

# Chief Executive Officer's quarterly report

July to September 2021 (public version)



*Lifestyle Capital of Victoria*

I am pleased to present the Chief Executive Officer's Quarterly Report for the period ending 30 September 2021 (public version).

The public version provides a transparent, timely and open overview of the organisation and its key activities. The information within this document represents the period in time from July to September 2021 inclusive and the comments below reflect this 'time stamp'.

Key topic areas include:

- People and Culture;
- Organisational Highlights;
- Business Transformation;
- Planning Progress;
- Financial and Corporate Planning;
- Accountability and Transparency;
- Key Projects Updates;
- Key Meetings and Activities;
- Advocacy; and
- Audit and Risk.

I wish to thank Council staff, volunteers and Councillors who contributed in providing Council's essential services to our Community during 2021 in a COVID-safe way.

Regards

Phil Cantillon

**Chief Executive Officer**

*Frankston City Council acknowledges and pays respect to the Bunurong People, the Traditional Custodians of these lands and waters.*

---

## **PEOPLE AND CULTURE**

### Weekly communication

The CEO continues to communicate to staff at least once a week via email which is distributed Mondays highlighting key achievements for the organisation, sections thanking staff, providing well done commentary, along with other news and items relating to Council briefings/meetings. Alongside this COVID-19 updates are distributed to staff weekly or as restrictions change.

### CEO communication on Victoria's Earthquake

On Wednesday, 22 September 2021, Victoria experienced a 5.9 earthquake – 127km from Melbourne approximately 10km below ground near Mansfield, it was an eventful day for our staff and community amid the continued backdrop of a pandemic. It was important for the CEO to communicate with staff on what had happened during the course of the day with the Civic Centre being evacuated due to slight structural damage. Council staff worked through the day on checking occupied buildings and over the course of the next few days checked unoccupied sites, roads and infrastructure. During the tremor, all of Council's IT systems were maintained with no disruption to our customers.

### Realignment changes to Organisational Structure

Following a number of leaders from Council's Community Directorate announcing their retirement plans in the coming months, Council's Executive Management Team (EMT) including the CEO in mid-July 2021 began discussions about what the future may look like within the organisation and its structure. A number of COVID-safe sessions were held as well as a virtual session for EMT to review questions about the refinement suggested structure. Over 35 responses were received which tapped into an array of feedback and ideas for improving the organisation. The realignment involves Arts and Culture department which will now incorporate the Tourism team moving across to the Business Information and Culture Directorate, Environment and Health teams moving under Development Services department (previously known as Statutory Planning) and a newly created Business Chambers function sitting under Community Relations department. These realignment structure changes come into effect from 1 November 2021 except for the new Business Chamber team which will be effective from the end of September 2021.

### COVID-19 vaccine for eligible staff

Council staff along with all Australian over the age of 16 are now able to be vaccinated. Employees are being encouraged to become fully vaccinated and staff were allowed time off during working hours to receive their vaccinations (1<sup>st</sup> and 2<sup>nd</sup> doses) if required.

### CEO hosted 'wear a hat to work day'

On Tuesday 30 August 2021, the CEO hosted a 'wear a hat to work day' to allow officers to have a some fun during work virtual meetings to express themselves and take the focus of the negative elements of working remotely which for some means working alone and living alone. The day was well received and participation was across all levels including Managers and Directors.

### CEO and Chief Financial Officer (CFO) host virtual session about Council Plan

In early September 2021, the CEO and CFO, Ms Kim Jaensch held a virtual session for staff to provide a presentation on Council's recently adopted Council Plan 2021-2025 and highlight the exceptional results Frankston City Council achieved in the Customer Satisfaction Survey. Over 125 officers attended and gained a greater understanding of Council's strategic direction and its key achievements.

### Staff Engagement Survey

During June 2021, Council conducted a staff engagement pulse check survey based on the key themes identified in the 2020 staff engagement survey. 69% of staff completed the survey.

It was very pleasing to see there was a slight improvement in the *Truly Great Place* to work score from 63% in the 2020 staff survey to 65% in the pulse check survey. There as a slight decrease in overall staff engagement score from 47% to 45%. The Council's Senior Management Team are now reviewing what drives engagement to put some additional strategies in place to improve overall staff engagement.

#### Gender Equality – Gender Impact Assessment

Council has engaged a consultant, Genderworks Australia to partner with the organization to build capability, design resources and make recommendations on how to embed this new practice into the organization. It is a requirement of the Gender Equality Act 2020 that Council needs to conduct Gender Impact Assessments (GIA's) for all new and reviewed programs, projects strategies, policies which have a direct and significant impact on the community. This new requirement has a significant impact on the organization and on how the organisation plans and delivers its services to the community.

#### Gender Equality Action Plan

Genderworks Australia are working with the People and Culture team to understand the workforce data and People Matter survey data, facilitate staff consultation to develop a meaningful four year Gender Equality Action Plan. The Gender Equality Advisory Committee will be used extensively to help frame and guide the staff consultation and assist with the development of strategies to encourage and support gender equality within the organisation using an intersectionality lenses. The Gender Equality Commission for the Public Sector have extended the deadline for the submission of the action plans to 30 March 2022.

#### Future Ready Senior Leaders Program

The Senior Leaders Program is continuing to focus on how Managers enneagram types impact the way they lead their teams, coach their teams through change and how they create a strong identity, purpose and team culture in their teams

#### Leading Performance Program

Phase 1 of the Leading Performance Program has been completed culminating in an online graduation for the 100 participants. The program format has been modified slightly following feedback from participants and Phase 2 is set to kick off in late October. Two new learning circles of People managers will be facilitated by the People and Culture team

### **ORGANISATIONAL HIGHLIGHTS**

#### Acknowledging our Traditional owners

Council resolved on 30 August 2021 for use of a formal 'Acknowledgement to Country' to be used by all Council staff, at all meetings, events, documents and electronic messaging. This is a positive step forward in working with the Aboriginal and Torres Strait Islander peoples of this community and working closely with the Recognised Aboriginal, the Bunurong Land Council. Special acknowledgement to Council's Reconciliation Officer, Grant Lea for his work in liaising with relevant groups.

## Community Vision 2040

The Community Vision 2040 was officially adopted at the 28 June 2021 Council meeting along with the 2021-2025 Council Plan and Budget. The adoption of the vision was after a robust 10 month community engagement process. Over 800 people participated in shaping our Vision, through an inclusive and deliberative process which included our 46 member Community Panel of residents.

## Initiative to combat homelessness

Frankston Zero – a major initiative to combat homelessness and assist rough sleepers in Frankston City was launched early August 2021 as part of National Homelessness Week (1-7 August 2021). Over 65 people came together on-line including Victorian Minister for Housing, the Hon. Richard Wynne MP, Social justice champion Reverend Tim Costello and a number of local Members of Parliament. Established by the Frankston City Strategic Housing and Homelessness Alliance, a strategic collaboration of 14 agencies, Frankston Zero is the culmination of two years of intensive planning to address the rising rates of rough sleeping homelessness in the municipality.

## External Awards

Council was shortlisted in this year's Top Tourism Town Awards in May 2021. Frankston City was recognised alongside 21 other finalists in this prestigious competition hosted by the Victorian Tourism Industry Council. The winner was announced in mid-July 2021, unfortunately Frankston City Council was not awarded the top honour however to be shortlisted is a real achievement for all involved.

