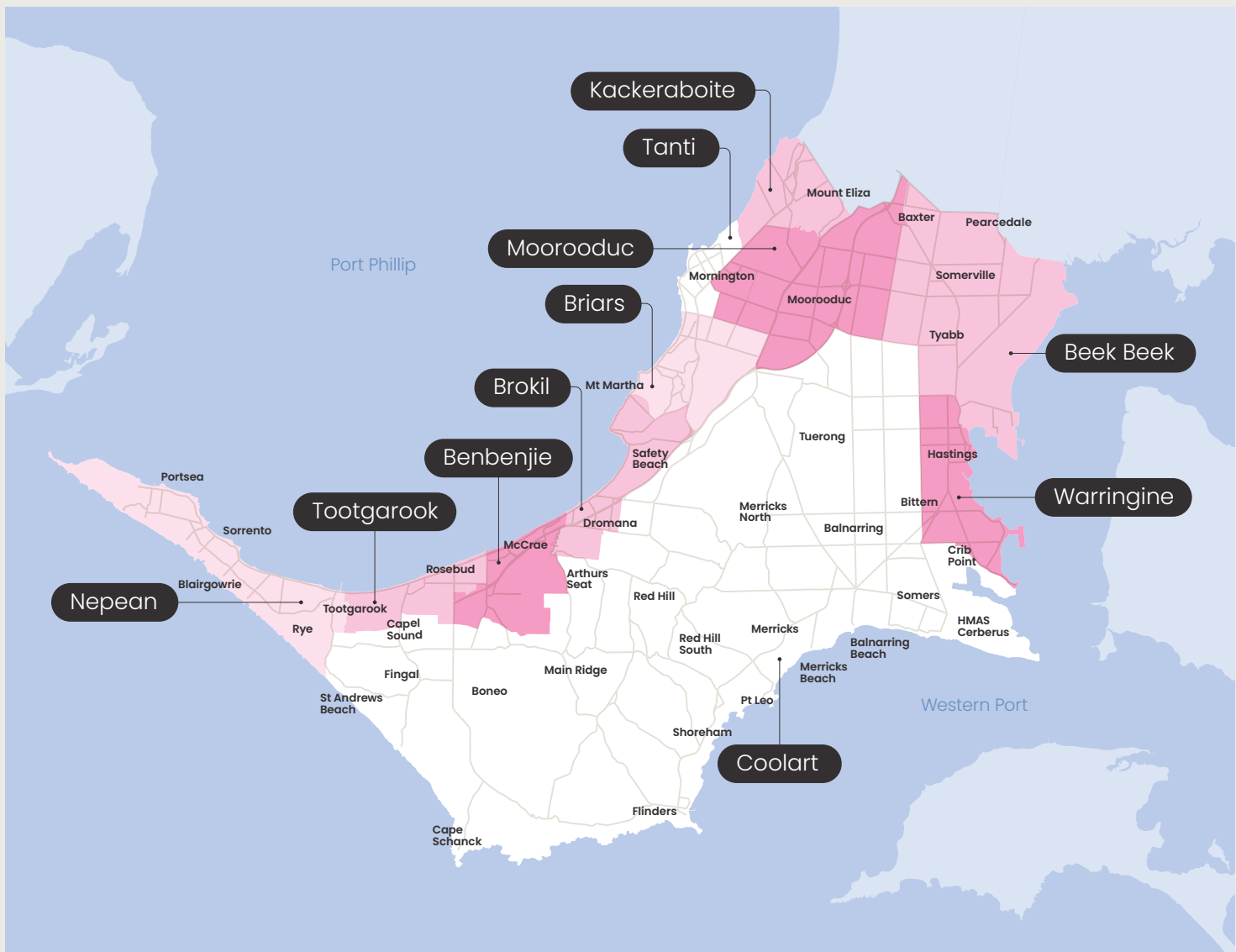


Cr. Michael Stephens
Warringine Ward

For more information visit:

mornpen.vic.gov.au/ourcouncillors

Our Wards



About the Mornington Peninsula

The Mornington Peninsula is located on the land of the Bunurong people. It sits on the fringe of Melbourne's outer southern suburbs and spans 723 square kilometres, with 192 kilometres of coastline along Port Phillip Bay, Western Port and Bass Strait. The Peninsula is around 70 per cent rural and Green Wedge, with the remaining 30 per cent a mix of urban and commercial areas. There are 40 townships and villages.

The region includes more than 1,735 kilometres of roads, 725 kilometres of footpaths, 342 kilometres of walking trails, and 106 kilometres of cycling trails. The Peninsula has a population of more than 175,000 people, with significant seasonal population increases due to tourism and holidaymakers. Townships span from Mount Eliza to Portsea, and from Baxter and Hastings to Crib Point and Balnarring. Larger

population centres such as Mornington, Rosebud, Hastings and Sorrento are complemented by smaller communities such as Flinders, Merricks, Red Hill, Somers, Shoreham, St Andrews Beach and Tuerong.

The Peninsula is known for its distinct coastal villages, sandy beaches, lush parklands, vibrant arts scene and a proud First Nations history, which is reflected in Bunurong cultural heritage and significant sites.

Mornington Peninsula Shire is an 'interface Council' —a classification that recognises our community does not yet have full access to many services available in metropolitan Melbourne, often requiring residents to travel outside the municipality for key services.





