

Annual Action Plan



Mornington
Peninsula Shire

2025 – 2026



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Place

Annual Actions

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

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
1.1.1 Engage the community to protect and improve natural landscapes, ecosystems and biodiversity.	1.1.1.1 Deliver the Biodiversity Conservation Plan	Key actions delivered, including: <ul style="list-style-type: none"> Engaging with the community and building community stewardship. Facilitating biodiversity conservation on private land. Demonstrating and leading best practice land management.
	1.1.1.2 Deliver the Biolinks Support Grants Program	Grant program successfully delivered, including: <ul style="list-style-type: none"> Additional promotion to maximise applications. Increased utilisation of Shire systems to support program management. Monitoring outcomes to ensure alignment with program objectives. Promotion of best practice projects.
	1.1.1.3 Plan and deliver the first year of the Urban Forest Tree Planting program	Tree planting program developed and delivered for 2025-26 financial year in accordance with the Urban Forest Strategy.
1.1.2 Manage our beaches and foreshores to ensure they are safe, accessible, enjoyable and resilient to the impacts of coastal change.	1.1.2.1 Develop Stages 5-7 (Part B) of 'Our Coast Our Future' Coastal Strategy	Draft 'Our Coast Our Future' Coastal Strategy (Part B) and associated action plan presented to Council for adoption.
1.1.3 Maintain and enhance our public open spaces.	1.1.3.1 Develop the Open Space Strategy	Draft Open Space Strategy and associated action plan presented to Council for adoption.
1.1.4 Support the ongoing protection of the Green Wedge to maintain its environmental, agricultural, recreational and tourism value.	1.1.4.1 Advocate to State Government regarding reforms to Green Wedge Planning Policy	Council's Green Wedge policy position (as per Council's adopted Green Wedge Management Plan) considered in State Government Reforms.

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
1.1.5 Build our environmental resilience to climate change through adaptation and mitigation.	1.1.5.1 Develop an updated Landslide Susceptibility Assessment	Updated landslide susceptibility assessment across the Shire developed to support the introduction of permanent Erosion Management Overlays in the Planning Scheme.
	1.1.5.2 Plan and deliver renewable energy and asset efficiency projects on Shire facilities	Key energy projects delivered, including: <ul style="list-style-type: none"> • YAWA energy performance optimisation. • Battery feasibility assessment and business case developed. • Foreshore camping amenity heat pump upgrades completed.
1.1.6 Effectively manage water by building flood resilience, preserving waterways, advocating for safe supply, and supporting wastewater and recycled systems.	1.1.6.1 Utilise flood mapping to mitigate and adapt to flood risk	Key flood risk initiatives delivered, including: <ul style="list-style-type: none"> • Collation of a list of priority flooding projects for delivery. • Surveying of floor levels in flood prone areas to determine accurate representation of flood risk in communities. • Reviewing the drainage network inspection program based on flood risk. • Commencing the drafting of flood related planning scheme amendments.
1.1.7 Promote and work towards a zero waste circular economy to preserve our environment and strengthen the local economy.	1.1.7.1 Prepare for the rollout of the State's Recycling Victoria's mandated four-bin household waste and recycling system	Project and implementation plans developed, bin requirements confirmed and ordered and community engagement campaign designed.
	1.1.7.2 Finalise the Rye landfill closure subject to the Environment Protection Authority's approvals and post-closure requirements	Submit Rye landfill Contour Plan and final height cap to EPA for approval (in place for the Post Closure Notice) and commence implementation of notice requirements, with all compliance reports submitted to the EPA on schedule.