Council was short listed (top three) in the recently held LGPro Customer Impact Awards entitled COVID19 Response – Live Chat in 48 hour. The winners were announced on Friday 3 September 2021 and Frankston City won the award in this category. It is a great achievement noting our Customer Service and Experience and Digital and Data teams pulled together quickly to seamlessly launch this innovative new tool which increased our customer satisfaction to 95 per cent, empowered staff and enabled digital integration of other parts of our business.

Council was also listed as a finalists in the 2021 Economic Development Australia Awards for the project titled Place Activation Program. Award winners will be announced at the National Economic Development conference to be held 12-15 October 2021.

## Awards (internal)

On 24 August 2021, Council held its Future Ready Frankston Excellence Awards and Years of Service Awards. The event celebrated a total of 345 years of service from staff across the organisation. Over 59 outstanding nominations from across the organisation for the inaugural awards were received and the winners were announced by the CEO virtually highlighting the exceptional work undertaken by many staff within Council.

Awards were given out in the following categories:

- 1) Outstanding Customer Service;
- 2) Contribution to Organisation Culture;
- 3) Innovative Project/Initiative;

- 4) Outstanding Leadership;
- 5) Outstanding Collaboration/Team Work;
- 6) Outstanding Persistence & Perseverance;
- 7) Outstanding Contribution to Volunteering in the Frankston Community;

The CEO also presented CEO Commendations in the following categories:

- 1) Outstanding Customer Service;
- 2) Innovative Project/Initiative;
- 3) Outstanding Leadership;

#### Corporate donations and fundraising

Council staff fundraising events are currently on-hold although the Operations Centre during an easing of restrictions were able to raise \$200 for Cure Cancer Australia. It is hoped later this year pending the roll-out of vaccinations, this programme will be able to recommence safely.

#### ***BUSINESS TRANSFORMATION***

##### Engage Frankston!

Council's new engagement platform, allowing residents, visitors and community groups to have their say on local plans, projects and activities was launched in mid-July 2021. Engage Frankston is a one-stop-shop for all community consultations. It seamlessly links all of Council's engagement activities and is the go-to place to give feedback. The team is now working on integrated Council's corporate website with the Engage Frankston platform for a seamless experience across both sites.

##### Frankston's first 'Smart City Framework'

During the reporting a number of Smart City initiatives have begun. Smart parking has moved to the procurement stage of the project after research and development of a target area for a smart parking trial was finalised. Planning of an Electric Vehicle charging station trial is underway with procurement set for the next reporting period. Other initiatives during this time include installation pedestrian sensors to understand movement and demand in key areas across the municipality, kick off of the development of a transparency hub project, purchase of drones to assist with parks and bushland inspections. Expansion of Council's LoRaWAN network has been delayed due to Lockdown restrictions preventing access to sites but will recommence once restrictions ease.

##### Council's Corporate Customer Service Update

From July to September 2021, the Customer Service team have physically been open to the public for approximately thirteen working days. With a snap lockdown called in mid-July 2021 followed by a few days open before entering another prolonged lockdown, this quarter we have spent more time in lockdown rather than out of it. Once again, the team were able to transition into an 85% at home work force seamlessly as we have now established process and practices to support this.

The information in the visuals below highlight the scale of work completed in the Customer Service area and the importance of ongoing measurement aligned with our Charter and soon to be established, CX strategy.