Population: 175,153
Expected to be
192,617 by 2046



51.7% female*
48.3% male*
Median age: 48



1% Aboriginal
and/or Torres Strait
Islander peoples



723km² of land
70% Green Wedge



192km of coastline
10% of Victoria's coast



1,735km of
roads



\$11.3 billion in
Gross Regional
Product



62,311 jobs



17,072
businesses

All data presented in this plan is sourced from our website as of 2025:

mornpen.vic.gov.au/ourpeninsula

*Please note: Other classifications of sex and gender were not released by local government area in the ABS Census 2021.



Our Values

The Mornington Peninsula Shire is committed to upholding the highest standards of performance, behaviour and service. To guide us in achieving exceptional outcomes for the community, we follow five core organisational values that are integral to everything we do.



Integrity

We take ownership and responsibility for our decisions; keep our promises; and hold each other accountable to the highest standards of performance.



Courage

We give honest advice; make tough calls with conviction; stand by our decisions; admit if we get it wrong; and challenge ourselves to explore new ways of thinking.



Openness

We share knowledge and learning for the benefit of all; actively engage with our community; and are transparent in our decision making.



Respect

We treat everyone with dignity, fairness and empathy; look out for our safety and wellbeing; and nurture positive and inclusive relationships.



Excellence

We provide exceptional customer service; strive for innovative team outcomes for the betterment of our community; and step up to lead where we recognise an opportunity for improvement.

Our Services

Mornington Peninsula Shire is primarily a service-based organisation. We deliver about 150 services (including both services delivered directly to the community and internal support services) in support of achieving our Community Vision. These are grouped into 40 high-level service areas, including the following 22 that directly engage with the community.

We aim to deliver high-quality services that balance community needs with strategic direction, innovation and long-term financial sustainability.

Liveable Communities

- Economic Development and Business Support
- Land Use Planning
- Open Space
- Transport Connections

Community Health and Safety

- Animal Management
- Building Safety
- Child and Family Health
- Community Safety
- Emergency Management
- Public Health
- Public Works

Community Wellbeing and Connection

- Arts and Cultural Development
- Community Development
- Community Services
- Early Years
- Libraries
- Positive Ageing
- Recreation and Leisure
- Youth Services

Sustainable Environment

- Circular Economy and Waste Management
- Climate Action and Advocacy
- Environment Management

Strategic Overview

Under the *Local Government Act 2020*, Councils are required to:

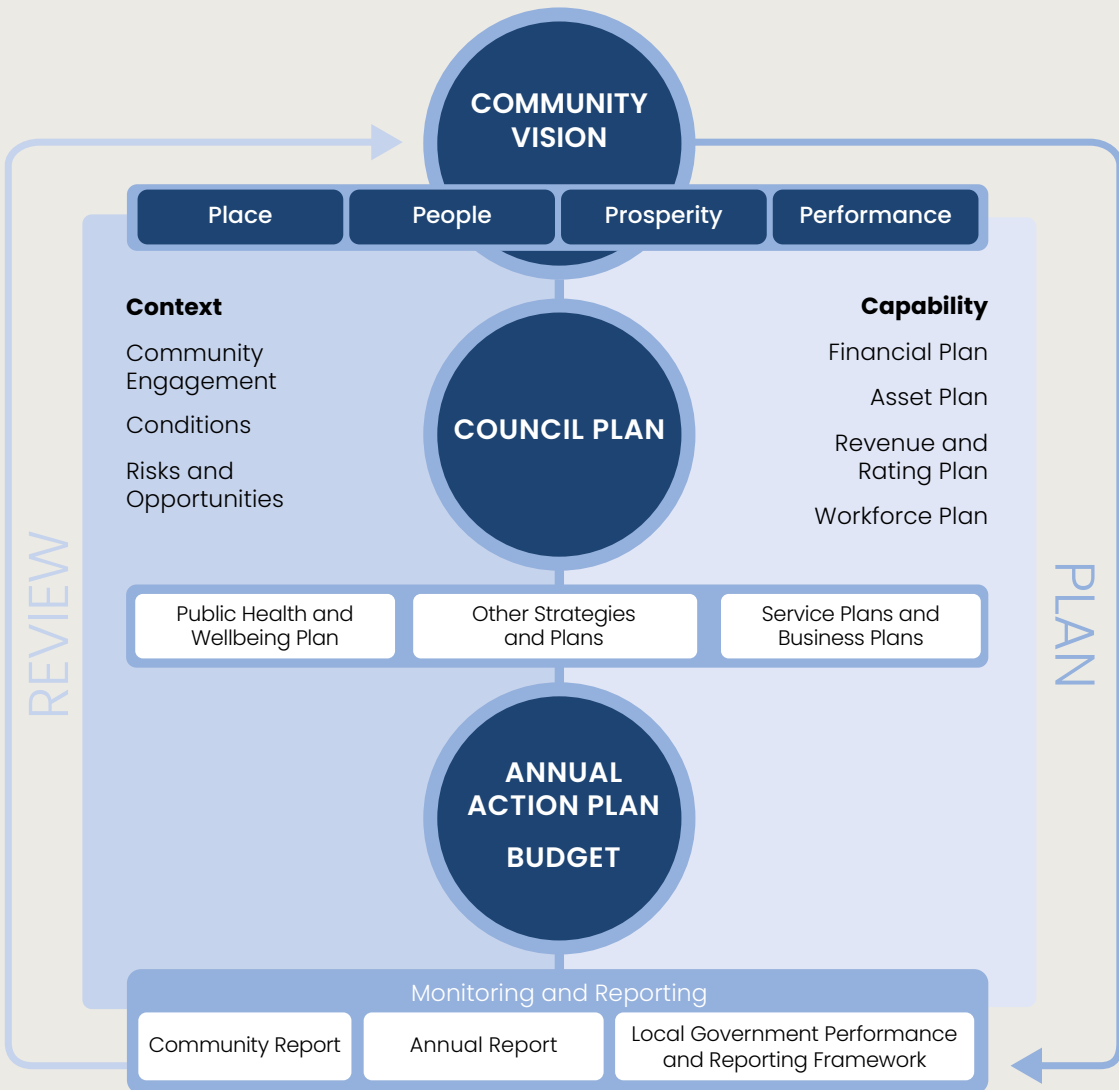
- Align all strategic planning with the Community Vision.
- Use an integrated approach to planning, monitoring and performance reporting.