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

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
1.2.1 Plan and regulate responsible development to accommodate future growth while maintaining neighbourhood character.	1.2.1.1 Finalise the residential height planning controls review	Residential Height Planning Controls Review, including landscape character assessments, prepared and presented to Council for adoption.
	1.2.1.2 Deliver planning scheme amendments across Mornington Peninsula in support of population growth and maintaining neighbourhood character	<ul style="list-style-type: none"> • C219morn (Housing on the Peninsula) gazetted, subject to ministerial approval. • C247morn (Woodbyne Crescent, Mornington North) presented to Council for approval and submitted to the Minister. • C295morn (Creswell Street DCP Review) presented to Council for approval and submitted to the Minister. • C302morn (Heritage Review Area 4 & Stage 5, including permanent Heritage Overlays and Sorrento Incorporated Document Review) placed on public exhibition. • C286morn (Ocean Beach Road Sorrento Built Form Controls) presented to Council for approval and submitted to the Minister.
1.2.2 Manage our beaches and foreshores to ensure they are safe, accessible, enjoyable and resilient to the impacts of coastal change.	1.2.2.1 Deliver the Community Facilities Infrastructure Strategy through development of Community Infrastructure Action Plans	Community Infrastructure Action Plan for Western Port Region presented to Council for adoption and Community Infrastructure Action Plan for the Northern Region commencing development.
	1.2.2.2 Review the Public Amenity Strategy	Draft Public Amenity Strategy presented to Council for adoption.
	1.2.2.3 Develop the Property Strategy	Draft Property Strategy presented to Council for adoption.

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
	1.2.2.4 Develop the Long Term Capital Works Plan	Draft Long Term Capital Works program presented to Council for adoption, in accordance with the 2026-27 financial year budget process.
1.2.3 Create an integrated and safe transport network and advocate for improved transport options.	1.2.3.1 Develop the Integrated Transport Strategy	Draft Integrated Transport Strategy presented to Council for adoption.
	1.2.3.2 Review the Towards Zero Road Safety Strategy	Draft Towards Zero Road Safety Strategy presented to Council for adoption.
1.2.4 Improve the quality of our roads.	1.2.4.1 Deliver the annual Road Rehabilitation and Resurfacing Programs	Scheduled works for the annual Road Rehabilitation and Road Resurfacing capital works programs completed within the allocated budget.
	1.2.4.2 Review the Road Management Plan	Draft Road Management Plan presented to Council for adoption.
1.2.5 Enhance and expand recreation trails across the Peninsula.	1.2.5.1 Deliver the Peninsula Trail Masterplan	Key milestones of the Masterplan achieved, including: <ul style="list-style-type: none"> • Completion of first Somerville to Baxter trail • Concept designs and investigations of Mornington to Moorooduc and Southern Peninsula links.

Place

Performance Measures

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

Measure	2025-26 Target	Reporting Frequency
Area of bushland management works completed	> 900 ha	Annually
Number of bush land working bees supported	> 500 working bees	Quarterly
Number of trees planted	> 2000 trees	Annually
Total length of beaches cleaned	> 200 kilometres	Quarterly
Number of drainage pits inspected and cleaned	> 6,000 pits	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	2025-26 Target	Reporting Frequency
Average time for planning applications	< 90 days gross	Quarterly
Compliance with our Road Management Plan (RMP)	RMP targets met	Annually
Total area of roads resurfaced and/or rehabilitated	> 200,000 square metres	Annually
Grant funding secured for roads	Not applicable	Annually
Percentage of compliance metrics from maintenance service contracts met	Contract targets met	Quarterly
Capital works renewal expenditure	\$ 22,853,000	Annually

People

Annual Actions

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

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
2.1.1 Actively promote and improve the health and wellbeing of all community members.	2.1.1. Deliver the Public Health and Wellbeing Plan	Draft Public Health and Wellbeing Plan presented to Council for adoption and delivery year 1 actions commenced.
2.1.2 Support people of all ages, genders, identities and abilities through equitable inclusive and universally designed services, supports and infrastructure.	2.1.2.1 Deliver the We All Belong Strategy	Year 1 actions delivered across key life stages (children, young people and older adults) and priority population groups including people with disability, LGBTIQ+ and multicultural communities.
	2.1.2.2 Deliver the Gender Equality Strategy	Gender Equality Strategy year 6 actions delivered.
2.1.3 Build respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples.	2.1.3.1 Implement the Innovate Reconciliation Action Plan	Year 1 Innovate Reconciliation Action Plan delivered.
2.1.4 Promote community safety through prevention, education and regulation.	2.1.4.1 Develop the Local Water Safety Plan	Water Safety Plan developed, targeting drownings along the Mornington Peninsula coastline, leveraging the research commissioned by the Cross Council Water Safety Framework to identify high risk locations, grade them in terms of risk to life, and provide person centred actions to reduce the instances of coastal drownings.
2.1.5 Work in partnership with stakeholders to advocate for appropriate, available and affordable housing.	2.1.5.1 Implement the Triple A Housing Plan	Implement key actions from the plan, including: <ul style="list-style-type: none"> • Delivery of the Women's Community Housing in Rosebud. • Exploration of opportunities to deliver Community Housing projects in partnership with housing agencies and social support service providers. • Delivery of the land release project in support of social housing. • Delivery of the Functional Zero project.