# CEO REPORT Jul - Sep

## CUSTOMER SERVICE & EXPERIENCE

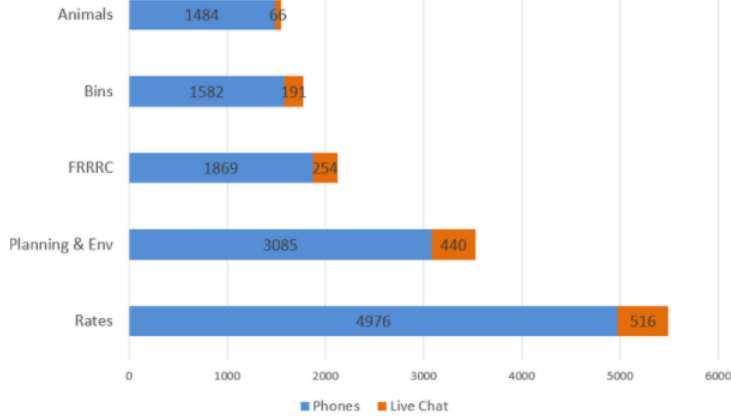


**27,476**  
Total incoming calls to 1300  
< from 27,869

**16%**  
% of calls that create a PCS  
< from 18%

**1,098**  
Transactions processed over the counter  
> 7,468

Top Wrap Codes



% Abandoned Calls  
**6%**  
- from 6%

Number of Live Chats  
**5,930**  
> 4,905

Grade of Service  
**64%**  
> from 62%

Average wait before answer  
**59 SEC**  
< 64 seconds

# CEO REPORT Jul - Sep

## CUSTOMER SERVICE & EXPERIENCE

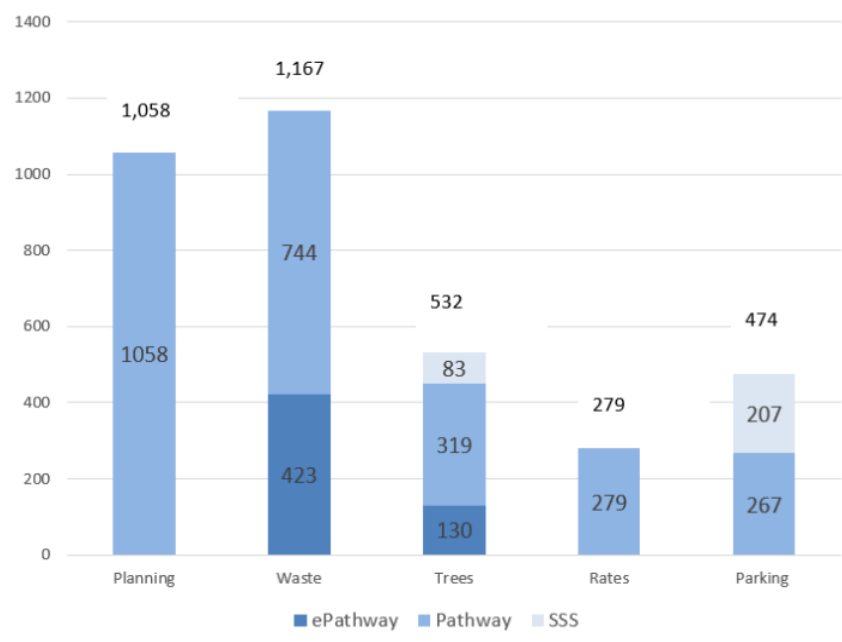


**2,191**  
Snap Send Solve Req's  
> from 1,842

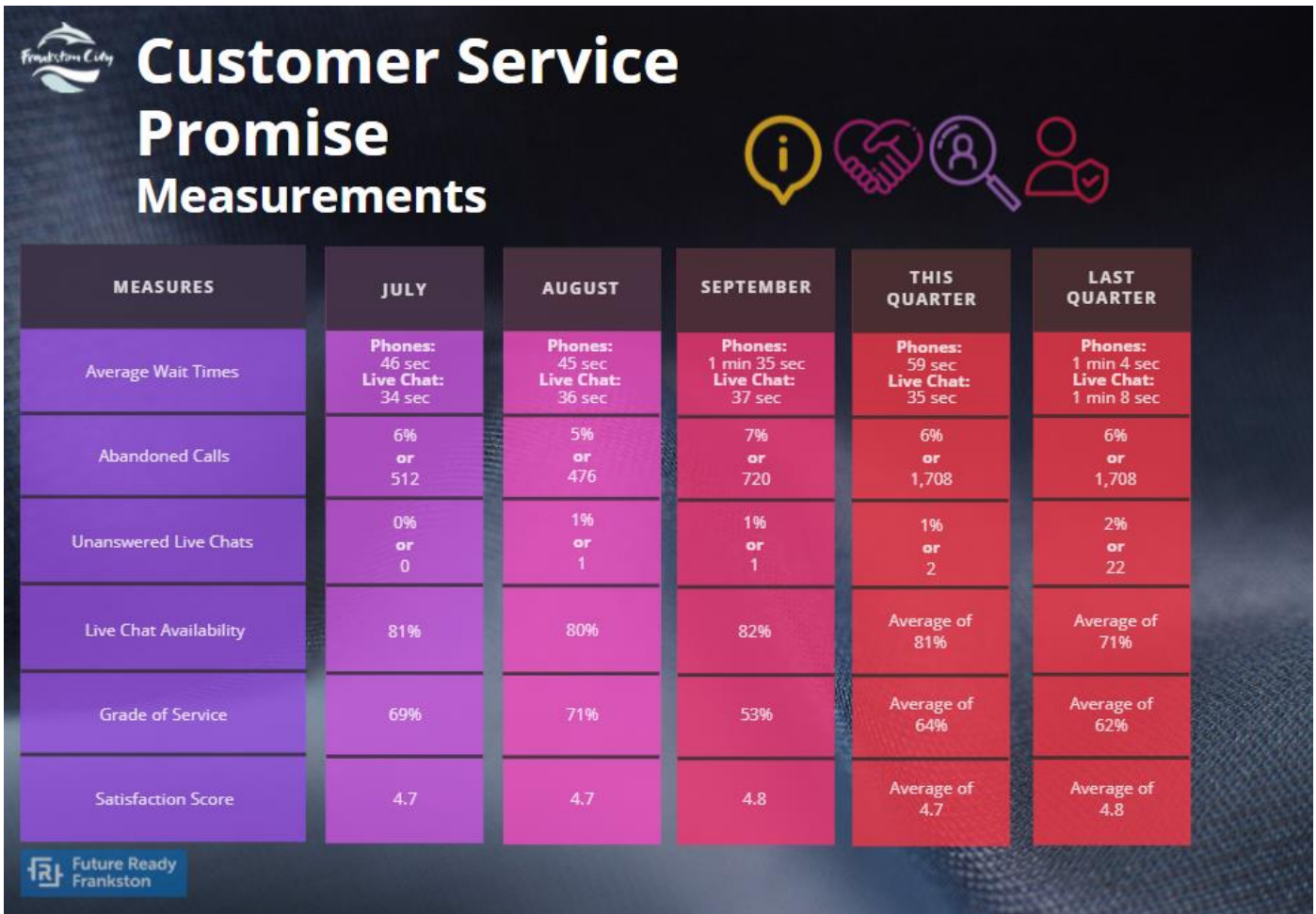
**4,494**  
Pathway Req's by CSO's  
> from 5,132

**3,047**  
ePathway req's  
> from 1,784

Top Customer Request Types







Social and media engagement - Frankston City Community

Our community spent much of the July-September 2021 quarter in lockdown and we continued to share Victorian Government messaging regarding vaccine eligibility and availability, evolving restrictions, exposure sites and support services.

External communications also focused on the promotion of Recovery Package supports available to individuals, groups and businesses as outlined in Council’s 2021-22 Budget. This included sharing stories from grant recipients and community members using the services and continued promotion of the Community Recovery Call Centre.

Media releases on Maternal and Child Health and Library services during lockdown were published in the local media. This included on the front page of the Frankston Times, which published eight positive, front page Council stories over the 12 week period. Themes included sporting facility and playground upgrades and the arts - including mural and sculpture installations, FAC exhibitions and performances.

In a win for youth services, a vibrant double page spread on the Fresh Compilation Album was published in the September edition of Mornington Peninsula Magazine.

A feature story about Willum Warrain Elder and Frankston local, Aunty Jen Armistead, was published on the Museums Victoria website following an earlier Council press release on her plant giveaway during lockdown.

The media also took a keen interest in the South East B.I.G Build Expo, Frankston Zero launch, proposed changes to Animal Management Orders, the arbitration outcome, proposed Davey Street Hotel development, Sandfield Reserve dog park opening, Councillor appreciation awards and Rates Reward Vouchers. Proactive media releases and relationships with key media stakeholders meant Council could successfully inform audiences through these stories.

Interest in the topics above was reflected across our social media platforms, which achieved an audience reach of about one million over the quarter.

**REM/Pathways data update**

Going forward as part of the CEO’s quarterly update, the following statistics on two key channels of communication with the community will be provided;

1. Customer requests logged with Council by Community members via our customer service team.
2. Correspondence (both emails and paper based letters) sent to Council.

Trend analysis on how we are performing compared with the same time last year as many requests we receive are seasonal such as animal registration renewal, so comparing simply month to month or quarter to quarter does not paint the full picture, will also be provided.

*Table below highlights Customer Requests July – Sept 2021*



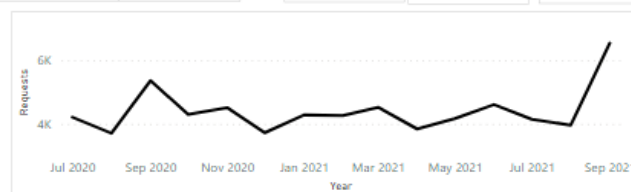
## Customer Request Activity - Quarterly Report

Data as at: Friday, 1 October 2021

### Requests Received (Opened)

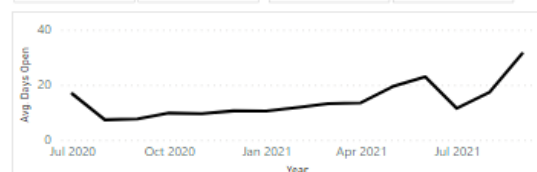
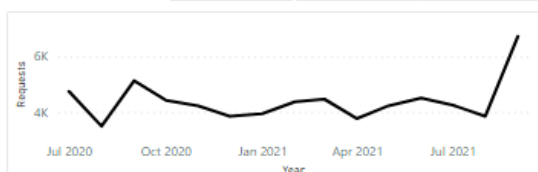
Currently Open	Jul 2021	Aug 2021	Sep 2021	Qtr 1. This FY	Qtr 1. Last FY	This FYTD	Prev FYTD
2067	4.17K	3.97K	6.54K	14.66K	13.66K	14.66K	13.66K

**65.48**  
Avg Days Open



### Requests Closed

Jul 2021	Aug 2021	Sep 2021	Qtr 1. This FY	Qtr 1. Last FY	This FYTD	Prev FYTD
4.26K	3.85K	6.73K	14.84K	13.57K	14.84K	13.57K



Jul 2021	Aug 2021	Sep 2021	Qtr 1. This FY	Qtr 1. Last FY	This FYTD	Prev FYTD
11.48	17.35	31.34	22.01	10.77	22.01	10.77

Average number of days requests were open for those requests that have been closed in each of the above time frames, but may have been received much earlier.



Council received 14,660 requests over the last quarter which is 1,000 more over the same period last year. During this time, Council officers closed 14,840 requests. The average number of days a request was open for during this period was 22 days\*, which is significantly higher than the same time last year where the average number of days requests were open was sitting at 11 days\*.

The first quarter of 2021/22 has seen a large increase of requests received in September and as a result the number of days on average requests have remained open. This is a trend we will monitor closely over the next reporting period as restriction ease. Last financial year Council received a higher volume of requests during lockdown periods and this may account for the sharp rise.