To meet these requirements, we use the Integrated Strategic Planning and Reporting Framework. This helps us to stay focused on achieving our shared

Community Vision and ensures we regularly monitor our progress and report back to the community.

Our Council Plan outlines the strategic objectives and strategies we will put in place to achieve our Community Vision. It's supported by targeted strategies and plans focused on specific areas.

Each year, alongside the budget, we prepare an Annual Action Plan that outlines the key actions we will deliver under the Council Plan.



Our Community Vision

Welcome (Wominjeka).

We celebrate, protect and enhance our unique blend of coast, hinterland, Green Wedge and heritage – fostering our diverse culture and connected villages, townships and community.

We are committed to supporting community groups, sustainable and balanced growth, a vibrant local economy, fit-for-purpose infrastructure, and ensuring a prosperous, safe, accessible and inclusive future for all.

Our Community Vision can be themed into the following groupings, forming Council's strategic direction.

Place

Celebrate, protect and enhance our unique blend of coast, hinterland, Green Wedge and connected villages and townships.

People

A safe, accessible, inclusive and engaged community that fosters our diverse culture, supporting health and wellbeing and a connected and compassionate society for all.

Prosperity

Enabling balanced growth through innovation, empowering community groups and volunteers, and fostering a resilient, thriving and vibrant local economy.

Performance

A transparent, accountable council delivering measurable, community-centred services that are cost-effective, fit-for-purpose, future-proofed and responsive to community needs.



Plan Overview

Development of the Plan

We developed this Plan with the help of more than 3,000 community members who shared their ideas, concerns and priorities with us in early 2025.

These conversations took place as part of a two-month community engagement process that also helped shape the Public Health and Wellbeing Plan, Financial Plan and Asset Plan. We used a mix of broad and deliberative engagement methods to better understand the challenges our community faces and the opportunities we can work on together.

Council is committed to involving the Mornington Peninsula community, wherever possible, in decisions that affect them. This engagement was a testament to that commitment, bringing together valuable community insights to guide our planning for the future.

How we engaged

We connected with people in a range of ways to ensure a broad and diverse mix of voices were heard:

- 1,569 responses to our online survey, including from:
 - 890 people over the age of 60
 - 245 people that have disability
 - 22 people that identify as Aboriginal and/or Torres Strait Islander
 - 30 people that identify as LGBTIQ+
 - 95 people that speak a language other than English at home
- 930 conversations at our 18 pop-up locations.
- 262 postcards completed by primary school aged children.
- 44 children took part in kindergarten group activities.
- 70 responses to our youth survey (12–17 years).
- 3 in person Community Conversations as part of our deliberative engagement.

We heard from people across all ages, genders, backgrounds and abilities—reflecting the diversity of the Mornington Peninsula.

The draft Council Plan was presented for public exhibition for a 6-week period, with a further 385 responses helping to shape the final plan.

What we heard

Community members told us their top priorities are:

- Better management of Shire roads and infrastructure.
- Improvements to how Council operates.
- Protecting our natural environment and the Green Wedge.
- Ongoing management of waste services.
- Better transport options including paths and trails.

You can read more about what we heard in the Community Engagement Findings Report at:

mornpen.vic.gov.au/councilplan

Equity Impact Assessments

In line with the *Gender Equality Act 2020*, we undertook Equity Impact Assessments (including Gender Impact Assessments) on our Community Vision and community engagement approach, as well as the draft Council Plan and Public Health and Wellbeing Plan. These assessments evaluated how the Plans may affect our community based on their gender (women, men and gender-diverse people) as well as other attributes such as age, cultural background, disability, and sexual and gender identities. This process ensures the Plans are inclusive and equitable, address potential negative impacts, and meet Council's various legislative obligation including those under the *Gender Equality Act 2020* (Vic), the *Public Health and Wellbeing Act 2008* (Vic), the *Disability Act 2006* (Vic) and the *Disability Discrimination Act 1992* (Cth).

