



**MORNINGTON
PENINSULA**
Shire

AGENDA

COUNCIL MEETING

TUESDAY, 22 APRIL 2025

6:30PM

**MUNICIPAL OFFICES
BESGROVE STREET, ROSEBUD**

MORNINGTON PENINSULA SHIRE COUNCIL

WARDS AND COUNCILLORS

Beek Beek	Cr Kate Roper
Benbenjie	Cr Max Patton
Briars	Cr Anthony Marsh
Brokil	Cr Patrick Binyon
Coolart	Cr David Gill
Kackeraboite	Cr Stephen Batty
Moorooduc	Cr Bruce Ranken
Nepean	Cr Andrea Allen
Tanti	Cr Paul Pingiaro
Tootgarook	Cr Cam Williams
Warringine	Cr Michael Stephens

EXECUTIVE TEAM

Mr Mark Stoermer Ms Cheryl Casey Ms Sam Stanton Mr David Simon Mr Davey Smith Mr Bulent Oz	Chief Executive Officer Acting Director – Community Strengthening Director – Corporate Strategy and Business Improvement Acting Director – Planning and Environment Director – Assets and Infrastructure Chief Financial Officer
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RECORDING

Please note that this Council Meeting will be livestreamed to the Mornington Peninsula Shire's YouTube channel and a recording of the meeting will be available on the Shire's website.

Recording of persons in the public gallery is not intended but may occur incidentally. By attending this meeting, you consent to being filmed at the meeting and the possible use of subsequent recordings in a live streaming or published video of the meeting.

TABLE OF CONTENTS

ITEM	SUBJECT	PAGE NO
1	OPENING AND WELCOME.....	4
1.1	Acknowledgement of Country.....	4
2	PROCEDURAL MATTERS	5
2.1	Apologies	5
2.2	Disclosure of Conflicts of Interest Pursuant to Sections 126 – 131 of the <i>Local Government Act 2020</i>	5
2.3	Confirmation of Minutes	5
2.4	Council Decision Register	6
2.5	Councillor Briefing Sessions	7
2.6	Public Question Time	8
3	COUNCILLORS AND DELEGATES REPORTS	9
4	MANAGEMENT REPORTS	11
	PLANNING & ENVIRONMENT	11
4.1	Report on Climate Emergency Financial Expenditure and Associated Outcomes	11
4.2	Submission to Victoria's draft 30 Year Infrastructure Strategy - 2025-2055.....	16
	CORPORATE STRATEGY & BUSINESS IMPROVEMENT.....	24
4.3	Tier 3 Facilities Pilot - Evaluation and next steps.....	24
4.4	Community Vision - Formal Consideration following Public Exhibition	32
4.5	Extension of CN2718 - Independent Advisor - CEO Performance and Remuneration Review.....	36
5	NOTICES OF MOTION.....	39
5.1	Notice of Motion 479 (Cr Pingiaro) - Service Reviews	39
5.2	Notice of Motion 480 (Cr Allen) - Tennis and Bowls Club Leases	44
5.3	Notice of Motion 481 (Cr Gill) - Illegal Encroachment.....	46
5.4	Notice of Motion 482 (Cr Gill) - Drowning Prevention Strategies	48
5.5	Notice of Motion 483 (Cr Gill) - Cost Shifting	50
6	URGENT BUSINESS	52
7	CONFIDENTIAL ITEMS	53

1 OPENING AND WELCOME

Appointed Chairperson – Mayor, Cr Anthony Marsh

1.1 Acknowledgement of Country

To be read by Cr Roper

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 peoples' living culture continues to have a unique role in the life of this region..

2 PROCEDURAL MATTERS

2.1 Apologies

2.2 Disclosure of Conflicts of Interest Pursuant to Sections 126 – 131 of the *Local Government Act 2020*

2.3 Confirmation of Minutes

RECOMMENDATION

That the Minutes of the previous Council Meeting held on 8 April 2025, be confirmed.

2.4 Council Decision Register

- Attachment(s)
1. 2019 Council Decision Register Summary
 2. 2020 Council Decision Register Summary
 3. 2021 Council Decision Register Summary
 4. 2022 Council Decision Register Summary
 5. 2023 Council Decision Register Summary
 6. 2024 Council Decision Register Summary
 7. 2025 Council Decision Register Summary

PURPOSE

Council has requested a Decision Register for all its Council resolutions to be maintained by Shire Team Leaders and Managers.

Attached are Summaries of the 2019-2025 Decision Registers (Attachments 1-7) as at 11 April 2025.

RECOMMENDATION

That Council receives and notes the Decision Register Summaries for 2019-2025 (Attachments 1-7) as at 11 April 2025.

2.5 Councillor Briefing Sessions

Councillor Briefing Sessions – 1 April 2025

RECOMMENDATION

That Council receives and notes the record of Councillor Briefing Sessions for 1 April 2025.

2.6 Public Question Time

Questions from the public shall be dealt with at commencement of the meeting.

The aim of public question time is to provide an opportunity for the public to ask general questions at Council Meetings requiring routine responses. Questions with or without notice can be submitted.

Questions with notice are to be received in writing by 12.00pm the Friday prior to the relevant Council Meeting and can be lodged via the Shire's website. Questions received by this time will be provided with a considered response prepared by the relevant Shire officer and read by the Chief Executive Officer (CEO) at the Council Meeting.

Questions without notice must be lodged in person no later than 15 minutes prior to the commencement of the meeting. The question will be read by the CEO and taken on notice with a written response forwarded to the person asking the question within 7 days of the Council Meeting and published on the Shire's website.

This segment does not substitute for appeal or other formal business procedures with the Council.

3 COUNCILLORS AND DELEGATES REPORTS

At each Council Meeting, all Councillors will have the opportunity to provide an overview of any meetings attended as an appointed representative of Council.

If a Councillor chooses to provide details, the name of the conference/event and the Councillor attending will be noted in the Minutes for that meeting. If a Councillor requires additional information on the conference/event to be included in the Minutes, the Councillor must submit it in writing to Governance by 12.00 noon the day following the meeting.

Association/Committee	Representative/s	Substitute Representative/s	Shire Contact
Arts and Culture Advisory Panel	Cr Gill	Cr Patton	Tori Hayat, Team Leader – Arts and Culture
Association of Bayside Municipalities	Cr Patton	Cr Batty	Laura Crilly, Team Leader – Water and Coasts
Audit and Risk Committee	Cr Ranken Cr Batty	Cr Roper	Bulent Oz, Chief Financial Officer
Australian Coastal Councils	Cr Patton	Cr Batty	Laura Crilly, Team Leader – Water and Coasts
Bass Park Trust	Cr Gill	Cr Stephens	Pam Vercoe, Manager – Governance and Risk
Climate Emergency Community Reference Group	Cr Stephens	Cr Patton	Chris Yorke, Energy and Carbon Management Officer
Disability Advisory Committee	Cr Binyon	N/A	Monica Seal, Disability Community Inclusion Officer
Friends of Lospalos	Cr Binyon	N/A	Chris Munro, Manager – Community Partnerships
Greater South East Melbourne	Mayor	Deputy Mayor	Bulent Oz, Acting Chief Executive Officer
Health and Wellbeing Committee	Cr Williams	N/A	Kate Hills, Team Leader – Community Wellbeing
Hinterland Local Area Action Plan Advisory Committee	TBC	N/A	Jayde Hayes, Manager – Economic Development, Tourism and Investment
Metropolitan Transport Forum	Cr Batty	Cr Williams	Justine Lewis, Transport Strategy Coordinator
Mornington Liquor Industry Accord	Cr Batty	N/A	Katherine Cooper, Team Leader – Economic Development
Mornington Peninsula and Western Port Biosphere Reserve Foundation – Council Liaison Group	Cr Patton	Cr Stephens	James Rose, Team Leader – Natural Systems

Association/Committee	Representative/s	Substitute Representative/s	Shire Contact
Mornington Peninsula Cemetery Trust	Cr Roper Cr Batty Cr Pingiaro	N/A	Jenny Brown, Senior Cemeteries Officer
Municipal Association of Victoria (MAV)	Mayor	Deputy Mayor	Pam Vercoe, Manager – Governance and Risk
MAV Emergency Management Committee	Cr Batty	Cr Pingiaro	Andrew Joseph, Team Leader – Community Resilience and Emergency Management
Northern Mornington Peninsula Local Area Action Plan Advisory Committee	TBC	N/A	Jayde Hayes, Manager – Economic Development, Tourism and Investment
Peninsula Advisory Committee for Elders	Cr Williams	N/A	Helen Ridgeway, Positive Ageing Officer
South East Councils Climate Change Alliance	Cr Stephens	Cr Patton	Nicci Tsernjavski, Climate Change Partnerships Officer and Daniel Kabel, ESD Infrastructure Officer
Southern Mornington Peninsula Local Area Action Plan Advisory Committee	TBC	N/A	Jayde Hayes, Manager – Economic Development, Tourism and Investment
Triple A Housing Committee	Cr Gill	N/A	Petrina Dodds-Buckley, Housing Projects Lead
Victorian Local Governance Association (VLGA)	Cr Roper	Cr Pingiaro	Pam Vercoe, Manager – Governance and Risk
Western Port Local Area Action Plan Advisory Committee	TBC	N/A	Jayde Hayes, Manager – Economic Development, Tourism and Investment

4 MANAGEMENT REPORTS

PLANNING & ENVIRONMENT

4.1 Report on Climate Emergency Financial Expenditure and Associated Outcomes

Issued By	Manager - Climate Change & Sustainability
Authorised By	Acting Director - Planning & Environment
Document ID	A13567177
Briefing Note Number	BN2014 – 18 March 2025
Attachment(s)	1. NOM 472 Report on Climate Emergency financial expenditure and associated outcomes

EXECUTIVE SUMMARY

The purpose of this report is to provide Council a report on Climate Emergency financial expenditure and associated outcomes following the Notice of Motion 472, adopted 28 January 2025, for consideration at an April 2025 Council Meeting.