At the end of the reporting period, Council had 2,067 requests open with an average number of day's open of 65\*. This is an improvement on last quarter where the average was sitting at 69\* and continues the impressive improvement from last financial year. This higher number than the quarterly figure is due to the fact it also contains more complex long term requests that require a longer than average time to resolve. This is an area where Council will continue to strive to improve and reduce this number quarter on quarter by improving our internal processes.

Table below highlights Correspondence July - Sept 2021



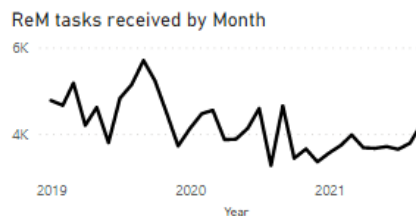
## ReM Requests - Quarterly Report

Directorate:  Department:

### Requests Received (# Opened)

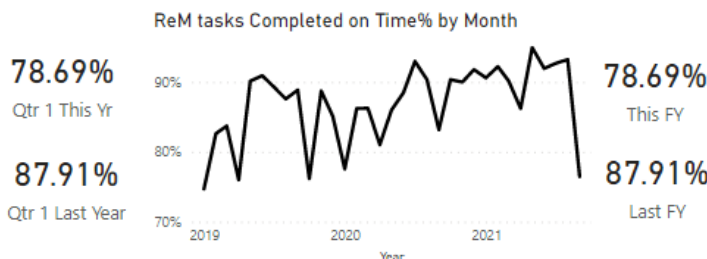
**1323**  
Currently Open  
**35.09**  
Avg Time Open

**11.66K**  
Qtr 1 This FY  
**12.51K**  
Qtr 1 Last FY



**11.66K**  
This FY  
**12.51K**  
Last FY

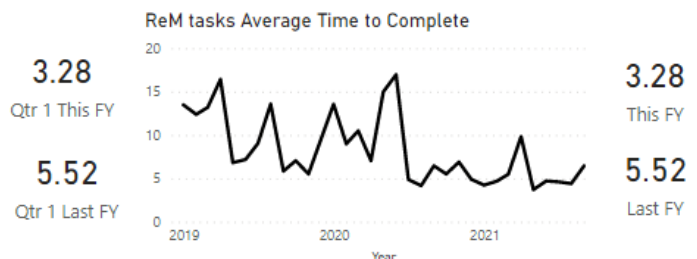
### Requests Completed on Time (%)



**78.69%**  
Qtr 1 This Yr  
**87.91%**  
Qtr 1 Last Year

**78.69%**  
This FY  
**87.91%**  
Last FY

### Average Time to Complete Requests (# Days)



**3.28**  
Qtr 1 This FY  
**5.52**  
Qtr 1 Last FY

**3.28**  
This FY  
**5.52**  
Last FY

\*Data sourced from ReM which is mail through the post and emails that are sent through to info@frankston.vic.gov.au

Council received 11,660 pieces of correspondence last quarter which is a decrease from the same time last year of 12,510. During this period, Council officers responded to or acknowledged 9,175 pieces of correspondence. Council aims to respond to correspondence within 10 days and achieved this target for 79% of correspondence. This is a decrease of 9% from the last reporting period. The average number of days to respond to correspondence was 3\* days for this reporting period compared to 6\* days over the same time last year. Overall Council’s performance for this period is significantly improved from the same period last year.

*\* Figures are rounded to the nearest whole number.*

**PLANNING PROGRESS**

**Statutory Planning data updates – Quarter 1 (2021-22)**

The cost of the service for quarter 1 (Q1) was \$1,302 per application, which is a reduction on all the previous quarters last financial year and is likely due to current vacant positions and steady application volumes. It should also be noted this is calculated based on direct costs for the quarter and is an initial figure as at 27 September 2021.

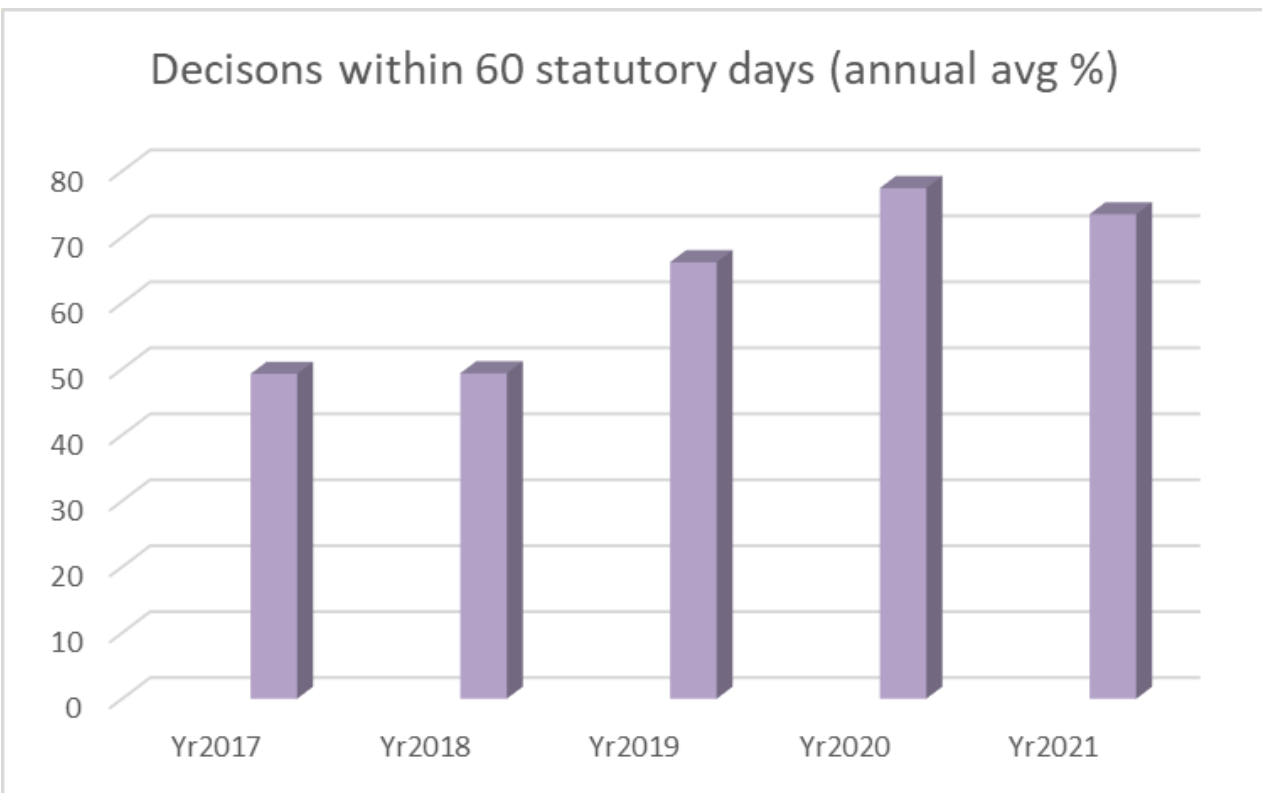
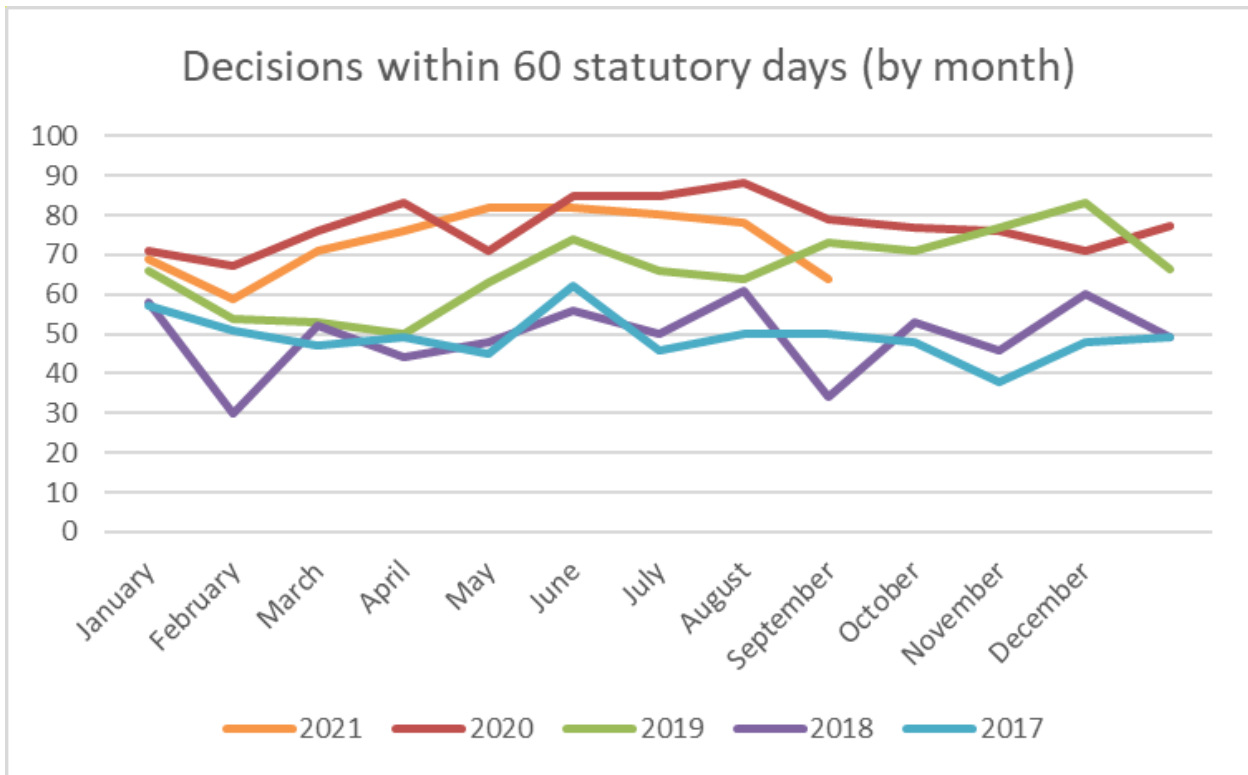
Statutory planning on-time delivery for Q1 was above the target of 70 percent at 75.6 percent, with an exceptional month in July at 85 percent. This is an exceptional effort noting some position vacancies and the whole department’s heavy involvement in the Statutory Planning Business Transformation Project. This project has and will continue to achieve longer term efficiency gains and an improved customer experience.