How to read the Plan

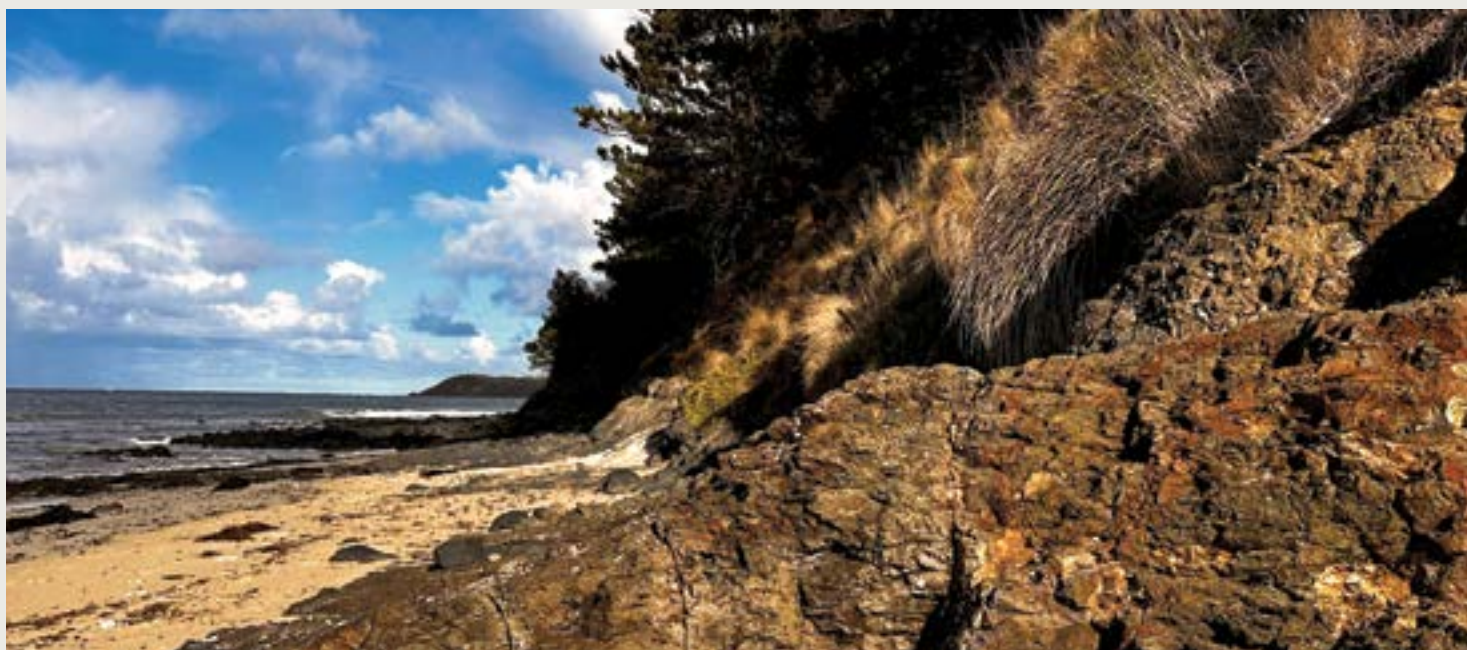
The Council Plan consists of the following parts:

- **Strategic direction:** Council's priority areas. These are aligned with the Community Vision themes.
- **Strategic objectives:** The outcomes Council is seeking to achieve to support the strategic direction.
- **Strategic indicators:** How we measure progress towards our strategic objectives (reported annually through our Annual Report).
- **Strategies:** What we prioritise and do to achieve our objectives.
- **Supporting documents:** The key strategic plans and policies of Council that support delivery of our priorities.
- **Performance measures:** How we measure our performance in delivering our strategies and priorities (reported quarterly through our Community Report).

Council's Role

Council plays a number of different roles in supporting the community. Council's role in delivering the strategies in this plan is represented as follows:

- D Deliver:** Plan and deliver evidence-based programs, services, and policies, undertake community and stakeholder engagement as well as provide and maintain facilities and infrastructure.
- P Partner:** Work collaboratively with and build the capability of key stakeholders, community groups and individuals to provide and support evidence-informed programs, services and policies.
- A Advocate:** Advocate for systemic change and increased resourcing to address challenges and improve the local service sector.
- R Regulate:** Fulfil legislative requirements and ensure effective use of public resources, such as compliance with health standards, enforcement of local laws and management of community infrastructure.



Place

Strategic Direction 1





Celebrate, protect and enhance our unique blend of coast, hinterland, Green Wedge and connected villages and townships.

Fast Facts:



Home to an internationally significant biosphere reserve and state significant wetlands



400 species of native animals



1/5th of the state's flora



37 per cent tree canopy coverage in urban areas



440km of waterways



40 townships and villages



93,600 dwellings across the Peninsula



82 per cent of the Peninsula is not serviced by public transport

Place

Strategic Objective 1.1: Protected, resilient and enhanced natural environments.