RECOMMENDATION

That Council notes the report in response to Notice of Motion 472.

COUNCIL & WELLBEING PLAN

This aligns with the Council and Wellbeing Plan, in particular:

Theme 1: A healthy natural environment and well-planned townships.
<ul style="list-style-type: none"> Strategic Objective 1.2: A healthy ecosystem, in which our coastline, bushland, wildlife and green wedge is resilient to the climate emergency and development. Strategic Objective 1.3: A sustainable built environment that respects the natural
Theme 2: A robust, innovative and diverse economy.
<ul style="list-style-type: none"> Strategic Objective 2.4: A diverse economy, with green and renewable opportunities, encouraging entrepreneurship, investment and innovation.
Theme 3: A flourishing, healthy and connected community.
<ul style="list-style-type: none"> Strategic Objective 3.2: A resilient and confident community where everyone connects and is supported. Strategic Objective 3.5: A community that is well connected through sustainable, accessible and integrated transport options.

4.1 (Cont.)**GOVERNANCE PRINCIPLES**

Section 9 of the *Local Government Act 2020* states that a Council must in the performance of its role give effect to the overarching governance principles. This report aligns with principles A, B, C, D, E, F, G, H and I which are:

- A. Council decisions are to be made and actions taken in accordance with the relevant law.
- B. Priority is to be given to achieving the best outcomes for the municipal community, including future generations.
- C. The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.
- D. The municipal community is to be engaged in strategic planning and strategic decision making.
- E. Innovation and continuous improvement is to be pursued.
- F. Collaboration with other Councils and Governments and statutory bodies is to be sought.
- G. The ongoing financial viability of the Council is to be ensured.
- H. Regional, state and national plans and policies are to be taken into account in strategic planning and decision making.
- I. The transparency of Council decisions, actions and information is to be ensured.

RELEVANT COUNCIL DECISIONS AND POLICIES

- Carbon Neutral Policy, adopted October 2016
- Climate Emergency Declaration, adopted 13 August 2019
- Climate Emergency Plan – ‘Our Climate Emergency Response, from 2020 to 2030, Ensuring Our Future’, adopted 25 August 2020.

DISCUSSION**Purpose**

This report provides detailed information in response to Notice of Motion 472.

Background

This report responds to Notice of Motion 472 (NOM), adopted on the 28 January 2025. The Report including Appendix A, B, C and D (Attachment 1) form the response to each section of the NOM. Note, Part B, 2. of the resolution is complete. South East Councils Climate Change Alliance (SECCCA) briefed Council on 4 March 2025.

Council Decision (28 January 2025)

That Council resolves to prepare a report for consideration at an April 2025 Council Meeting. This report will provide detailed information to assist Councillors in making informed strategic and budgetary decisions regarding the Climate Emergency Declaration.

4.1 (Cont.)

1. Financial Impact Analysis including:
 - A. A breakdown of total costs associated with the Climate Emergency Declaration over the past three budget cycles.
 - B. Specific budget allocations, including associated staff and consultant costs, programs, and initiatives.
 - C. A comprehensive assessment of community grants and their outcomes.
 - D. A full review of any state and federal grants or programs and their achieved outcomes.
 - E. Projections or case studies on the cost-saving of households when carrying out recommendations related to decarbonisation and impact on their cost of living and health.
 - F. Estimates of financial impact of climate-related weather events, coastal hazard impact, and adaption programs on Council.
 - G. A detailed insert from the Audit and Risk Committee, reporting on Risk Assessments related to climate change and associated mitigations.
2. Community Outcomes
 - A. An evaluation of tangible benefits, traceable back to the relevant investment, demonstrating the return on the specific investment made for the Mornington Peninsula community resulting from climate-related initiatives and expenditures.
 - B. A summary of measurable environmental or social benefits delivered by these initiatives.
 - C. Refer a list of coastal structures and budget costing for replacement or repair of projects that can be attributed to climate change.
3. Legislative Context
 - A. A comparison of the Shire's Climate Emergency actions with existing state and federal government legislation.
 - B. An assessment of potential overlaps or redundancies with higher levels of government.
4. Memberships and Subscriptions
 - A. A detailed list of climate-related associations, networks, and groups to which the Shire subscribes.
 - B. The annual costs, associated benefits, and tangible outcomes of these memberships.
 - C. Case studies or examples of the cost and viability of undertaking policy or programs internally without the assistance of external membership entities.

Part B

That Council:

4.1 (Cont.)

1. Recognises that many of the benefits of Council-funded initiatives, including climate action are not immediately tangible or measurable, and acknowledges and values these long-term and intangible outcomes. These include fostering community resilience, reducing future risks, and meeting ethical obligations to future generations.
2. Requests a Briefing from SECCCA to be attended by Councillors in February.

Options for consideration

Not applicable.

ENGAGEMENT

Not applicable.

COMMUNICATIONS PLAN

Not applicable.

LEGAL AND REGULATORY FRAMEWORK

Key legislation relating to Local Government responsibilities on climate change include:

1. *Climate Change Act 2017;*
2. *Local Government Act 2020; and*
3. *Public Health and Wellbeing Act 2008.*

See section 3 in the Report NOM 472 on legislative context.

CLIMATE AND SUSTAINABILITY CONSIDERATIONS

This report details the outcomes of the programs and projects relating to Climate Change for Mornington Peninsula Shire (Shire) and the community since the adoption of the Climate Emergency Plan, '*Our Climate Emergency Response, from 2020 to 2030, Ensuring Our Future*', August 2020. Climate and sustainability considerations are detailed throughout the report with key sections including:

- Financial impact analysis, detailing grants, return on investment, and greenhouse gas / carbon reductions.
- Community outcomes, detailing reduced energy and emissions, increased renewables, increased resilience, and less tangible outcomes such as health and education.

FINANCIAL CONSIDERATIONS

The report provides a financial impact analysis for climate change costs as follows:

- A. Breakdown of total costs associated with the Climate Emergency Declaration over the past three budget cycles. A cost breakdown of climate change projects, led by the climate change team, through the operating budget and other specified funding sources.
- B. Specific budget allocations, including associated staff and consultant costs, programs, and initiatives. Many projects delivering climate change outcomes also deliver significant operating cost savings for the organisation, with savings achieved to date estimated at \$2.4 million annually.

4.1 (Cont.)

- C. A comprehensive assessment of community grants and their outcomes. For every \$1 invested by the Shire through Climate Action Grants approximately \$1.95 has been invested by community which over the life of the program to date equates to \$948,666 of added value.
- D. Full review of any State and Federal grants or programs and their achieved outcomes. The total value of State and Federal grants/rebate programs received for climate related projects in the last three years is \$1.2 million.

OFFICER DIRECT OR INDIRECT INTEREST

No person involved in the preparation of this report has a direct or indirect interest requiring disclosure.

4.2 Submission to Victoria's draft 30 Year Infrastructure Strategy - 2025-2055

Issued By	Manager - Strategic & Infrastructure Planning
Authorised By	Acting Director - Planning & Environment
Document ID	A13633202
Briefing Note Number	BN2037 – 15 April 2025
Attachment(s)	1. Submission to Victoria's draft 30 year Infrastructure Strategy

EXECUTIVE SUMMARY

Infrastructure Victoria is the State's Independent Advisory Body. They conduct research on infrastructure issues and provide advice to government. They also prepare and update Victoria's 30 year Infrastructure Strategy.

Feedback is now being sought on the draft recommendations and options contained in Victoria's draft 30 year Infrastructure Strategy 2025- 2055 (the draft). The draft is available to view at www.infrastructurevictoria.com.au/resources/draft-30-year-strategy. Feedback is due by Monday 28 April 2025.

A Submission (Attachment 1) has been prepared for Council endorsement which provides feedback on each of the draft recommendations and suggests changes where necessary.

Subject to Council endorsement, it will then be sent to Infrastructure Victoria before the 28 April 2025.

RECOMMENDATION

That Council endorses the submission to Victoria's draft 30 year Infrastructure Strategy as per Attachment 1.

COUNCIL & WELLBEING PLAN

This aligns with the Council and Wellbeing Plan, in particular:

Theme 1: A healthy natural environment and well-planned townships.

- Strategic Objective 1.4: An accessible built environment that supports diverse, current and future community needs.

Theme 3: A flourishing, healthy and connected community.

- Strategic Objective 3.5: A community that is well connected through sustainable, accessible and integrated transport options.

GOVERNANCE PRINCIPLES

Section 9 of the *Local Government Act 2020* states that a Council must in the performance of its role give effect to the overarching governance principles. This report aligns with principles B and H which are:

4.2 (Cont.)