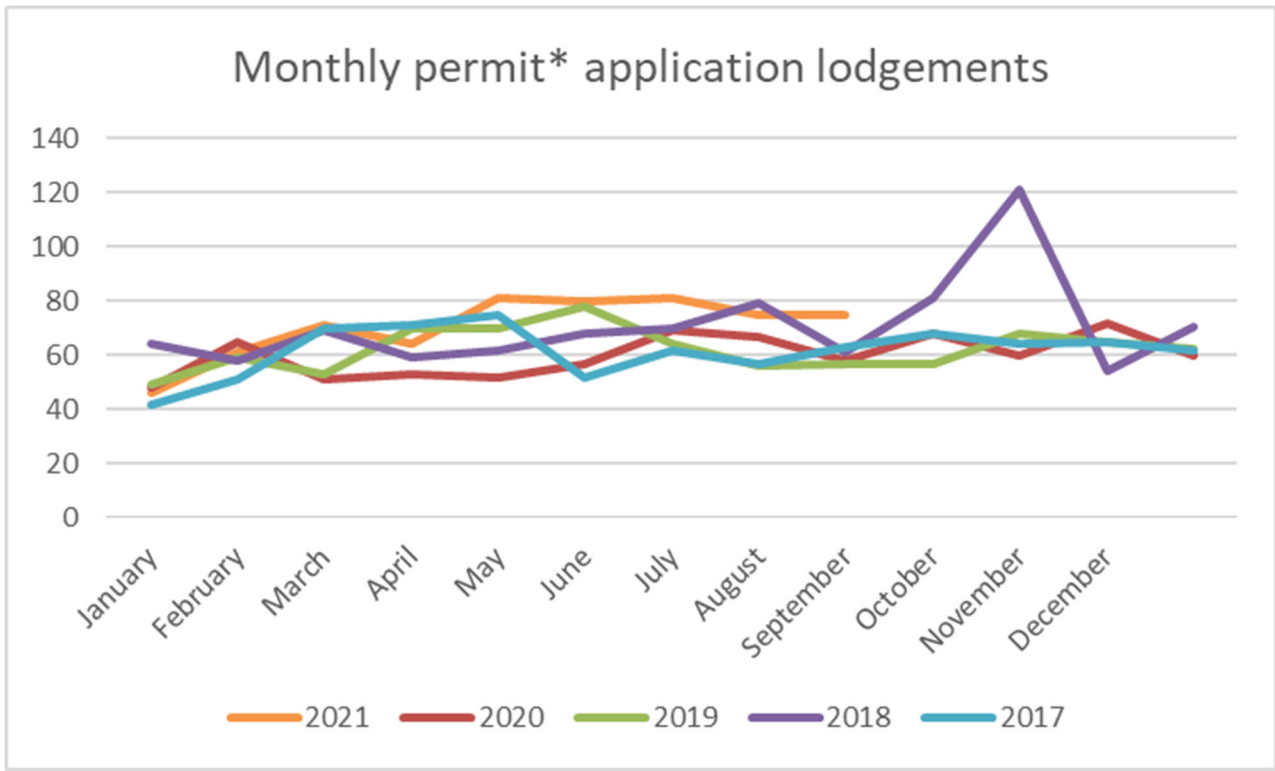
The on-time delivery data is illustrated in the below charts as well as the volume of applications received per month over the last five years. This demonstrates the consistent volume of applications received each month, noting that the lodgement volume only includes new permit and amendment applications and is therefore only a portion of the actual planning application workload. Specifically, the data does not include other consents, such as secondary consents, condition sign off, extensions of time and subdivision act processes.

A summary of developer financial contributions received within the quarter is also detailed below.