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
2.1.6 Promote and support initiatives that strengthen community resilience and adaptation to emergencies and climate impacts.	2.1.6.1 Develop the Community Disaster Resilience Plan	Draft Community Disaster Resilience Plan presented to Council for adoption.
	2.1.6.2 Emergency Relief Hub Energy Resilience Upgrade	Feasibility study to determine Shire assets that have the appropriate functionality to operate as Emergency Relief Hubs completed, including the identification of assets requiring upgrades to meet required service levels.

Strategic Objective 2.2: An engaged and connected community.

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
2.2.1 Improve and promote social connection within our community.	2.2.4.1 Implement the Library Strategy	Key actions from the library strategy are delivered. This action principally sits under strategy 2.2.4.
2.2.2 Provide inclusive and accessible recreation and leisure opportunities across the Peninsula.	2.2.2.1 Develop the Sports Capacity Plan V2 and 3	Draft Sports Capacity Plan V2 and V3 presented to Council for adoption.
	2.2.2.2 Develop the Playspace and Outdoor Exercise Strategy	Draft Playspace Strategy presented to Council for endorsement to progress to public exhibition.
	2.2.2.3 Develop the Pavilion Strategy	Draft Pavilion Strategy presented to Council for adoption.
2.2.3 Encourage and support a rich, inclusive and vibrant arts and culture community.	2.2.3.1 Develop the Arts, Culture and Events Strategy 2026-2036	Draft Arts, Culture and Events Strategy and associated action plan presented to Council for adoption.
2.2.4 Encourage and support skills development and lifelong learning opportunities.	2.2.4.1 Implement the Library Strategy	Key actions delivered, including: <ul style="list-style-type: none"> • Reviewing the current service model to determine if it meets the needs of the community whilst delivering value for money. • Relaunching and re-invigorating the mobile library service, including completing an annual review. • Investigating the feasibility of alternative library service models including library lockers at key locations across the Shire. • Delivering exceptional early years literacy programs across all branches and the mobile library outreach van.

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
2.2.5 Communicate proactively and transparently with our community to enhance engagement and collaboration.	2.2.5.1 Improve community engagement process for Shire projects and commence review of Community Engagement Strategy.	Community engagement guidelines and co-design process developed, including a risk profile and criteria matrix, to guide the required level of engagement for all Shire projects.

People

Performance Measures

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

Measure	2025-26 Target	Reporting Frequency
Number of preventative health and wellbeing initiatives delivered	30 per cent	Annually
Number of equity impact assessments undertaken on services, programs and policies	> 4 assessments	Quarterly
Number of compliance investigations completed within statutory timeframes	Increase	Quarterly
Participation in Maternal Child Health Care services	> 70 per cent	Quarterly
Kindergarten participation rate	> 95 per cent	Annually
Youth participation in Council provided programs	Increase	Annually
Delivery of Reconciliation Action Plan actions and targets	50 per cent	Annually
Delivery of initiatives from We All Belong Strategy	25 per cent	Annually

Strategic Objective 2.2: An engaged and connected community.