- B. Priority is to be given to achieving the best outcomes for the municipal community, including future generations.
- H. Regional, state and national plans and policies are to be taken into account in strategic planning and decision making.

RELEVANT COUNCIL DECISIONS AND POLICIES

Not Applicable.

DISCUSSION**Purpose**

The purpose of this report is to seek Council endorsement of a submission to Victoria's draft 30 year Infrastructure Strategy.

The Submission (Attachment 1) provides feedback on each of the draft recommendations and suggests changes where necessary.

A summary of the recommendations that are supported (either in whole or part) but where changes are being proposed is provided below:

Recommendation	Recommended change
1 – Build more social housing	Ensure funding for new social housing is distributed across Local Government areas, and not just focused in the urban areas close to Melbourne Central Business District.
2 – Facilitate markets and invest in kindergarten infrastructure	Expand the provision of infrastructure grants to support renewal projects. Form a more strategic alignment between Kindergartens on School Site (KOSS) planners and Local Government to set a pipeline of projects to meet the needs of the 3- and 4-year-old reforms.
5 – Build libraries and aquatic centres for Melbourne's growing communities	Widen to all Local Government areas, not just growth areas.
6 – Make government infrastructure more accessible	It is important that these upgrades are also prioritised for local government areas like the Mornington Peninsula to ensure peri-urban residents are not disadvantaged.
7 – Rezone locations near existing infrastructure for more home choices	Revise the draft recommendation to ensure areas of distinctive character, as recognised by the Mornington Peninsula Localised Planning Statement, and areas that are subject to environmental hazards, are not rezoned inappropriately.
9 – Run faster bus services, more often, in Victoria's largest cities	Ensure these bus services service peri-urban areas like the Mornington Peninsula Shire, not just urban areas close to Melbourne city.

4.2 (Cont.)

<p>10 – Build a new bus rapid transit network</p>	<p>Include:</p> <p>Better integration of public transport between busses and rail with a more reliable faster and more frequent express bus route service connecting our major townships to Frankston train station, with peak period frequencies of 15 minutes and a transition to zero emission buses.</p> <p>A zero emissions cross Peninsula bus service from Hastings to Mornington as soon as possible to connect with express bus routes.</p> <p>Extending the Rosebud FlexiRide service both in hours and catchment to include also other town areas to also link to an express bus service.</p>
<p>11 – Extend metropolitan trains and run more services in Melbourne’s west</p>	<p>Include:</p> <p>Upgrade train stations on the Stony Point rail corridor to improve safety, accessibility and active transport connections.</p> <p>Electrify the railway line from Frankston to Langwarrin and Hastings including integration with a bus transport hub.</p> <p>Interim improvements to the service frequency on the Stony Point line to 20 minutes during peak periods and 40 minutes off peak.</p>
<p>14 – Make local streets safer for children and communities</p>	<p>While local road changes, such as traffic calming, (as mentioned in Recommendation 14), can be desirable, it should not be a firm requirement to implement safe and appropriate speed limits. Implementing safe and appropriate speed limits is a fundamental of road safety and should not be stifled by requirements for expensive infrastructure.</p> <p>Vehicle speeds can be monitored after speed limit changes, and consideration given to traffic calming if vehicle speeds are not meeting the desired targets in the medium term.</p> <p>Recommendation 14 should not be so specific to state that 30 kilometre per hour (km/h) speed limits should not apply to roads that currently have speed limits over 50 km/h. There is likely some existing 50 km/h+ streets that should be 30 km/h but have had speed limits above 50 km/h for decades. The speed limit is not necessarily the current safe and appropriate speed limit for the current road use and road users. Most existing 50 km/h residential streets should have 40 km/h speed limits.</p> <p>Recommendation 14 could potentially refer to not implementing 30 km/h speed limits on "collector" or arterial roads where there is limited interaction between vulnerable road users and vehicles instead of referring to a specific existing speed limit.</p> <p>In addition, many roads with speed limits above 50 km/h (particularly 60 km/h, including on collector and arterial roads) should be 50 km/h, which would make these roads safer, more</p>

	<p>walkable, and more attractive for cyclists, while providing a compromise for vehicle travel speeds and traffic capacity.</p> <p>Safe and appropriate speed limits are a fundamental in having safe roads. In addition to speed limits in local streets, many existing speed limits in all types of existing speed zones and road environments don't suit the current road use and road users. An additional speed limit recommendation could be added to the 30 year plan in relation to implementing safe and appropriate speed limits on all roads in Victoria (both State-managed and Council-managed).</p> <p>Department of Transport and Planning, and Councils can already change speed limits but the investigation and application process (all speed limit changes must be approved by the Victorian Department of Transport and Planning) is time consuming, and inadequate funding is available for implementation of speed limit changes.</p>
<p>15 – Build safe cycling networks in Melbourne and regional cities</p>	<p>Funding also needs to be provided for peri-urban areas like the Mornington Peninsula to deliver a safe bicycle network. Examples of where funding is needed to complete critical bicycle infrastructure on the Peninsula include:</p> <ol style="list-style-type: none"> 1. Complete Peninsula Trail from Mornington to Moorooduc station 2. Complete Peninsula trail –Various missing links 3. Implement on-road cycle lane upgrades –missing links etc., including plugging crucial gaps in the cycling network at these locations: <ul style="list-style-type: none"> • Point Nepean Road at Truemans Road, Tootgarook – three cyclists injured • Marine Drive at Bruce Road, Safety Beach – three cyclists injured • Point Nepean Road at Elizabeth Avenue, Capel Sound - five cyclists injured • Eramosa Road at the railway crossing for Peninsula Trail, Somerville – two cyclists injured • Esplanade (Bruce Road to Dominion Road), Mount Martha – six cyclists injured • Eramosa Road / Frankston Flinders Road intersection upgrade, Somerville.
<p>16 – Help government schools share their grounds</p>	<p>It is recommended that educational infrastructure be constructed or upgraded to meet minimum standards to allow for shared community use (e.g. sports fields, courts and playgrounds etc.) and streamline the process to establish Joint Use Agreements with schools, community and local government.</p>

4.2 (Cont.)

17 – Invest in maintenance, upgrades and expansions of community health facilities	Invest in funds to keep Rosebud Hospital open to expand emergency and imaging department, new operating theatres and more hospital beds.
20 – Upgrade critical public hospital infrastructure	A redeveloped Rosebud Hospital would attract the best healthcare professionals to the Southern Peninsula. It would also provide the opportunity to bring a range of services together, including aged care, education and research. Existing services such as Monash University and Chisholm Technical and Further Education (TAFE) could be better connected to Rosebud Hospital.
23 – Fund better health and wellbeing infrastructure for Aboriginal Victorians	<ul style="list-style-type: none"> • Consistency in Terminology: Throughout the strategy, terms such as "Aboriginal and Torres Strait Islander People," "Aboriginal," "First Peoples," and "Aboriginal Victorians" are used interchangeably. We recommend that the strategy adopt a consistent term to refer to Victoria's First Nations Peoples throughout the document. This will help ensure clarity, cohesion, and a more unified approach to the strategy while respecting the language preferences of the Indigenous communities. • Consultation with Traditional Owners (TOs): We strongly recommend that for any recommendations there should be a clear, structured process for consultation with Traditional Owners (TOs) of the land. Incorporating the knowledge and cultural insights of TOs is essential to ensuring that the strategy reflects the connection and values Indigenous communities hold toward the land, aligning with the Shire's RAP goals of building respectful relationships with Indigenous communities. • Culturally Safe Building Design: In Recommendation number 23, there is a recognition of the importance of culturally safe building design for Aboriginal and Torres Strait Islander Gathering Places. While this is a positive step, we believe it is essential that the principles of culturally safe building design be integrated across all aspects of the strategy—not just for gathering places. Culturally safe design should be a foundational principle that informs every Council project and facility to ensure inclusivity and respect for Indigenous culture at all levels.
24 – Reduce greenhouse gas emissions from infrastructure	<p>Recommend that once the carbon value is determined and adopted, this resource be shared with Councils and other organisations, with resources and technical support to encourage a consistent approach across industry.</p> <p>Recommend acknowledging that deconstruction / end of life also contributes to carbon footprint and should be included in carbon price, further incentivising circular design.</p>

4.2 (Cont.)