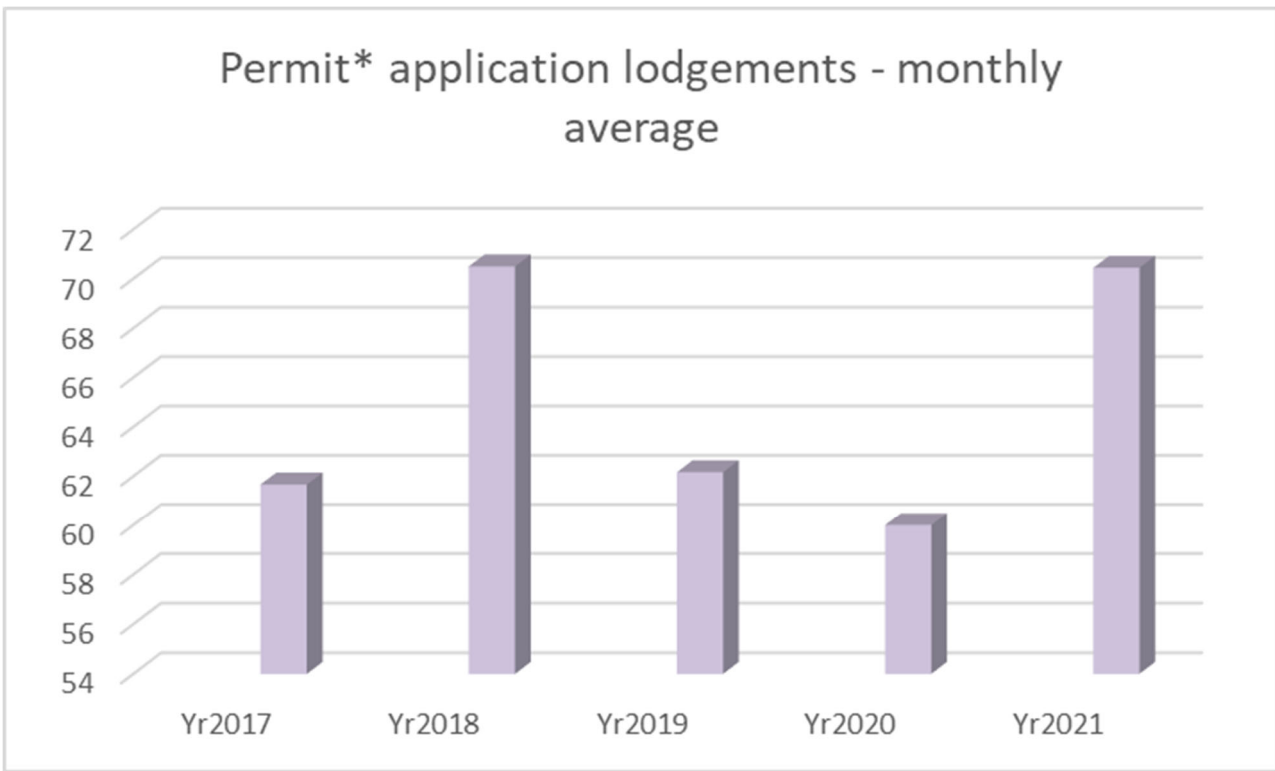
It should be noted the data for Q1 was calculated manually as the State Government Planning Permit Activity Reporting System (PPARS) does not publish the monthly or quarterly data until approximately the middle of the following month. There may be a minor discrepancy with the manually calculated on-time delivery data and the published PPARS data.

<b>Developer Financial Contributions- Quarter 1 (2021-22)</b>	
<b>Contribution Type</b>	<b>Total Amount Received</b>
Open Space Contributions	\$368,500.00
Car Parking Financial Contributions (cash-in-lieu)	\$0.00





\*Only new permit applications, does not include amendments and other application types.



\*Only new permit applications, does not include amendments and other application types.

## City Futures Department update

The following *Policy & Strategy Development* work was undertaken during July – September 2021:

- The *Draft Biodiversity Action Plan* has been prepared including community feedback.
- A *Setting the Scene and Defining the Opportunities* Background report has been prepared as part of the development of the *FMAC Structure Plan*.
- A draft Frankston City Centre Revitalization *Action Plan* has been developed and is being reviewed for community consultation.
- The draft *Health and Well Being Plan*, has been prepared following community consultation.
- Development of *Urban Forest Precinct Plans* for Carrum Downs/Sandhurst/Skye and Seaford is nearing completion.
- The Frankston Local ESD Policy planning scheme amendment has been approved by the Minister for Planning.
- The Frankston Planning Scheme Translation amendment has been approved by the Minister for Planning
- Local Strip Shopping Centre Plan has been adopted by Council, following community consultation.
- Sandfield Masterplan has been adopted by Council following community consultation.
- Lighting Frankston Plan has been adopted by Council, following community consultation.

The following *Programs and Events* were delivered during July – September 2021 period:

- Business support and networking events.
- Big Build Expo undertaken as an online event.
- Business Basics Workshops – six week workshop commenced for people looking to establish a business in Frankston City.
- Commencement of the development of a new ‘Buy Local, Support Local’ campaign, designed to educate residents and visitors about the economic and social advantages local businesses bring to our community.

## **FINANCIAL AND CORPORATE PLANNING**

### Integrated planning – Local Government Act changes to deliverables

The Local Government Act changes to a principle based ‘Act’ has prompted a review of Council’s Integrated Planning and Reporting Framework along with its deliverable timelines. This review was our first step towards strengthening integration between Council’s key strategic and financial plans and ensuring Council adequately meets its legislative requirements with regards to community engagement, strategic planning, financial management and service performance.

Council adopted a number of these key document on 29 June 2021; Community Vision – Frankston City 2040, 2021-2025 Council Plan and Budget and 2021-2025 Revenue and Rating Plan. In 2021-2022, Council will prepare a Workforce Plan and Asset Plan. Both plans will be developed to ensure alignment to Councils Integrated Planning and Reporting Framework, with significance to Councils Service Plans.

Stakeholders responsible for Council’s key strategic and financial plans have formed a working group who developed a proposed framework and updated the Integrated Planning 2020-2021 timeline.

### Service Planning Update

In 2020-2021, Service Plans were proven to be a backbone to the development of Council Plan initiatives and budget alignment. The Service Plans are used to inform our strategic long term outlook, helping us to ensure we consider what is important to the community with future service demands and resource requirements. In 2021-2022, the final six Service Plans will be developed and existing 14 Service Plans will be updated.

Service plans will be used to inform Year Two Council Plan Initiatives and ensure resources are strategically aligned through the budget process, and have been used to inform Directorate plans for 2021-2022.

### **ACCOUNTABILITY AND TRANSPARENCY**

The Accountability and Transparency Reform (ATR) document commenced in May 2018 with 160 items identified. Items were considered and implemented by the relevant Managers. Council resolved at its Meeting on 29 June 2020 to finalise the ATR document and monitor the remaining ongoing items via a quarterly status report. A report for the July 2021 quarter is attached (Attachment A).

One of the items identified in the ATR was to provide a quarterly status on the attendance of Councillors at Briefings in a quarterly period. The overall status is included in the Annual Report every year.

The status of Councillor Attendance at Council Meetings is also recorded and is included in the Local Government Performance Reporting Framework indicators as part of the reporting to Local Government Victoria (LGV). It is provided to the community via LGV's Know Your Council website and in Council's Annual Report every year.

*Table 1 titled, 'Councillor Attendance at Meetings and briefings (July to September 2021)' below provides an overview of attendance for this period.*

#### **Councillor Attendance at Meetings & Briefings July 2021 - September 2021**

<b>Councillor</b>	<b>Council Meetings Attended</b>	<b>Councillor Briefings Attended</b>	<b>Total Attended</b>	<b>Attendance</b>
Cr David Asker	5	13	18	90%
Cr Sue Baker	5	14	19	95%
Cr Kris Bolam	5	14	19	95%
Cr Nathan Conroy	5	15	20	100%
Cr Claire Harvey	5	15	20	100%
Cr Brad Hill	5	15	20	100%
Cr Liam Hughes	5	13	18	90%
Cr Steven Hughes	4	6	10	50%
Cr Suzette Tayler	5	14	19	95%
<b>Total</b>	<b>44</b>	<b>119</b>	<b>163</b>	<b>91%</b>



Table 2 below notes Councillor Attendance at Briefings only for the quarter is as follows:

### Councillor Attendance at Briefings July - September 2021

Councillor	Councillor Briefings	Attendance*
Cr David Asker	13	87%
Cr Sue Baker	14	93%
Cr Kris Bolam	14	93%
Cr Nathan Conroy	15	100%
Cr Claire Harvey	15	100%
Cr Brad Hill	15	100%
Cr Liam Hughes	13	87%
Cr Steven Hughes**	6	40%
Cr Suzette Tayler	14	93%
<b>Total</b>	<b>119</b>	<b>88%</b>

\*15 Councillor Briefings were held from July to September 2021

\*\* Cr S Hughes was suspended for the month of September 2021

### Local Government Act 2020

The Local Government Act 2020 (Act) is being implemented in four stages, with the remaining stage to be implemented from 1 July 2021, as the new provisions come into effect.