Strategies:

- 1.1.1 Engage the community to protect and improve natural landscapes, ecosystems and biodiversity. **D P**
- 1.1.2 Manage our beaches and foreshores to ensure they are safe, accessible, enjoyable and resilient to the impacts of coastal change. **D P**
- 1.1.3 Maintain and enhance our public open spaces. **D P**
- 1.1.4 Support the ongoing protection of the Green Wedge to maintain its environmental, agricultural, recreational and tourism value. **D A R**
- 1.1.5 Build our environmental resilience to climate change through adaptation and mitigation. **D P A**
- 1.1.6 Effectively manage water by building flood resilience, preserving waterways, advocating for safe supply and supporting wastewater and recycled systems. **D P A R**
- 1.1.7 Promote and work towards a zero waste circular economy to preserve our environment and strengthen the local economy. **D P A**

Supporting documents:

- Beyond Zero Waste Strategy
- Biodiversity Conservation Plan
- Green Wedge Management Plan
- Open Space Strategy
- Our Coast Our Future: Coastal Strategy
- Our Water Future: Integrated Water Management Plan
- Urban Forest Strategy

Strategic indicators:

Indicator	Target	
Total area of wildlife habitat	Increase	↑
Tree canopy coverage in urban areas	45% (by 2034)	↑
Proportion of people who are satisfied with our beaches and foreshore areas	Increase	↑
Proportion of people who use public open space on a regular basis	Increase	↑
Total area of Green Wedge	Maintain	✓
Kerbside collection waste diverted from landfill	Increase	↑
Publicly available and updated flood mapping information	Annual targets met	✓
Greenhouse gas emissions	Decrease	↓

Strategic Objective 1.2:
Connected townships with integrated and accessible transport and well-maintained infrastructure.

Strategies:

- 1.2.1 Plan and regulate responsible development to accommodate future growth while maintaining neighbourhood character. **D A R**
- 1.2.2 Manage and maintain accessible facilities and assets that meet community needs. **D P**
- 1.2.3 Create an integrated and safe transport network and advocate for improved transport options. **D P A**
- 1.2.4 Improve the quality of our roads. **D**
- 1.2.5 Enhance and expand recreation trails across the Peninsula. **D P A**

Supporting documents:

- Asset Plan
- Community Facility Infrastructure Strategy
- Housing and Settlement Strategy
- Integrated Transport Strategy
- Neighbourhood Character Study
- Pedestrian Access Strategy
- Peninsula Trail Strategic Plan
- Property Strategy
- Public Amenity Strategy
- Road Improvement Strategy
- Road Management Plan
- Road Safety Strategy
- Universal Design Policy

Strategic indicators:

Indicator	Target	
Available housing land supply	Plan Victoria targets met	✓
Usage of community buildings and facilities	Increase	↑
People who travel by active transport to work	Increase	↑
People satisfied with the condition of the Shire’s public areas	Increase	↑
People satisfied with the condition of the Shire’s roads	Increase	↑
Shire roads assessed to be in a poor condition	Decrease	↓
Asset renewal gap	Asset Plan targets met	✓

People

Strategic Direction 2





A safe, accessible, inclusive and engaged community that fosters our diverse culture, supporting health and wellbeing and a connected and compassionate society for all.

Fast Facts:

-  Our median age of **48** is 11 years older than the Australian average
-  **81 per cent** of people report excellent, very good or good health
-  **1 per cent** of people identify as Aboriginal and/or Torres Strait Islander
-  **3rd largest** Aboriginal and Torres Strait Islander population in the Southern Metropolitan area
-  **6 townships** suffering rental stress (higher than the Australian average)

An estimated **948** community members sought assistance for homelessness in 2024-25, an increase of **16 per cent** from the previous year.
-  **5.4 per cent** of people identify as LGBTIQ+
-  **23 per cent** of people have disability

People

Strategic Objective 2.1: A safe, accessible, inclusive and healthy community.

Strategies:

- 2.1.1 Actively promote and improve the health and wellbeing of all community members. **D P A**
- 2.1.2 Support people of all ages, genders, identities and abilities through equitable, inclusive and universally-designed services, supports and infrastructure. **D P**
- 2.1.3 Build respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples. **D P**
- 2.1.4 Promote community safety through prevention, education and regulation. **D A P R**
- 2.1.5 Work in partnership with stakeholders to advocate for appropriate, available and affordable housing. **P A**
- 2.1.6 Promote and support initiatives that strengthen community resilience and adaptation to emergencies and climate impacts. **P A**

Supporting documents:

- Community Disaster Resilience Strategy
- Domestic Animal Management Plan
- Gender Equality Strategy
- Municipal Emergency Management Plan
- Public Health and Wellbeing Plan
- Reconciliation Action Plan
- Triple A Housing Plan
- Universal Design Policy
- We All Belong Strategy

Strategic indicators:

Indicator	Target	
Proportion of people who self-rate their health as good or very good	Increase	↑
Proportion of people who feel valued by society	Increase	↑
Proportion of people who have access to services and supports that meet their needs	Increase	↑
Proportion of people who feel safe in the community	Increase	↑

Strategic Objective 2.2: An engaged and connected community.

Strategies:

- 2.2.1 Improve and promote social connection within our community. **D P**
- 2.2.2 Provide inclusive and accessible recreation and leisure opportunities across the Peninsula. **D P A**
- 2.2.3 Encourage and support a rich, inclusive and vibrant arts and culture community. **D P A**
- 2.2.4 Encourage and support skills development and lifelong learning opportunities. **D P**
- 2.2.5 Communicate proactively and transparently with our community to enhance engagement and collaboration. **D P**

Supporting documents:

- Arts, Culture and Events Plan
- Community Engagement Strategy
- Music Plan
- Our Library Strategy
- Pavilion Strategy
- Playspace Strategy
- Recreational Facilities for Mountain Bike and BMX Strategy
- Sports Capacity Plan
- Sports Fair Access Plan

Strategic indicators:

Indicator	Target	
Proportion of people that feel connected to the community	Increase	↑
Proportion of people that belong to an organised group	Increase	↑
Community participation in Council's engagement activities	Increase	↑

Prosperity

Strategic Direction 3





Enabling balanced growth through innovation, empowering community groups and volunteers, and fostering a resilient, thriving and vibrant local economy.