26 – Better use government land for open space and greenery	<p>Ensure that funding opportunities apply to peri-urban areas like the Mornington Peninsula, not just urban areas close to Melbourne city.</p> <p>Include funding, support and actions to plant and manage trees and vegetation on state-government owned / controlled roads, open spaces and precincts to support local canopy and biodiversity targets.</p>
27 – Better prepare infrastructure for climate change	<p>Climate change impacts are felt strongest at the community level, and local governments are the closest level of government to prepare, respond, react and recover. It would be highly effective and efficient for the state government to invest directly into local government capacity to adapt its infrastructure and focus on prevention of natural disasters.</p>
28 – Use new flood maps to revise planning schemes	<p>The recommendation should be revised to clarify that the State government is best placed to lead the planning scheme amendments, in conjunction with planning authorities to introduce the Special Building Overlay (or other relevant flooding controls) into all planning schemes as a matter of urgency to ensure the flood risks are well understood and easy to find by the community.</p>
31 – Invest in home, neighbourhood and big batteries for more energy storage	<p>Recommend targeting actions and investment to priority populations.</p>
36 – Reform Victoria's infrastructure contributions	<p>Clarify that funding captured through developer contributions must be retained and spent by Local Government to support local communities.</p>
37 – Improve asset management of government infrastructure	<p>With a focus on asset management practice and asset management data, state government will be able to contribute proactively to planning for long term asset planning in the community and identify opportunities to work co-operatively with local governments and other service agencies with similar asset foci.</p>
38 – Prepare for more recycling and waste infrastructure	<p>Increased product stewardship scheme, increase in materials accepted through the Container Deposit Scheme (CDS) and better use of this existing infrastructure. To collect items/materials where a clear high value end product can be obtained/utilised – not just the recovery of an item to reduce waste to landfill e.g.: end product provides little or no value and may be problematic in the future.</p>
40 – Use modern traffic control technology for efficient and safe journeys	<p>Also provide funding for this technology in peri-urban areas like the Peninsula to enable implementation of traffic control technology along key corridors feeding to the Peninsula and main activity centres. Travel time signage and ramp signal metering is required on Peninsula Link and Mornington Peninsula Freeway.</p>

	<p>Provide smart wayfinding signs on feeder roads to the Western Port area of alternative freight corridors with real time travel times.</p> <p>Implement variable speed signs and curfew signs to manage freight speeds and access through Somerville and Tyabb to deter heavy vehicle movements.</p>
<p>41 – Make rail freight competitive, reliable and efficient</p>	<p>Alternatively, upgrade major road freight corridors including Western Port Highway.</p> <p>Upgrade the Stony Point rail line to be more effective as a freight movement mode.</p>
<p>43 – Create and preserve options for future major infrastructure projects</p>	<p>Recommend that the State Government articulates its vision for the Port of Hastings and identifies what land it requires to deliver this vision and what land is surplus to requirement so that orderly planning of land can occur.</p>
<p>Additional feedback</p>	<p>There is a distinct lack of recommendations related to road safety as a distinct type of infrastructure (except for Recommendation 14).</p> <p>Without road safety infrastructure being sufficiently covered in the infrastructure strategy, road safety improvements will be a lower priority in competing for funding with all the other infrastructure recommended in the strategy. Yet, without significant funding and a focus on road safety the objectives of the Victorian Road Safety Strategy 2021-2030 of halving road deaths by 2030 and zero by 2050 won't be achieved.</p> <p>As a minimum, a recommendation could simply be "Implement the Victorian Road Safety Strategy 2021-2030 and its related action plans".</p> <p>In addition, there is an urgent need for increased State investment in ensuring Victoria's existing assets are maintained and renewed, including increased investment in:</p> <ul style="list-style-type: none"> • Coastal infrastructure to protect one of Victoria's greatest assets, its 'beaches' • Community infrastructure within coastal/foreshore areas (public toilets, playgrounds, paths, stairs and more generally beach access, parking areas. • Renewal/resurfacing of the existing State managed road network • Maintenance of State managed roads and road related infrastructure (such as barriers which are not being repaired when damaged and signs when they fall down or reach end of life).

4.2 (Cont.)**Background**

Infrastructure Victoria is the State's independent advisory body. They conduct research on infrastructure issues and provide advice to government. They also prepare and update Victoria's 30-year infrastructure strategy.

Feedback is now being sought on the draft recommendations and options contained in Victoria's draft 30-year infrastructure strategy 2025- 2055 (the draft). The draft is available to view at www.infrastructurevictoria.com.au/resources/draft-30-year-strategy. Feedback is due by Monday 28 April 2025.

Options for consideration***Option 1 – Endorse the submission – recommended***

Endorse the submission and submit it to Infrastructure Victoria by the due date of 28 April 2025. This option enables Council to provide feedback on Victoria's draft 30-year infrastructure strategy.

Option 2 – not endorse the submission – not recommended

Not endorse the submission and not submit it to Infrastructure Victoria. This is not recommended as this option will not enable Council to provide feedback on Victoria's draft 30-year infrastructure strategy.

ENGAGEMENT

No community engagement has been undertaken in developing the submission.

COMMUNICATIONS PLAN

Not applicable.

LEGAL AND REGULATORY FRAMEWORK

Not applicable.

CLIMATE AND SUSTAINABILITY CONSIDERATIONS

Not applicable.

FINANCIAL CONSIDERATIONS

There are no budget implications. The submission was prepared using existing staff resources.

OFFICER DIRECT OR INDIRECT INTEREST

No person involved in the preparation of this report has a direct or indirect interest requiring disclosure.

CORPORATE STRATEGY & BUSINESS IMPROVEMENT

4.3 Tier 3 Facilities Pilot - Evaluation and next steps

Issued By	Acting Manager - Customer Experience
Authorised By	Director - Corporate Strategy & Business Improvement
Document ID	A13652702
Briefing Note Number	BN2018 and BN2023 – 18 March and 1 April 2025
Attachment(s)	<ol style="list-style-type: none">1. Tier 3 Facilities Pilot - Evaluation Matrix2. Tier 3 Facilities Pilot - Evaluation data summary3. Tier 3 Facilities Pilot - Communications and Engagement Overview

EXECUTIVE SUMMARY

Tier 3 facilities are an annex of the broader Future Workplace model and represent small customer service hubs and satellite workspaces for Mornington Peninsula Shire (Shire) staff. Shire officers launched pilot Tier 3 facilities in July 2024, known as Your Local Connection Points (YLCPs), to explore opportunities in the more remote locations at Dromana, Red Hill, Somerville and Sorrento.

The 12-month pilot of Tier 3 Facilities is scheduled to end on 27 June 2025. Shire officers conducted an evaluation of the pilot, considering data collected throughout the pilot including customer experience surveys, operational and marketing statistics, and project expenditure.

Shire officers presented the evaluation and potential future options for the project at the Council Briefing held on 1 April 2025. The proposed options being:

1. Continue Shire services at all Tier 3 pilot locations.
2. Continue Shire services at Dromana and Somerville, while ceasing at Red Hill and Sorrento.
3. Continue Shire services at Dromana and Somerville, while investigating alternative, cost-effective locations for Red Hill (i.e. Flinders) and Sorrento.
4. Continue Shire services at Somerville only, while ceasing at Dromana, Red Hill and Sorrento.
5. Discontinue relevant services at all Tier 3 pilot locations.

Additionally, Council feedback relating to project costs has enabled Shire officers to review the resource costs associated with each facility, and to include a further option (Option 4), to maintain service at Somerville Library only.

The Evaluation Matrix (Attachment 1) resulted in a subsequent ranking of each Tier 3 site as follows:

1. Somerville (92%)
2. Dromana (63%)

4.3 (Cont.)

3. Red Hill (55%)
4. Sorrento (52%)

The Evaluation matrix reflects a consistently positive overall customer experience across the sites. Therefore, the use of existing community facilities, without lease costs, would likely result in more consistent rankings across the sites.

Customer service visitation has been largely constant for the trial period, with much lower numbers than average daily visitation at main Shire offices. Somerville rates most highly with Customer Service personnel, with qualitative sentiment data reflecting a more meaningful staff experience there due to good relationships with library staff and more frequent customer visitation. Red Hill and Sorrento are the lowest overall performers, largely due to significantly higher operating costs and a high cost per site user.

The Shire officer recommendation below to continue services at Somerville while ceasing at the other three Tier 3 pilot sites, reflects the rankings above, taking into consideration the ongoing lease and resource costs for each site, and future opportunities to explore co-located services under the Future Workplace project.

RECOMMENDATION

That Council endorses the continuation of customer support services at the Somerville Library, whilst ceasing the Tier 3 facilities at the Mornington Peninsula Visitor Information Centre (Dromana), Red Hill Village Shopping Centre and Sorrento Community Centre.

COUNCIL & WELLBEING PLAN

This aligns with the Council and Wellbeing Plan, in particular:

Theme 3: A flourishing, healthy and connected community.

- Strategic Objective 3.3: A community in which people from all generations, backgrounds and abilities can access local services.

GOVERNANCE PRINCIPLES

Section 9 of the *Local Government Act 2020* states that a Council must in the performance of its role give effect to the overarching governance principles. This report aligns with principles B, E and G which are:

- B. Priority is to be given to achieving the best outcomes for the municipal community, including future generations.
- E. Innovation and continuous improvement is to be pursued.
- G. The ongoing financial viability of the Council is to be ensured.

RELEVANT COUNCIL DECISIONS AND POLICIES

At the Council Meeting held on 21 February 2023, Council endorsed the recommended model of one consolidated office with satellite locations and tiered offices for the Future Workplace of the Shire.

4.3 (Cont.)

At the Council Meeting held on 28 November 2023, Council endorsed further feasibility be undertaken on Tier 3 Facilities, including user need studies, community consultation, and the implementation of a pilot program.

At the Executive Meeting held on 24 April 2024, Executive approved the functional requirements, locations, staffing, and program outlined in the Tier 3 Feasibility Study.

DISCUSSION**Purpose**

The purpose of this report is to provide Council with a detailed evaluation of the Tier 3 Facilities Pilot and seek endorsement for the continuation of Customer Service at the Somerville Library.