Some provisions required by 31 December 2021, including the Council Plan 2021-2025, Community Vision 2040, CEO Employment and Remuneration Policy, and Complaints Handling and Feedback Policy have already been adopted by Council. The Financial Plan and Procurement Policy are due to be presented to Council for adoption in October 2021. The Recruitment Policy and Staff Code of Conduct endorsed by EMT and the Workforce plan is currently in progress. Asset Management Plans are due by June 2022.

### Strengthening Governance

Council is completing implementation of the action plan in response to the Municipal Monitor's recommendations. The first quarterly progress report was noted by Council at its meeting on 31 August 2020. The final Quarterly Progress Report as at October 2021 is attached (Attachment B).

### Open/Award/Publishing of Contracts and publishing

Contracts valued over \$550,000 (GST inclusive) are awarded in open Council Meetings. All other contracts awarded as the result of a public tender process are published on Council's website, to maintain transparency. The full listing of awarded contracts can be viewed through Council's website.

## Procurement Policy

Council's draft Procurement Policy 2021 – 2025 was presented to Council on 30 August 2021, seeking approval to commence the consultation process. Public consultation commenced on 31 August 2021, via the Engage Frankston community engagement platform, and concludes on 29 September 2021.

The Policy will be scheduled to be presented to Council for adoption at its meeting of 11 October 2021.

The proposed policy sets out Council's commitment to implement procurement practices that provide social value to the community by including economic, social and environmental outcomes, including a focus on the promotion of opportunities for local businesses.

This includes a requirement to include a '*Community Benefit*' criterion weighted at a minimum of 10 per cent in the evaluation of all contracts with a value greater than \$150,000 excluding GST.

This will allow Council to promote outcomes beyond financial benefits and contribute to building strong communities.

The key changes that are incorporated in the Procurement Policy 2021 - 2025 include:

- Public tender threshold increased from \$150,000 including GST (for goods and services), and \$200,000 including GST (for works) to \$300,000 excluding GST for goods, works or services;
- Increased quotation thresholds, with mandatory requirement to seek at least one quotation from local business wherever possible;
- Collaborative procurement to be considered in procurement activities where possible;
- Incorporation of Community Benefit procurement principles and objectives to achieve social, economic and environmental outcomes;
- Detailed listing of exemptions from competitive procurement requirements.

The Policy includes an increase to the Chief Executive Officer's delegation to enter into contracts from \$500,000 to \$1 million excluding GST. To ensure transparency in decision-making, reporting will be provided quarterly to Councillors, detailing contracts awarded in the preceding period under the Chief Executive Officer's delegation.

## Tally on tracking reports presented to Closed Council

In 2020-2021, Council's result for the Local Government Performance Reporting measure Decisions made in Closed Council was 8.92%, which achieved Council's aspirational target of 10% and has demonstrated better transparent decision making for the community. The average for all Victorian Councils has been less than 10% since 2016 (reference 'Know Your Council' website).

Since July 2020, contracts were tabled in open Council Meetings and agendas and reports were streamlined to ensure they were tabled in open agendas at every Council Meeting.

In Quarter 1, (July to September 2021) only 5.36% of decisions were made in Closed Council. There were 56 reports in both Open and Closed Council with 3 being considered in Closed Council. There have been 2 Notices of Motion and 1 Urgent Business items raised to date for this financial year.

## KEY PROJECT UPDATES

The 2021/22 Capital Works Program is currently progressing well to deliver a significant annual program and to achieve its set targets, which will provide vital services and infrastructure needs to the community. As at 21 September 2021, the actual expenditure is \$3.97M and commitments are \$16.00M against the adopted Capital Works Budget of \$64.89M.

This equates to 31% delivery of the Annual Capital Works Program underway.

Key project updates below:-

- **Lloyd Park Pavilion:**

*Lloyd Park Pavilion Design has been completed and the construction is due to be tendered in October 2021.*

- **Jubilee Park Stadium:**

*The construction tender closed on 27 June 2021, the tender evaluation has been finalised and works are expected to commence in November 2021 following Council approval.*

- **Ballam Park Improvement works:**

*The proposed works in the vicinity of southern entrance of Ballam Park includes an upgrade of the existing play space, nature play, water play and public amenities including park furniture, BBQ's, shelters, drinking fountains and landscaping. An extensive community consultation process was completed in early 2021 and outcome of the process reported back to Council in June 2021. Project has received a total of \$3 million in funding via round 1 of Community Infrastructure Loan Scheme. Tender for construction are expected to be out to the market in October 2021 with construction works expected to commence in early 2022.*

*Additionally, Council has also been successful in securing \$1.3 million funding via round 2 of CILS for the proposed Ballam Park Integrated Water Treatment improvement works (northern precinct). The proposal includes construction of a new integrated water treatment feature incorporating new rain gardens, shade, seating, footbridge, LED lighting, path connections, landscaping and a pond. Design works are expected to be completed in the current financial year 2021/22 with construction works expected to be completed by June 2023.*

### Young Street Works

The State Government agreed to contribute to the cost of a new toilet block outside Frankston Station. The new toilet will also include a bus driver toilet and is due to open to the public in late September 2021.

## KEY MEETINGS AND ACTIVITIES

During this quarter (July 2021 – September 2021), the CEO was able to continue to attend meetings either via video-conferencing or face to face pending restrictions/lockdown regulations. Noting during this period Ms Kim Jaensch acted in the role of CEO from Friday 16 July 2021 to Sunday 1 August 2021.

The Mayor, Cr Kris Bolam JP and the CEO, Mr Phil Cantillon continue to offer the community the chance to book a 30 minute meeting to discuss issues or ideas that are important to residents. These sessions have been offered since mid-March 2021, titled 'Meet the Mayor and CEO Community Sessions' and to date over 15 sessions have been hosted.

During the easing of restrictions period, a special lunch time event was held at the Operations Centre with the Mayor, Cr Kris Bolam JP, Cr Claire Harvey, Cr Sue Baker, Cr Liam Hughes and the CEO in attendance. The gathering in line with COVID-safe plan requirements allowed the hardworking Operations Centre staff to be recognised for their efforts over the past year and especially during a severe weather event. The event also allowed for a raffle to be held with \$200 being raised for Cure Cancer fund.