Fast Facts:



55 per cent of workers live and work on the Peninsula



74 per cent of 15–24-year-olds are fully engaged in work or study



Top 5 industries: health care, construction, retail, accommodation and food services, education and training



7.9 million visitors to our region in 2024



Estimated worth of our agriculture and food industry is **\$1.3 billion** (second highest in Victoria)



32,250 hours contributed by Shire volunteers each year

Prosperity

Strategic Objective 3.1: A vibrant, innovative and thriving local economy.

Strategies:

- 3.1.1 Engage with local businesses and industry to attract investment, innovation and economic growth. **D P R**
- 3.1.2 Support and advocate for inclusive education, employment and training pathways for our community. **P A**
- 3.1.3 Promote the Peninsula as a premier cultural and tourism destination, attracting local, national and global visitors and events. **P A**
- 3.1.4 Advocate for sufficient commercial and industrial land on the Peninsula to meet future needs. **P A**
- 3.1.5 Foster a strong and sustainable farming, food and beverage economy. **P A**

Supporting documents:

- A Thriving Peninsula: Economic Development and Tourism Strategy
- Activity Centres Strategy
- Arts, Culture and Events Plan
- Food Economy and Agroecology Strategy
- Industrial Areas Strategy
- Industrial Land Use and Infrastructure Assessment and Rezoning Strategy
- We All Belong Strategy

Strategic indicators:

Indicator	Target	
Gross regional product	Increase	↑
Total number of jobs	Increase	↑
Proportion of employed people who reside and work on the Peninsula	Increase	↑
Total number of visitors to the Peninsula	Increase	↑
Available industrial land supply	Increase	↑
Economic output of the Agrifood Industry	Increase	↑

Strategic Objective 3.2: Valued partnerships and empowered community groups and volunteers.

Strategies:

- 3.2.1 Develop and invest in local community groups and organisations to build community capacity. **D P**
- 3.2.2 Coordinate, promote and celebrate volunteer-supported services and programs that encourage and enable volunteering. **D P**
- 3.2.3 Seek and enable increased external investment in community assets and services, including community and private investment. **P**
- 3.2.4 Explore, foster and strengthen strategic partnerships with all levels of government, service providers and key stakeholders to generate positive outcomes for the Peninsula. **P A**
- 3.2.5 Encourage our community to drive our key advocacy priorities. **P A**

Supporting documents:

- A Thriving Peninsula: Economic Development and Tourism Strategy
- Community Capital Infrastructure Policy
- Community Investment Funding Policy
- Volunteer Management Policy
- We All Belong Strategy

Strategic indicators:

Indicator	Target	
Return on investment from community investment funding	Increase	↑
Proportion of people who volunteer in the community	Increase	↑
Estimated volunteer hours and financial value of community volunteers	Increase	↑
Proportion of volunteer participants who feel their community contribution was valued	Increase	↑
Total external investment in community assets and services	Increase	↑
Community participation in advocacy projects	Increase	↑

Performance

Strategic Direction 4





A transparent, accountable Council delivering measurable, community-centred services that are cost-effective, fit-for-purpose, future-proofed, and responsive to community needs.

Fast Facts:



140,000 customer service calls a year



30,000 customer service centre visits a year



Overall community satisfaction of **6.5**



Average rate per property of **\$1,653**

Performance

Strategic Objective 4.1: A financially sustainable, high-performing and well-governed Council.

Strategies:

- 4.1.1 Provide long-term financial sustainability through operational efficiencies and increased revenue opportunities. **D**
- 4.1.2 Practice good governance, ensuring decisions are informed, made in accordance with relevant laws and benefit the community. **D**
- 4.1.3 Implement an integrated framework for planning, monitoring and reporting that enhances transparency and delivery of community outcomes. **D**
- 4.1.4 Ensure a safe and inclusive workforce that has the right capacity, capability and culture to deliver our strategic direction. **D**
- 4.1.5 Maximise technology systems, processes and data to improve service delivery, increase efficiency and enhance decision making. **D**

Supporting documents:

- Cybersecurity Strategy
- Data Governance Framework
- Financial Plan
- Governance Framework
- Integrated Strategic Planning and Reporting Framework
- IT and Digital Strategy
- Project Management Framework
- Revenue and Rating Plan
- Workforce Plan

Strategic indicators:

Indicator	Target	
Overall community satisfaction with Council	Increase	↑
Community satisfaction with governance and decision making	Increase	↑
Balanced budget forecast over the short, medium and long-term	Financial Plan targets met	✓
Annual budget variance	<±10%	✓
Overall achievement of Council Plan	>70% of strategic indicators achieved	✓
Organisational full time equivalent staff numbers	Financial Plan targets met	✓

Strategic Objective 4.2:
Community-centred, responsive,
and fit-for-purpose services.