Background

Tier 3 facilities are an annex of the broader Future Workplace model and represent small customer service hubs and satellite workspaces for Shire staff. In 2024, a feasibility study determined suitable scope and budget, which deemed a 12-month pilot necessary to test assumptions of the endorsed Future Workplace model, such as community demand for widespread in-person services, and staff appetite for flexible workspaces.

Shire officers launched pilot facilities in July 2024, known as Your Local Connection Points (YLCPs), to explore opportunities in locations more remote than the existing Shire offices in Rosebud, Hastings, and Mornington.

The trial was conducted at the following locations:

- Dromana Visitor Information Centre, Wednesdays 10.00am-4.00pm
- Red Hill (shop front in Red Hill South shopping village), Thursdays 9.00am-5.00pm
- Somerville Library, Monday-Friday 10.00am-5.00pm (closed 1.00pm-2.00pm)
- Sorrento Community Centre, Fridays 9.00am-5.00pm.

In 2024, the Tier 3 facilities objectives were developed to align with the Future Workplace guiding principles, and are defined as follows:

- increase our connection and outreach with the community
- make it easier for customers to access Shire services
- build organisational agility and innovation
- gain key learnings which support development of the Future Workplace model including long term financial sustainability.

The Evaluation criteria and performance measures were developed based on these principles and objectives. The completed Evaluation Matrix is included as Attachment 1, which has resulted in the following rankings:

1. Somerville (92%)
2. Dromana (63%)
3. Red Hill (55%)

4.3 (Cont.)**4. Sorrento (52%)**

The Evaluation criteria and performance measures were developed based on project objectives established by the Project Control Group members. These objectives, which align with the Future Workplace guiding principles, are:

- increase our connection and outreach with the community
- make it easier for customers to access Shire services
- build organisational agility and innovation
- gain key learnings which support development of the Future Workplace model including long term financial sustainability.

To complete the evaluation, Shire officers compiled data through customer experience surveys, staff questionnaires, and operational and marketing statistics.

Somerville

Somerville differs from the other Tier 3 sites as this township has a longer legacy of providing customer service. Customer Service was available at the Somerville Recreation Centre from 1997 to 2016. In 2016, the service moved to the Somerville Library due to closure of the Recreation Centre. Therefore, there is a much higher reputational risk associated with ceasing service at this location.

Therefore, Shire officers have included an option to maintain Customer Service only at the Somerville Library, which have the following advantages:

- Minimised reputational risk by continuing a service which has been locally available since 1997.
- No requirement for marketing the service at this location, given long-term, historical provision existing in Somerville township, allowing a reduction in Full Time Employee (FTE) costs.
- Possibility to explore multi-skilling staff in order to transition to a business-as-usual model with increasingly lower operational costs.
- Removes the complexity of needing to distribute personnel across seven sites.
- Opportunity to continue investigating co-located Library and Customer Support services which aligns with the Tier 2 facility description in the Future Workplace model.

Options for consideration

While there is the potential for multiple options for the future of the Tier 3 Facilities Project, Shire officers have identified five proposed options below for Councillors to consider.

4.3 (Cont.)

Table 1: Potential future options for Tier 3 Facilities Project

Option	Key Opportunities	Disadvantages
1 Continue Shire services at all Tier 3 pilot locations for a further term	<ul style="list-style-type: none"> Collect and consolidate further data Extended time to explore service activations Maintain service which has yielded positive customer experiences 	<ul style="list-style-type: none"> Financial cost to Council Resourcing challenges Poor staff experience at isolated or low visitation sites
2 Continue Shire services at Dromana and Somerville; cease at Red Hill and Sorrento	<ul style="list-style-type: none"> Reduced project costs Maintain service model with less expenditure Increased efficiency in administration of project model Improved staff experience with removal of Sorrento 	<ul style="list-style-type: none"> Coolart and Nepean ward residents disadvantaged with access to services Reputational risk with closing some locations
3 Continue Shire services at Dromana and Somerville, while investigating alternative, cost effective locations for Red Hill (i.e. Flinders) and Sorrento	<ul style="list-style-type: none"> Significant savings Maintain service model with less expenditure 	<ul style="list-style-type: none"> Resourcing challenges Poor staff experience at isolated or low visitation sites
4 Continue Shire services at Somerville only; cease at Dromana, Red Hill and Sorrento	<ul style="list-style-type: none"> Removed/reduced FTE costs Tier 2 facility exploration Reduced reputational risk No marketing or infrastructure cost 	<ul style="list-style-type: none"> Low site visitation costs
5 Discontinue relevant services at all Tier 3 sites	<ul style="list-style-type: none"> Significant savings Simpler customer service model 	<ul style="list-style-type: none"> No opportunity to collect further data given short pilot term Reputational risk Increased reputational risk with Somerville closure due to

4.3 (Cont.)

longstanding customer service provision

Whereas the other options present considerable financial and reputational risks, Option 4 allows Council to maintain some service delivery whilst facilitating significant cost savings compared with the pilot model.

COMMUNICATIONS PLAN

The Tier 3 Facilities Pilot has involved an extensive communications plan. The marketing campaign has combined traditional and digital media to reach diverse community members and build positive sentiment with Mornington Peninsula residents.

Shire officers have leveraged the following media to market Tier 3 and associated services:

Digital	Branded website URL with essential information throughout the trial period, including site locations, opening hours, upcoming events and FAQs.
Social	Organic and paid social campaigns run across Instagram, Facebook and LinkedIn.
Email	Featured in in-house newsletters including Peninsula Buzz and Library E-News.
Print	Print advertisements and articles in local newspapers and magazines: Mornington Peninsula News Group, Mornington Peninsula Magazine, and Peninsula Essence.
Content	Featured in in-house printed publications including Peninsula Wide, Summer Guide and Positive Ageing Newsletter.
Direct mail	Local letterbox drops to residents featuring site-specific services and activations.
Signage	Branded banners, teardrop flags, pavement signs, pull-up banners, desk wraps, posters, and wayfinding slats for local 'What's On' boards.
Collateral	Branded brochures, posters and postcards promoting services and events.
Engagement	'Connect. Share. Win!' competition encouraging community members to visit Your Local Connection Points and complete the customer service feedback form.
Service collaborations	Co-branded partnerships with Our Library Van, Mornington Peninsula Planners, Community Connectors and The Briars Nursery Free Plant Giveaway.
Internal	Internal communications to inform, engage and encourage Shire officers to use Your Local Connection Points for remote work, team-planning, and community engagement.

A full summary of the project's communication and engagement is included in Attachment 3. A draft communications plan is in development in order to communicate council's decision following this meeting.

4.3 (Cont.)**ENGAGEMENT**

As well as the marketing campaign, community have been engaged in the project through customer experience questionnaires. Shire officers have received 142 responses from the questionnaires, and the average customer experience rating is 4.9 out of 5 stars across all of the Tier 3 sites. Further details on engagement are included in Attachment 3.

LEGAL AND REGULATORY FRAMEWORK

Not applicable.

CLIMATE AND SUSTAINABILITY CONSIDERATIONS

Shire officers have considered sustainable practices in the planning of Tier 3 Facilities. This includes repurposing existing equipment and materials where possible and ensuring the facilities follow the same processes as our main offices (such as waste sorting and collection).

Tier 3 Services have not been categorised as an 'essential service'. Therefore, on extreme heat days, Tier 3 locations are closed to both staff and community.

FINANCIAL CONSIDERATIONS

The recommended option would yield a significantly lower cost to Council given a simpler model with only one Tier 3 location operating, and a reduction in marketing and project coordination costs.

In the pilot model, as well as across the remaining options, labour costs make up the majority of the project costs, which include:

- Customer Service Officers to staff front counters at additional sites (who cannot be suitably redistributed from main offices without compromising service levels).
- Project Lead to oversee pilot – full time equivalent for pilot term; which is no longer required unless the decision is made to explore alternative locations (and then in a part time capacity only).
- Communications and Engagement Officer (part time) – to ensure adequate marketing of the initiative.

Table 2 below shows projected expenditure across the proposed options, as well as isolated site totals.

- Somerville has higher totals as it covers 5 days of service
- Dromana, Red Hill and Sorrento operate 1 day each.
- The 'Alternative sites' projection covers up to 2 new sites, noting that the simpler operational model for Option 4 allows for a reduction of FTE costs.
- Across all options, the intention is to reduce or remove project resources in future years, to transition to a business-as-usual service.

Table 2: Project Tier 3 Facilities expenditure by option

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>
Dromana	\$37,080.80	\$37,080.80	\$37,080.80	-
Red Hill	\$89,700.32	-	-	-
Somerville	\$79,915.40	\$79,915.40	\$79,915.40	\$64,362.80
Sorrento	\$48,330.80	-	-	-
Alternative sites	-	-	\$73,111.90	-
TOTAL	\$ 255,027.32	\$ 116,996.20	\$ 190,108.10	\$64,362.80

The Tier 3 Facilities Project is currently not funded as a 2025-2026 financial year operating project, as it is subject to this evaluation being completed.

OFFICER DIRECT OR INDIRECT INTEREST

No person involved in the preparation of this report has a direct or indirect interest requiring disclosure.

4.4 Community Vision - Formal Consideration following Public Exhibition

Issued By	Manager – Transformation & ePMO
Authorised By	Acting Director - Corporate Strategy and Business Improvement
Document ID	A13644128
Briefing Note Number	BN2002 – 18 February 2025
Attachment(s)	Nil

EXECUTIVE SUMMARY

The purpose of this report is to present the draft Community Vision for formal consideration and results of public exhibition findings undertaken during March 2025.