Measure	2025-26 Target	Reporting 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

Prosperity

Annual Actions

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

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
3.1.1 Engage with local businesses and industry to attract investment, innovation and economic growth.	3.1.1.1 Create a dedicated business permit support process.	Formal cross-departmental support process to assist businesses with regulatory navigation developed, including investigation of a 'fast track' system for commercial/industrial development.
	3.1.1.2 Deliver the Western Port Futures Project	Vision for the economic future of Western Port established and high level land use options for the existing SUZI zoned land in Hastings, Tyabb, Somerville & Crib Point developed to support ongoing advocacy to the State Government.
3.1.2 Support and advocate for education, employment and training pathways for our community.	3.1.2.1 Deliver initiatives, in collaboration with stakeholders, to increase local learning opportunities.	Key initiatives delivered, including: <ul style="list-style-type: none"> • Regular participation in relevant network meetings • Successful support of the FMPLLEN Industry and Jobs Expo • Delivery of the Small Business Festival and/or Business Excellence Awards. • Delivery of a series of agribusiness workshops and field days.
3.1.3 Promote the Peninsula as a premier cultural and tourism destination, attracting local, national and global visitors and events.	2.2.3.1 Develop the Arts, Culture and Events Strategy 2026-2036	Draft Arts, Culture and Events Strategy and associated action plan presented to Council for adoption. This action principally sits under strategy 2.2.3.
3.1.4 Advocate for sufficient commercial and industrial land on the Peninsula to meet future needs.	3.1.4.1 Deliver planning scheme amendments in support of increasing commercial and industrial land	<ul style="list-style-type: none"> • C294morn (Hastings Industrial Technology Park) detailed assessment in progress (subject to amendment request being lodged by proponent. • C243morn (Somerville Industrial & Technology Park) presented to Council for approval and submitted to the Minister.

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
3.1.5 Foster a strong, sustainable, farming, food and beverage economy.	3.1.5.1 Deliver the Food and Agroecology Strategy	Key actions delivered, including: <ul style="list-style-type: none"> • Coordination of quarterly Taskforce meetings. • Facilitation of individual working groups. • Delivery of regenerative agriculture extension activities including farmer discussion groups, field days, web resources and e-newsletters with industry partners.

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

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
3.2.1 Develop and invest in local community groups and organisations to build community capacity.	3.2.1.1 Deliver the Community Investment Funding programs	Community Investment Funding programs delivered and reported to the community.
3.2.2 Coordinate, promote and celebrate volunteer supported services and programs that encourage and enable volunteering.	3.2.2.1 Develop and deliver the Community Volunteering Strengthening Plan to expand and promote volunteering opportunities across the Shire.	Community Volunteering Strengthening Plan is presented for approval and implementation has commenced.
	3.2.2.2 Implement annual Volunteer Training to build the capacity and capability of volunteering based groups and organisations and develop a governance guide for volunteer committees of management.	Annual Volunteer Training programs are delivered and Governance Training Guide developed and available to volunteer committees of management.
3.2.3 Seek and enable increased external investment in community assets and services, including community and private investment.	3.2.3.1 Review the Community Capital Infrastructure Policy	Updated draft Community Capital Infrastructure Policy, and supporting documentation, presented to Council for adoption.

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
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.	<i>No specific action identified for 2025-26.</i>	
3.2.5 Encourage our community to drive our key advocacy priorities.	3.2.5.1 Determine and position the Shire's advocacy priorities ahead of the 2026 Victorian State election	A Shout Out campaign for the Victorian Election planned to promote our advocacy priorities to the state government and election candidates, in collaboration with relevant external stakeholders.

Prosperity

Performance Measures

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

Measure	2025-26 Target	Reporting Frequency
Average timeframe for business applications	Decrease	Quarterly
Number of business events and workshops led or supported	8 events or workshops	Annually
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	2025-26 Target	Reporting Frequency
Funding provided through Community Investment Funding	> 90 per cent of adopted budget	Quarterly
Number of advocacy campaigns delivered	1 (State election)	Annually
Approval timeframes for community capital projects	Decrease	Quarterly
Total number of Shire volunteers	Increase	Quarterly