Strategies:

- 4.2.1 Plan, deliver and review our services to ensure they are inclusive, benefit our community and meet current and future needs. **D**
- 4.2.2 Make our customer interactions easy, consistent and responsive. **D**
- 4.2.3 Foster a community-centred and continuous improvement approach across Council. **D**

Supporting documents:

- Benefits Management Framework
- Customer Charter
- Our Customer Strategy
- Service Management Framework

Strategic indicators:

Indicator	Target	
Community satisfaction with customer service	Increase	↑
Community satisfaction with Shire services	Increase	↑
Level 1 services reviewed	All services reviewed within past 5 years	✓
Benefits realised from service reviews	Service reviews targets met	✓

Reporting our Progress

Each financial year, alongside the budget, we develop Annual Action Plans that outline the key actions Council will deliver in each financial year in support of the strategies identified in this Plan.

We report our progress against the Annual Action Plan on a quarterly basis as part of our Community Report. To learn more, visit:

mornpen.vic.gov.au/communityreports

Performance measures sit below our strategic indicators, for each of our strategic objectives, enabling us to measure our progress every quarter.

The performance measures are provided in the table on the following pages.

We also report progress against each of our strategies and strategic indicators through our Annual Report.



Performance Measures

Strategic Objective 1.1: Protected, resilient and enhanced natural environments.

Measure	Target	Frequency
Area of bushland management works completed	Target set annually	Annually
Number of bushland working bees supported	Target set annually	Quarterly
Number of trees planted	Target set annually	Annually
Total length of beaches cleaned	Target set annually	Quarterly
Number of drainage pits inspected and cleaned	Target set annually	Quarterly
Tonnes of kerbside waste diverted from landfill	Increase	Quarterly

Strategic Objective 1.2: Connected townships with integrated and accessible transport and well-maintained infrastructure.

Measure	Target	Frequency
Average time for planning applications	Decrease	Quarterly
Planning applications decided within required timeframes	>60%	Quarterly
Compliance with our Road Management Plan (RMP)	RMP targets met	Annually
Total area of roads resurfaced and/or rehabilitated	Target set annually	Annually
Grant funding secured for roads	Not applicable	Annually
Percentage of compliance metrics from maintenance service contracts met	Targets in contracts met	Quarterly
Capital works renewal expenditure	Asset Plan targets met	Annually

Strategic Objective 2.1: A safe, accessible, inclusive and healthy community.

Measure	Target	Frequency
Number of preventative health and wellbeing initiatives delivered	Target set annually	Annually
Number of equity impact assessments undertaken on services, programs and policies	Increase	Quarterly
Number of compliance investigations completed within statutory timeframes	Increase	Quarterly
Participation in Maternal Child Health Care services	State targets met	Quarterly
Kindergarten participation rate	>95%	Annually
Youth participation in Council-provided programs	Increase	Annually
Delivery of Reconciliation Action Plan actions and targets	Target set annually	Annually
Delivery of initiatives from We All Belong Strategy	Target set annually	Annually

Strategic Objective 2.2: An engaged and connected community.

Measure	Target	Frequency
Number of programs delivered via Community Houses	Increase	Quarterly
Number of community-led events and projects, supported by Council, that promote social connection	Increase	Quarterly
Participation in Library programs	Increase	Quarterly
Number of recreation and leisure groups meeting diversity and access requirements	Increase	Annually
Participation in arts and culture activities	Increase	Annually
Number of engagement projects open each quarter	Not applicable	Quarterly
Total number of followers and subscribers across communication mediums	Increase	Quarterly

Strategic Objective 3.1: A vibrant, innovative and thriving local economy.

Measure	Target	Frequency
Average timeframe for business applications	Decrease	Quarterly
Number of business events and workshops led or supported	Target set annually	Quarterly
Number of community events held or supported	Increase	Quarterly
Average timeframe for event applications	Decrease	Quarterly
Visitations to Shire destinations	Increase	Quarterly

Strategic Objective 3.2: Valued partnerships and empowered community groups and volunteers.

Measure	Target	Frequency
Funding provided through Community Investment Funding	90-100% of adopted CIF budget	Quarterly
Number of advocacy campaigns delivered	Target set annually	Annually
Approval timeframes for community capital projects	Decrease	Quarterly
Total number of Shire volunteers	Increase	Quarterly

Strategic Objective 4.1: A financially sustainable, high-performing and well-governed Council.

Measure	Target	Frequency
Net Operating Expenses	<100% of adopted forecast	Quarterly
Expenditure on capital works projects	>90% of adopted forecast	Quarterly
Annual Action Plan actions completed or on track	>80%	Quarterly
Council decisions made at meetings closed to the public	<10%	Quarterly
Freedom of information requests resolved within statutory timeframes	>95%	Quarterly
Voluntary staff turnover	Target set annually	Quarterly
Time taken to fill positions	Not applicable	Quarterly
Staff engagement	>60%	Biennially
Audited contractor compliance to contract management plans	>90%	Annually
Number of negative contract variations	Decrease	Quarterly

Strategic Objective 4.2: Community-centred, responsive, and fit-for-purpose services.