92 responses were received during public exhibition, with 73% of responses reflecting a positive response to the reviewed Community Vision, an improvement on the 64% received on the original Vision 2024 pulse check.

RECOMMENDATION

That Council approves the Community Vision as follows:

- **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.

Vision Themes

- ***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.

4.4 (Cont.)

- **Performance**

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

COUNCIL & WELLBEING PLAN

The Community Vision supports the development of the next Council Plan 2025-2029.

GOVERNANCE PRINCIPLES

Section 9 of the *Local Government Act 2020* states that a Council must in the performance of its role give effect to the overarching governance principles. This report aligns with principle D which is:

- D. The municipal community is to be engaged in strategic planning and strategic decision making.

RELEVANT COUNCIL DECISIONS AND POLICIES

At its Meeting of 25 February 2025, Council resolved to place the reviewed draft Community Vision on public exhibition from 3 to 31 March 2025.

The reviewed version sought to simplify the Vision into a 'one pager,' with the Principles removed and integrated into the highest order Themes within Council's draft Strategic Council Plan 2025-2029.

The Community Vision was reviewed in accordance with the *Local Government Act 2020 (the Act)* and the Shire's Community Engagement Strategy and Policy.

DISCUSSION

Purpose

Section 8 of *the Act* states that Council develop or review a Community Vision within 12 months of a General Election, in accordance with the Council's deliberative engagement practices (the Shire's Community Engagement Strategy and Policy).

The Act requires the Community Vision to be for a period of at least the next 10 years.

Background

The Act of 2020 introduced the requirement for Councils to develop a Community Vision.

The Shire adopted the first Community Vision in 2021, following an extensive community engagement campaign resulting in over 3,000 community contributions. The data was shaped into words by an independent Citizens' Panel, empowered by Council to develop the Community Vision to 2040.

Leading into the October 2024 General Election, Council approved in-principle, to undertake a pulse check of the Vision (March to August 2024), respecting the breadth of information our community had shared only 3 years earlier.

The pulse check included a review of the Vision by the Shire's Citizens' Panel.

4.4 (Cont.)

The findings from the Community Vision pulse check reflected that 64% of the 698 respondents said the Vision still resonated with them, however 68% felt there was something not sufficiently represented, the top 5 being:

- Maintenance of infrastructure
- Regulation of development/management of the Green Wedge
- Environment and biodiversity
- Council operations
- Public transport and traffic management.

Following the October 2024 General Election, Council held a workshop in January 2025 to review the raw community engagement data from 2021 (>3,000 responses that were themed and shaped into the Vision by the Citizens' Panel) as well as the 698 responses from the 2024 Vision pulse check.

Council prepared a simplified 'one page' reviewed version of the Vision that continues to honour what our community has told us is important to them.

This reviewed Community Vision was approved for public exhibition on 25 February 2025.

In drafting their strategic plans to 2029, Council took the original Vision Principles and integrated these into the highest order themes with their draft Council Plan (Place, People, Prosperity and Performance).

The draft Council Plan 2025-2029 is scheduled to be presented for public exhibition throughout May 2025 and follows extensive general and deliberative engagement conducted during February to March 2025.

Recent Engagement Findings

92 responses were received following public exhibition of the reviewed draft Community Vision throughout March 2025 undertaken via an online survey and social media posts (Facebook, Instagram and LinkedIn).

73% of respondents reflected positive feedback, that the reviewed Community Vision resonated with them, showing an improvement on the 64% that was received during 2024 pulse check on the original Vision.

Next Steps

The Vision will progress through to design and be published as the overarching Vision to Council's strategic direction to 2029, reflected in their Council Plan, Public Health and Wellbeing Plan, Long-Term Financial Plan and Asset Plan.

ENGAGEMENT

A summary of the engagement undertaken is outlined in the background above.

Council determined to "Consult" our community in accordance with the Shire's Community Engagement Strategy and Policy.

COMMUNICATIONS PLAN

Communications will be released as part of Council's strategic direction for 2025-2029.

4.4 (Cont.)

LEGAL AND REGULATORY FRAMEWORK

As outlined in the Discussion above.

CLIMATE AND SUSTAINABILITY CONSIDERATIONS

Not applicable.

FINANCIAL CONSIDERATIONS

Not applicable.

OFFICER DIRECT OR INDIRECT INTEREST

No person involved in the preparation of this report has a direct or indirect interest requiring disclosure.

4 MANAGEMENT REPORTS

CORPORATE STRATEGY & BUSINESS IMPROVEMENT

4.5 Notice of Extension - CN2718 - Independent Advisor: CEO Performance and Remuneration Review

Issued By	Manager - Governance & Risk
Authorised By	Director - Corporate Strategy & Business Improvement
Document ID	A13684980
Briefing Note Number	Not applicable
Attachment(s)	1. Chief Executive Officer Employment and Remuneration Committee Meeting Minutes - 17 April 2025 ↓

EXECUTIVE SUMMARY

The purpose of this report is to seek Council approval to extend the current contract CN2718 with TMS Consulting for the provision of Independent Advisor services to the Chief Executive Officer Employment and Remuneration Committee (the Committee), for a further period of 12 months, commencing from 28 May 2025.

This extension is in line with the terms and conditions of the original agreement and ensures the continued provision of high-quality, independent advice in support of Chief Executive Officer (CEO) Performance Review and Remuneration processes.

RECOMMENDATION

That Council approves a 12-month extension of contract CN2718 with TMS Consulting for the Independent Advisor – Chief Executive Officer Performance and Remuneration Review, commencing from 28 May 2025.

COUNCIL & WELLBEING PLAN

This aligns with the Council and Wellbeing Plan, in particular:

Theme 3: A flourishing, healthy and connected community.

- Strategic Objective 3.5: A community that is well connected through sustainable, accessible and integrated transport options.

GOVERNANCE PRINCIPLES

Section 9 of the *Local Government Act 2020* states that a Council must in the performance of its role give effect to the overarching governance principles. This report aligns with principles A, C and I which are:

- A. Council decisions are to be made and actions taken in accordance with the relevant law.

4.5 (Cont.)

- C. The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.
- I. The transparency of Council decisions, actions and information is to be ensured.

RELEVANT COUNCIL DECISIONS AND POLICIES

- Council Meeting 16 May 2023 – Appointment of Tender CN2718 – Independent Advisor - CEO Performance and Remuneration Review.
- *Chief Executive Officer Employment and Remuneration Policy*
- *Procurement Policy*

DISCUSSION**Purpose**

To seek Council endorsement of a 12-month contract extension for CN2718 with TMS Consulting, commencing from 28 May 2025.

Background

TMS Consulting was appointed under CN2718 in May 2023 following a competitive procurement process. The contract includes an initial two-year term with the option of two 12-month extensions. Council determines whether to exercise these extensions based on service quality, performance, and organisational needs.

TMS Consulting has demonstrated a high standard of performance in providing independent advisory support to the Committee, helping to uphold governance standards and ensure objective, informed decision-making in relation to the CEO's Performance and Remuneration Review process.

At its meeting on 17 April 2025, the Committee confirmed its recommendation to Council for a 12-month extension.

The proposed 12-month extension allows continuity of service through the next cycle of CEO Performance and Remuneration Review process.

Options for consideration

Option 1 (Recommended): Extend the contract for 12 months in accordance with the existing agreement.

Option 2: Allow the contract to lapse and initiate a new procurement process (not recommended due to continuity and timing considerations).

ENGAGEMENT

No public consultation is required for this administrative decision.

COMMUNICATIONS PLAN

No formal communications plan is required. Internal communication with the Committee will occur following Council endorsement.

4.5 (Cont.)

LEGAL AND REGULATORY FRAMEWORK

The contract extension complies with the original terms of CN2718 and is in accordance with the *Local Government Act 2020* and Council's Procurement Policy.

CLIMATE AND SUSTAINABILITY CONSIDERATIONS

There are no direct climate or sustainability implications related to this contract extension.

FINANCIAL CONSIDERATIONS

The contract value remains within the original approved budget of \$207,000 plus GST. The extension will continue under the same pricing schedule as per the existing agreement, with no additional financial variation.

OFFICER DIRECT OR INDIRECT INTEREST

No person involved in the preparation of this report has a direct or indirect interest requiring disclosure.

5 NOTICES OF MOTION

5.1 Notice of Motion 479 (Cr Pingiaro) - Service Reviews

Cr Pingiaro has given notice of his intention to move the following motion at the meeting.

That Council receives a report by the end of April 2025 detailing:

1. *Details of all service reviews completed to date, including those undertaken since the establishment of the new service review team two years ago.*
2. *Since establishing this new team, the total savings and efficiencies for each Service Review.*
3. *The total cost of resourcing the Service Reviews internally (e.g. employees) and externally (e.g. consultants).*
4. *Information about the methodology used to complete Service Reviews and clarification of whether the services identified for review are determined by the service review team or the relevant service delivery team, or by legislative requirements that may already mandate a reduction or cessation of services (e.g. aged care, valuations, etc).*
5. *Any key findings or outcomes from the completed Service Reviews that have influenced operational or financial decision-making.*

Background

Council has been undertaking service reviews with no reports presented to Council. Council was advised by the previous Chief Executive Officer (CEO) that a dedicated team was established to restart the service review process due to our increasing financial challenges.