Performance

Annual Actions

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

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
4.1.1. Provide long-term financial sustainability through operational efficiencies and increased revenue opportunities.	4.1.1.1 Develop the Financial Plan with identified levers for achieving financial sustainability	Draft Financial Plan presented to Council for adoption.
	4.1.1.2 Develop the Revenue and Rating Strategy	Draft Revenue and Rating Strategy adopted by Council.
	4.1.1.3 Review the Procurement Policy	Reviewed Procurement Policy adopted by Council.
	4.1.1.4 Progress the Future Workplace Project	Key project milestones completed, including: <ul style="list-style-type: none"> • Council decision on a Business Case for the Future Workplace project. • Development of Communication and Engagement Plan that supports staff transition to the new workplace and ways of working.
	4.1.1.5 Explore key commercial opportunities to increase revenue	Key commercial opportunities identified and delivered, including: <ul style="list-style-type: none"> • Development of a Foreshore Camping Strategy that supports the organisation's financial sustainability. • Completion of a business case for Mount Martha Public Golf Course. • Identification and implementation of Shire wide commercial opportunities.
	4.1.1.6 Implement Contract Management Plans across all contracts.	Contract Management Plans established across all active contracts with training provided to all Contract Managers.
4.1.2 Practice good governance, ensuring decisions are informed, made in accordance with	4.1.2.1 Implement the Good Governance and Decision making framework	Good Governance and Decision Making Framework developed and presented to Council for adoption.

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
relevant laws and benefit the community.	4.1.2.2 Review the Enterprise Risk Management Framework	Updated Risk Management Policy, Risk Management Framework and new Risk Appetite Statement developed, and presented to the Audit and Risk Committee for endorsement, and Council for adoption.
4.1.3 Implement an integrated framework for planning, monitoring and reporting, that enhances transparency and delivery of community outcomes.	4.1.3.1 Implement the Integrated Strategic Planning and Reporting Framework including a review and consolidation of Council Strategies and Plans.	Key actions delivered, including: <ul style="list-style-type: none"> • Categorisation and consolidation of current Council Strategies and Plans, ensuring alignment to the adopted Council Plan 2025-2029. • Implementation of improved community reporting and performance monitoring dashboards.
4.1.4 Ensure a safe and inclusive workforce that has the right capacity, capability and culture to deliver our strategic direction.	4.1.4.1 Review the Shire's Workforce Plan	New 4-year Workforce Plan developed, in alignment with Council Plan.
	4.1.4.2 Review and deliver a new Gender Equality Action Plan	Deliver approved Gender Equality Action Plan (GEAP) for The Shire 2025-2027.
4.1.5 Maximise technology systems, processes and data to improve service delivery, increase efficiency and enhance decision making.	4.1.5.1 Develop and deliver the IT and Digital Strategy.	Strategy and associated action plan adopted with delivery of year 1 actions commenced.

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

Council Plan Strategy	Action	Key deliverable(s) for 2025-26
4.2.1 Plan, deliver and review our services to ensure they benefit our community and meet current and future needs.	4.2.1.1 Implement the Service Review program	Service review program delivered in accordance with agreed service review schedule.
4.2.2 Make our customer interactions easy, consistent and responsive.	4.2.2.1 Implement the Customer Strategy	Completion of Year 2 actions of the Strategy, including: <ul style="list-style-type: none"> • Implementation of a new Customer Portal. • Implementing the Community and Stakeholder Relations Service Review. • Commence the replacement of Council's telephone system.
4.2.3 Foster a community-centred and continuous improvement approach across Council.	4.2.3.1 Implement a Continuous Improvement Program	Continuous Improvement Program and associated implementation, training and communication plans approved, and organisational training commenced.

Performance

Performance Measures

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

Measure	2025-26 Target	Reporting Frequency
Net Operating Expenses	< 100 per cent of adopted budget	Quarterly
Expenditure on Capital works projects	> 90 per cent of forecast expenditure	Quarterly
Annual Action Plan actions completed or on track	> 80 per cent	Quarterly
Council decisions made at meetings closed to the public	< 10 per cent	Quarterly
Freedom of information requests resolved within statutory timeframes	> 95 per cent	Quarterly
Voluntary staff turnover	< 10 per cent	Quarterly
Time taken to fill positions	< 45 days	Quarterly
Staff engagement	No survey for 2025-26	Biennially
Audited contractor compliance to contract management plans	> 90 per cent	Annually
Number of negative contract variations	Decrease	Annually

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

Measure	2025-26 Target	Reporting Frequency
Customer requests actioned within timeframe	> 80 per cent	Quarterly
Average time for customer requests	Decrease	Quarterly
Voice of customer satisfaction score	Increase	Quarterly
First contact resolution	Increase	Quarterly
Total number of customer interactions across all channels (in person, phone, webchat, web page visits)	Not applicable	Quarterly