Measure	Target	Frequency
Customer requests actioned within timeframe	80%	Quarterly
Average time for customer requests	Decrease	Quarterly
Voice of customer satisfaction score	Increase	Quarterly
First contact resolution	Target set annually	Quarterly
Total number of customer interactions across all channels (in person, phone, webchat and web page visits)	Not applicable	Quarterly



Council Plan 2025–29

Plan on a page

Place

1.1	Protected, resilient and enhanced natural environments.
1.1.1	Engage the community to protect and improve natural landscapes, ecosystems and biodiversity.
1.1.2	Manage our beaches and foreshores to ensure they are safe, accessible, enjoyable and resilient to the impacts of coastal change.
1.1.3	Maintain and enhance our public open spaces.
1.1.4	Support the ongoing protection of the Green Wedge to maintain its environmental, agricultural, recreational and tourism value.
1.1.5	Build our environmental resilience to climate change through adaptation and mitigation.
1.1.6	Effectively manage water by building flood resilience, preserving waterways, advocating for safe supply and supporting wastewater and recycled systems.
1.1.7	Promote and work towards a zero waste circular economy to preserve our environment and strengthen the local economy.
1.2	Connected townships with integrated and accessible transport and well-maintained infrastructure.
1.2.1	Plan and regulate responsible development to accommodate future growth while maintaining neighbourhood character.
1.2.2	Manage and maintain accessible facilities and assets that meet community needs.
1.2.3	Create an integrated and safe transport network and advocate for improved transport options.
1.2.4	Improve the quality of our roads.
1.2.5	Enhance and expand recreation trails across the Peninsula

People

2.1	A safe, accessible, inclusive and healthy community.
2.1.1	Actively promote and improve the health and wellbeing of all community members.
2.1.2	Support people of all ages, genders, identities and abilities through equitable, inclusive and universally designed services, supports and infrastructure.
2.1.3	Build respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples.
2.1.4	Promote community safety through prevention, education and regulation.
2.1.5	Work in partnership with stakeholders to advocate for appropriate, available and affordable housing.
2.1.6	Promote and support initiatives that strengthen community resilience and adaptation to emergencies and climate impacts.
2.2	An engaged and connected community.
2.2.1	Improve and promote social connection within our community.
2.2.2	Provide inclusive and accessible recreation and leisure opportunities across the Peninsula.
2.2.3	Encourage and support a rich, inclusive and vibrant arts and culture community.
2.2.4	Encourage and support skills development and lifelong learning opportunities.
2.2.5	Communicate proactively and transparently with our community to enhance engagement and collaboration.

How will we achieve this?

Each year, alongside the budget, we prepare an Annual Action Plan, which sets out the key actions we will deliver under the Council Plan.



**Mornington
Peninsula Shire**

Our Community Vision

Welcome (Wominjeka).

We celebrate, protect and enhance our unique blend of coast, hinterland, Green Wedge and heritage – fostering our diverse culture and connected villages, townships and community.

We are committed to supporting community groups, sustainable and balanced growth, a vibrant local economy, fit-for-purpose infrastructure, and ensuring a prosperous, safe, accessible, and inclusive future for all.

Prosperity

3.1 A vibrant, innovative and thriving local economy.

- 3.1.1 Engage with local businesses and industry to attract investment, innovation and economic growth.
- 3.1.2 Support and advocate for inclusive education, employment and training pathways for our community.
- 3.1.3 Promote the Peninsula as a premier tourism destination, attracting local, national and global visitors and events.
- 3.1.4 Advocate for sufficient commercial and industrial land on the Peninsula to meet future needs.
- 3.1.5 Foster a strong and sustainable farming, food and beverage economy.

3.2 Valued partnerships and empowered community groups and volunteers.

- 3.2.1 Develop and invest in local community groups and organisations to build community capacity.
- 3.2.2 Coordinate, promote and celebrate volunteer supported services and programs that encourage and enable volunteering.
- 3.2.3 Seek and enable increased external investment in community assets and services, including community and private investment.
- 3.2.4 Explore, foster and strengthen strategic partnerships with other levels of government, service providers and key stakeholders to generate positive outcomes for the Peninsula.
- 3.2.5 Encourage our community to drive our key advocacy priorities.

Performance

4.1 A financially sustainable, high-performing and well-governed Council.

- 4.1.1 Provide long-term financial sustainability through operational efficiencies and increased revenue opportunities.
- 4.1.2 Practice good governance, ensuring decisions are informed, made in accordance with relevant laws and benefit the community.
- 4.1.3 Implement an integrated framework for planning, monitoring and reporting that enhances transparency and delivery of community outcomes.
- 4.1.4 Ensure a safe and inclusive workforce that has the right capacity, capability and culture to deliver our strategic direction.
- 4.1.5 Maximise technology systems, processes and data to improve service delivery, increase efficiency and enhance decision making.

4.2 Community-centred, responsive, and fit-for-purpose services.

- 4.2.1 Plan, deliver and review our services to ensure they are inclusive, benefit our community and meet current and future needs.
- 4.2.2 Make our customer interactions easy, consistent and responsive.
- 4.2.3 Foster a community-centred and continuous improvement approach across Council.

How will we measure progress?

Each quarter we prepare a Community Report to report progress against our annual actions and the performance measures in the Council Plan.

Each year we prepare an Annual Report to report progress against our objectives and strategic indicators in the Council Plan

Want to know more visit:
mornpen.vic.gov.au/councilplan

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TIS: **131 450**

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**Mornington
Peninsula** Shire