We must assess the effectiveness of such reviews in delivering financial and operational efficiencies. Transparency around the decision-making process for identifying services for review is also critical to ensure that resources are directed towards areas where tangible improvements can be made.

Issued By	Manager - Transformation & ePMO
Authorised by	Director – Corporate Strategy and Business Improvement

OFFICER COMMENT

Overview

The Service Review Program (the Program) represents a key strategic initiative to support Council's commitment to continuous improvement and long-term financial sustainability. Following the establishment of the Customer and Transformation Unit in June 2023, the Service Management Framework (SMF) was developed in-house and adopted by the Executive Leadership Team in November 2023.

The Program has progressed through the development of appropriate methodologies to the current active phase where nine Level 1 service reviews are underway across the organisation. Regular updates on the Program are provided to Councillors through multiple established reporting mechanisms, ensuring ongoing oversight and transparency.

5.1 (Cont.)

The Program directly supports Council's proposed Community Vision theme of 'Our Performance' which calls for:

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

Furthermore, the Program aligns with Council's two strategic objectives that underpin this theme in the draft 2025-2029 Council Plan:

- A financially sustainable, high-performing and well-governed Council
- Community-centred, responsive and fit-for-purpose services.

Program Status

The SMF established a structured approach to service management with five key components:

1. Strategic Service Plans
2. Service Catalogue
3. Service Profiles
4. Service Reviews
5. Service Redesign.

The approach to service management and service reviews has been deliberately comprehensive to build a secure methodology that provides a strong foundation designed to withstand resistance and continuation of the status quo. The methodology ensures any future reviews have options contained in them that present Council with a realistic prospect of achieving the Service Review Program's goals and outcomes of strategic alignment, service improvement, customer experience enhancement, and financial savings.

This robust approach is designed to deliver value through the entire review process, with efficiencies in processes identified through systematic mapping exercises, ensuring recommendations are evidence-based and implementable.

Currently, nine service reviews are underway across multiple units. The reviews are being conducted according to the adopted methodology and schedule, with financial benefits anticipated to align with the long-term financial planning timeframes previously shared with Councillors.

Service reviews are prioritised based on specific triggers rather than an arbitrary schedule, considering factors such as legislative changes, community expectations, financial considerations, and strategic alignment. This approach ensures reviews are conducted where they will add the most value to the community and organisation.

Current Reporting Mechanisms

Councillors currently receive information about the SMF and the Program through multiple established channels:

5.1 (Cont.)

1. Quarterly Organisational Performance Reports: These reports provide regular updates on the development and implementation of the SMF and the Program.
2. Corporate Strategy and Business Improvement Monthly Updates: Since the announcement of the Customer and Transformation Unit's formation in May 2023, this newsletter has included specific updates on the SMF and/or Service Reviews/Improvement on nine occasions.
3. Audit and Risk Committee: In February 2025, the Committee requested a standing report on Council's financial sustainability approach, including the Program.

Additionally, the governance framework for service reviews maintains a clear delineation of roles. While operational improvements are managed within the administration, any decisions that would materially change the future direction of a community-facing service proceed to a Council Briefing and then a Council Meeting for a Council decision.

Report Preparation

A report as requested can be prepared by the end of June 2025, noting that it would primarily include:

- Information on Program establishment and methodology
- Status updates on reviews currently in progress
- Details of any completed reviews (noting these are limited at present)
- Program costs and resourcing
- Preliminary findings where available.

It is important to note that most reviews currently underway will not be completed in time to demonstrate substantial financial outcomes in the June report. While the Program can report on potential efficiency opportunities identified to date, realised financial benefits typically lag behind review completion as the implementation of changes requires careful planning and execution.

This is consistent with Council's indicative financial sustainability modelling for its 10-year Financial Plan; substantial financial returns are projected to materialise from the 2026 financial year onwards, subject to future Council decisions on individual programs and services.

Legal Implications

The Notice of Motion relates to reporting on an existing operational program. Some aspects of service review findings may have industrial relations implications or contractual considerations that would need to be appropriately managed in any public reporting.

The *Local Government Act 2020* provides guidance on Council and administrative roles, and contains specific provisions regarding service performance:

Part 5—Council operations Division 1—Service performance

106 Service performance principles

- (1) A Council must plan and deliver services to the municipal community in accordance with the service performance principles.

5.1 (Cont.)

- (2) The following are the service performance principles—
- (a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;
 - (b) services should be accessible to the members of the municipal community for whom the services are intended;
 - (c) quality and costs standards for services set by the Council should provide good value to the municipal community;
 - (d) a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;
 - (e) service delivery must include a fair and effective process for considering and responding to complaints about service provision.

The Service Review Program supports Council's fulfillment of these legislative requirements, particularly regarding continuous improvement and providing good value to the community.

Financial and Resourcing Implications

Preparing the requested report will require staff time from the Service Improvement team and other units to compile the information. This will be accommodated within existing resources but may impact the progress of ongoing service reviews.

It should be noted that the Program was established with a timeline that projected financial benefits commencing in the 2026 financial year, as reflected in scenario planning previously presented to Councillors. Accelerating financial outcomes beyond this timeline may compromise the quality and sustainability of review outcomes.

As requested, the report will include details of the Programs costs to date, including internal staffing and any external consultant costs associated with the Program.

Potential Alternative Wording

That Council:

1. Notes that the Service Review Program is currently in active implementation phase with several reviews underway across the organisation.
2. Requests a report by the end of June 2025 detailing:
 - a) The Service Review Program structure, methodology and governance
 - b) Status of all service reviews completed and in progress
 - c) Any financial outcomes achieved to date and process for measuring future benefits
 - d) Program costs and resourcing
 - e) Key findings that have influenced operational decision-making.
3. Notes that service reviews systematically evaluate operational efficiency and strategic alignment with Council's proposed 'Our Performance' Community Vision theme and the draft strategic objectives of 'A financially sustainable, high-performing and well-

5.1 (Cont.)

governed Council' and 'Community-centred, responsive and fit-for-purpose services.' While recommendations require implementation time before financial benefits are fully realised, based on Council's indicative financial sustainability modelling for its 10-year Financial Plan, substantial financial returns are projected to materialise from FY2026 onwards, subject to future Council decisions on individual programs and services.

4. Notes that:

- a) Council's Audit and Risk Committee has requested standing reports on Council's financial sustainability approach, including the Service Review Program.
- b) Quarterly Organisational Performance reports provided to Councillors include information on service management and service review activities.
- c) The existing governance framework ensures that any decisions requiring material changes to community-facing services proceed to Council for decision.
- d) Requests that high-level information from these existing reporting mechanisms be incorporated into the June 2025 report.
- e) Notes that future reporting on the Service Review Program will align with and support the proposed 'Our Performance' theme in the Community Vision and related draft strategic objectives in the Council Plan, with reporting to be incorporated into the proposed Annual Action Plan reporting process.

5.2 Notice of Motion 480 (Cr Allen) - Tennis and Bowls Club Leases

Cr Allen has given notice of her intention to move the following motion at the meeting.

Council resolves that:

1. *Shire officers undertake additional engagement with representatives from relevant clubs and associations by May 2025, to gather feedback on outstanding issues and concerns regarding proposed tennis and bowls club leases.*
2. *Shire officers provide a report to Council by early September 2025 following the engagement and relevant existing leases remain in overholding until then.*

Background

Council resolved at its Ordinary Meeting of 23 July 2024, to enter into new leasing agreements with a range of community tennis and bowls clubs operating on Council owned or managed land. Councillors were assured on multiple occasions at that meeting that the clubs had been consulted on these leases. The Clubs have reported not receiving any prior information from Council as to any increase in rent payable, nor did Council or its representatives meet and/or discuss the general concerns held by the Clubs.

As outlined in a letter from Tennis Victoria - clubs feel they have not been afforded input or discussion into the lease restructure process.

Two of our State MPs also raised concerns with regards to these leases in November 2024.

The 18 tennis clubs requested that the Peninsula Tennis Association (PTA) represent them in discussions with Council on these concerns and Council received correspondence from lawyers representing the PTA which details the concerns with the leases.

On 22 November 2024, a meeting was held between the Clubs, PTA and Shire officers to discuss these concerns. As a result of that meeting there was an expectation that the new leases would not be implemented, and Shire officers would be coming back to a Council meeting early in 2025 with recommendations to address the concerns.

Since that November meeting there has been no communication with the PTA and a recent update from Shire officers indicated that “Council remains committed to implementing the new lease agreements in fulfillment of the Council resolution.”

Issued By	Manager - Assets Property and Building Management
Authorised by	Director – Assets and Infrastructure

OFFICER COMMENT

Mornington Peninsula Shire (Shire) officers have liaised with Cr Allen on the wording of the proposed Notice of Motion (NOM). The motion allows for a formal pause to the implementation of the current Council resolution, while additional engagement and preparation of a report for Councillors consideration is undertaken.

Shire officers have committed resources to undertaking additional engagement with impacted tennis and bowls clubs and related stakeholders. It should be note that most bowls clubs have already signed up to the new lease agreements and so the focus of the additional engagement will primarily be with tennis clubs in the Shire.

Shire officers have contacted the PTA to re-establish lines of communication.

5.2 (Cont.)

By way of background, in 2022 the Property Operations team in collaboration with the Community Sport Development and Community Infrastructure and Open Space Planning teams engaged a consultancy firm, Sports Wise, to review tennis and bowling club lease agreements. The review process incorporated bench marking, consultative workshops with clubs, as well as recommendations and feedback from internal teams such as Building Maintenance, and Open Space Maintenance.

In June 2023 Council received the final report from the consultant inclusive of the club consultation and benchmarking with other Councils. A Council briefing was then held on 8 November 2023, where Shire officers presented the recommendations based on their assessment and findings.

Legal Implications

All overdue leases will remain in overholding with the existing rights and obligations until the completion of the additional engagement and the provision of a report to Councillors.

The PTA has been asked by the 18 impacted tennis clubs to represent their interests. The PTA has engaged legal advice to review the proposed Council leases.

Financial and Resourcing Implications

On the basis of the Council resolution on 23 July 2024, Shire officers have projected 2025/26 budget income from tennis and bowls clubs' leases based on the revised rental charges proposed. These income figures may require revision following completion of the proposed actions in the NOM.

Potential Alternative Wording

Nil.

5.3 Notice of Motion 481 (Cr Gill) - Illegal Encroachment

Cr Gill has given notice of his intention to move the following motion at the meeting.

That:

1. *Council publicly lists all identified structure or other similar encroachments on Council owned property unless confidential legal action is underway.*
2. *Councillors be immediately informed of any reasons why enforcement action has not been undertaken regarding each property known to have been encroached.*
3. *Council investigates and reports on encroachments on Council managed property.*
4. *Councillors be immediately informed of any potential disposal of individual properties subject to encroachment.*

Background

There have been ongoing issues related to encroachment related to public land on the Mornington Peninsula.

As much as possible the public should be fully informed about any loss of public land.

There are a number of legal avenues to acquire public land with very few checks and balances to protect the public from loss of their land including ‘backdating’ dates of intention.

Issued By	Manager - Assets Property and Building Management
Authorised by	Director - Assets and Infrastructure

OFFICER COMMENT

Mornington Peninsula Shire (Shire) officers have developed a framework and approach to addressing encroachments on Council land. Council works in conjunction with Department of Energy, Environment and Climate Action (DEECA) when encroachments are detected on Crown Land. Council have funded a dedicated resource within the Property Strategy and Operations team to identify, investigate and address significant encroachments on public land where a financial settlement and transfer of land is deemed appropriate and feasible.

The current Notice of Motion (NOM) wording requiring Councillors to be immediately informed of encroachment actions and potential land disposals is impracticable and unachievable. Encroachment issues are complex and require a range of investigations and external advice to determine the most appropriate resolution. Providing immediate notice of these actions to Councillors risks the advice being incomplete. Timeframes for encroachment resolution are also substantial i.e. 12-18 months and so immediate reactive reporting would be a less effective use of Council resources.

Shire officers suggest the preparation of an annual report to Council listing all identified encroachments on Council owned property, including progress towards resolution. This would be an appropriate way to address this NOM to ensure Councillors and the public are informed of the actions the Shire is taking to address identified encroachments.

Legal Implications

Where encroachments are identified on Council owned land any recommendation involving the sale of public land will be subject to the approval of Council by a formal resolution.

5.3 (Cont.)

Exclusive use of public land (Crown Land) for a private activity is illegal under the *Crown Land Reserves Act 1978*, where encroachments are identified on Crown Land and Council is the appointed committee of management officers work with the Department of Climate, Energy, Environment and Climate Action (DEECA) to resolve.

Any identified encroachment that is subject to legal action is considered legally privileged and will not be made public.

Financial and Resourcing Implications

Nil

Potential Alternative Wording

That Shire officers prepare an annual report to Council listing all identified encroachments on Council owned property, including progress towards resolution. Such report to include:

1. Listing all identified structure or other similar encroachments on Council owned property unless confidential legal action is underway.
2. Informing Councillors of any reasons why enforcement action has not been undertaken regarding each property known to have been encroached.
3. Progress of investigations and resolution of encroachments on Council managed property.
4. Informing Councillors of any potential disposal of individual properties subject to encroachment.

5.4 Notice of Motion 482 (Cr Gill) - Drowning Prevention Strategies

Cr Gill has given notice of his intention to move the following motion at the meeting.

As a follow up to the recent launch of the local area ‘Drowning Prevention Strategies Framework’, Council requests Shire officers coordinate a meeting of all Surf Lifesaving Clubs on the Mornington Peninsula to discuss urgent and priority needs of these clubs and strategies, including Council support and advocacy for increased levels of Government funding, in order to tackle the comparatively high drowning rates on the Mornington Peninsula.

Background

The Mornington Peninsula has either the highest drowning toll or close to the highest toll historically of any municipality in Victoria.

Funding from State and Federal Governments does not match the requirements to help prevent drownings outlined in the proposed Prevention Strategies.

State grants are available to regional newspapers to promote annual water safety campaigns, but this does not apply to the Peninsula which is classified as Metropolitan.

Issued By	Manager – Community Safety, Health & Compliance
Authorised by	Director – Community Strengthening

OFFICER COMMENT

Life Saving Victoria (LSV) were engaged by the Bass Coast and Mornington Peninsula Shires cross Council working group as part of a suite of actions to address the ongoing high numbers of drowning fatalities recorded across the region. The intention of the framework is to provide an overview of the drowning incidents that have been recorded in the local government areas over the past decade. This will help guide water safety and drowning prevention efforts to address trends and risk factors.

Following the frameworks launch, Council’s Community Resilience and Emergency Management team are aiming to facilitate the development of a localised plan with our community partners including relevant local agencies (including LSV), Surf Lifesaving Clubs and community groups, each with a focus on reducing drowning across the Mornington Peninsula.

Shire officers are currently working with Life Saving Victoria who are extremely interested in collaborating on this project to advocate for funding opportunities, in addition to the current water safety initiatives. That intent of the Notice of Motion is underway.

Legal Implications

Nil.

Financial and Resourcing Implications

Life Saving Victoria has historically had a Memorandum of Understanding with the Mornington Peninsula Shire for funding support to cover professional life savers at high-risk locations including Point Leo, Gunnamatta, Sorrento, and Portsea. The State has identified the locations to help minimise drowning prevention service for tourists and residents.

5.4 (Cont.)

Council provides an annual subsidy of \$87,975 to support the service across the summer period, when volunteer club services are not patrolling.

The funding is a direct cost shift from the State Government, as they hold the responsibility to for funding of these emergency management service functions.

As this Notice of Motion is currently underway by the Community Resilience and Emergency Management team it is resourced, no additional funding required to action the motion.

Potential Alternative Wording

Nil.

5.5 Notice of Motion 483 (Cr Gill) - Cost Shifting

Cr Gill has given notice of his intention to move the following motion at the meeting.

That:

1. *All matters pertaining to cost shifting be referred to the FY2025/26 Budget with a determination to remove cost shifting items from the Council budget as referenced in Notice of Motion (NOM) 439 16 April, 2024.*
2. *The setting up of a community watch dog budget panel suggested by NOM 434, 11 December 2024 be brought to a public Council Meeting for decision on 6 May 2025 with a proposed budget to be decided between \$0 and \$9,000.*

Issued By	Acting Chief Financial Officer
Authorised by	Acting Chief Executive Officer

OFFICER COMMENT

It is not recommended that all matters pertaining to cost shifting be referred to the FY2025/2026 Financial Budget process with a determination to remove cost-shifting items, as outlined in point 1 of the Notice of Motion.

Many of the affected services—such as libraries, foreshore management, and school crossings—are essential to the well-being of the community. Any decision to reduce or remove these services requires a thorough assessment of the community impact, which should be undertaken through a structured service review process rather than within the budget process.

A service review allows for a comprehensive evaluation of service effectiveness and community needs, ensuring informed decision-making that aligns with Council’s strategic objectives. The timing and implementation of service reductions must be carefully considered, and addressing such matters solely through the budget process is not recommended.

With respect to point 2, the establishment of a community budget watchdog panel is not recommended due to the significant Shire officer time required and the potential for costs exceeding \$10,000.

Council already has comprehensive financial oversight mechanisms, including statutory financial reporting, the Audit and Risk Committee, and public consultation processes, all of which provide strong governance and transparency as outlined in the briefing report dated 10 December 2024.

The introduction of an additional panel may lead to duplication of efforts and inefficiencies, without providing additional value beyond existing oversight structures.

Given these considerations, it is recommended that Council does not support the Notice of Motion as proposed.

Legal Implications

Not applicable.

5.5 (Cont.)

Financial and Resourcing Implications

The financial and resource impact will need to be further assessed, depending on the scope and frequency of the proposed community budget watchdog panel.

Potential Alternative Wording

Nil.

6 URGENT BUSINESS

Under Council's Governance Rules, no business may be admitted as urgent business unless it:

1. Relates to a matter which has arisen since distribution of the Agenda.
2. Cannot because of its urgency, be reasonably listed in the Agenda of the next Council Meeting.
3. Councillors by a majority vote, vote in favour of a matter being dealt with as urgent business.

7 CONFIDENTIAL ITEMS

Nil.