Listed below is a snapshot of the meetings attended by the CEO during July to September 2021:

- Weekly meetings with the Mayor covering topics such as Advocacy, Communications, Developers matters and Economic Development;
- Attended with the Mayor, various meet the Mayor and CEO Community Sessions through-out this period;
- Meetings with Councillors to discuss specific topics;
- Participation in various Senior Leadership Program sessions;
- Attendance at various Greater South East Melbourne Group meetings involving CEOs;
- Participation in various Joint State/Local Government CEO's forum to discuss COVID-19 matters including DJPR and MAV;
- Meeting with MAV President Cr David Clark;
- Participation in the Frankston Revitalisation Board meeting;
- MC role for the sod-turning ceremony at Robinsons Park for Sports Lighting;
- Attendance at the Food Truck Festival at the Operations Centre (COVID-safe event prior to lockdown);
- Meeting with Director McClelland Gallery + Sculpture Park;
- Working dinner with Kingston City Councillors, CEO along with Frankston City Councillors;
- Participation at the Kevin Collopy Pavilion Redevelopment – funding announcement event;
- Participation at the Eric Bell Pavilion Redevelopment – funding announcement event;
- Information sessions held with staff on realignment structure both virtually and face to face (COVID-safe event prior to lockdown);
- Meeting with Sharn Coombes (Liberal Candidate for Dunkley);
- Participation in a number of meetings with fellow CEO's regarding South-East Melbourne Advanced Waste Processing (SEMAWP);
- Meeting with Peninsula Leisure Board;
- Participation at various Jubilee Park Indoor Stadium – Project Advisory Group meetings;
- Participation in the Audit and Risk Committee meeting;
- Regular meetings with St Kilda Football Club representatives regarding Belvedere Precinct (Linen House);
- Meeting with Frankston District Basketball Association and the NBL;
- Participated in the official launch event for Frankston Zero (homelessness alliance);
- Meeting to sign the MOU for Frankston City Job Seeker Alliance;

- Participation in various Local Government CEOs COVID-19 briefings;
- Meeting with Mel Barker CEO and Jo McCoy Chair Westernport Biosphere;
- Virtual meeting with the Flotilla membership (Frankston Coastguard);
- Meeting with Frankston City Parliamentarians;
- Meeting with the Hon. Jacinta Allan MP;
- Meeting with Member for Dunkley Ms Peta Murphy MP along with State Members for Carrum and Frankston, Ms Sonya Kilkenny MP and Mr Paul Edbrooke MP;
- MC role at the virtually held staff Service and Excellence awards ceremony;
- Meeting with PGA Australia;
- Meeting with the CEO of Chisholm TAFE;
- Attended the LGPRO 2021 Customer Impact Award presentation;
- Presented at the Local Government Mayoral Advisory Panel meeting;
- Held virtual lunchtime live zoom session with staff along with guest speaker Kim Jaensch Chief Financial Officer;
- Meeting with James Warren, Ag General Manager Community Services – SE Metro Region (DJCS);
- Participated in meeting to discuss Nairn Marr Djambana Facilities redevelopment;
- Participated in Council’s Corporate induction;
- Attended COVID-19 and fire preparedness and emergency briefing with COVID Commander and Emergency Management Commissioner;
- Meeting with Mayor and CEO of Mornington Peninsula Shire Council;
- Attendance at the MAV CEO forum;
- Attendance at the LGPro CEO forum;
- Meeting with CEO and President of SEMMA;

## **ADVOCACY**

### Advocacy Priorities Adopted

Frankston City Council strengthened its commitment to advocacy and achieving the best outcomes for residents, workers, students and visitors with the adoption of the Future Ready Frankston Advocacy Priorities. Councillors voted unanimously at the 28 June 2021 Council meeting to adopt the document that highlights 19 key areas for state and federal government investment following extensive community consultation.

A small number of key flagship advocacy priorities (approximately five initiatives) will be presented to Councillors in November 2021 for adoption prior to the 2022 federal and state elections.

### External Grant and Income

The below table highlights the external grants applied for throughout July, August and September 2021, along with the outcome of earlier external grant and income applications.

Grant Name	Project Name / Detail	Amount Sought	Status
TAC Local Government Grant Program Infrastructure	Implementation of McCormicks Precinct Local Area Traffic Management (LATM) Plan	\$100,000	Awaiting outcome
Local Partnership Grant	Providing targeted engagement and support for priority CALD communities in response to the coronavirus pandemic	\$102,000	Successful
Australian Cricket Infrastructure Fund	Jubilee Park Masterplan, cricket infrastructure	\$200,000	Successful
Community Infrastructure Loan Scheme	Ballam Park Northern Precinct Improvement Works	\$1.3 million	Successful
2021/2022 local council adolescent vaccination grants	Immunisation program	\$43,688	Awaiting outcome

### Meetings and events

- Tuesday 3 August 2021 - Meeting between Mayor, CEO and Liberal Candidate for Dunkley, Sharn Coombes;
- Friday 6 August 2021 - Official launch of Frankston Zero initiative with local Frankston City Members of Parliament and Minister for Housing, the Hon Richard Wynne MP;
- Friday 20 August 2021 - Frankston City Parliamentarians Meeting;
- Thursday 2 September 2021 - Meeting with Stephen Varty, CEO Chisholm Institute regarding the Frankston Campus redevelopment;
- Wednesday 8 September 2021 - Meeting with Nairm Marr Djambana, Member for Dunkley Ms Peta Murphy MP and Member for Frankston Mr Paul Edbrooke MP;
- Thursday 9 September 2021 - Meeting with Nairm Marr Djambana, Senator David Van and Liberal Candidate for Dunkley Ms Sharn Coombes;
- Thursday 23 September 2021 - Meeting with Minister for Transport Infrastructure Hon Jacinta Allan MP;
- Thursday 23 September 2021 - Meeting with Member for Dunkley Ms Peta Murphy MP, Member for Frankston Mr Paul Edbrooke MP and Member for Carrum Ms Sonya Kilkenny MP.

### Greater South East Melbourne Group (GSEM)

The GSEM CEO group has been liaising with Federal Government's representatives to determine the future of the GSEM City Deal following the ongoing impacts of the COVID-19 pandemic. Regardless of the status of the GSEM City Deal, Council continues to strengthen our regional relationships with neighbouring municipalities in order to strengthen opportunities for joint advocacy efforts, such as the regional recycled water scheme, improved active transport connections and arts trails across the region.



Regular meetings are held with the GSEM CEO group enabling opportunities for Frankston to advocate for better outcomes (includes shires of Cardinia and Mornington Peninsula, and the cities of Knox, Casey, Frankston, Greater Dandenong, Kingston and Monash). The vision is for job creation, job retention, future proofing the community and ensuring liveability and sustainability. Ms Margaret Fitzherbert, a new Board member replacing the Hon. Bruce Billson was inducted in mid-August 2021. A further meeting was held in mid-September 2021 which focused on stakeholder engagement and will be a key group going forward to advocate to various levels of government.

#### Frankston Revitalisation Board

The Frankston Revitalisation Board meeting held on 20 September 2021 both the Mayor, Cr Kris Bolam JP and CEO, Mr Phil Cantillon were in attendance along with Dr Gillian Kay, Director Communities.

Mr Phil Cantillon, CEO holds a position on the board as a representative of Frankston City Council. Meetings are chaired by the Member for Frankston, Mr Paul Edbrooke MP and various organisations across our municipality along with State Government officials participate in on the Board. The board is responsible for implementing the revitalisation strategy (vision for Frankston) along with reviewing key action plans and strategies for the Frankston Town Centre including car parking reviews, updates on responding to alcohol and other drugs in Frankston and the Mornington Peninsula program. The next meeting is scheduled for Tuesday 9 November 2021.

#### Frankston Early Parenting Centre (EPC) Board

The Frankston Early Parenting Centre Board meeting was scheduled in mid-August 2021 however was postponed due to various factors. The meetings are normally co-chaired by Mr Paul Edbrooke MP, Member for Frankston and Ms Sonya Kilkenny MP, Member for Carrum. Mr Cantillon holds a position on the board as a representative of Frankston City Council.

The board was formed to help steer the Frankston Early Parenting Centre outcomes to provide better access to specialist services and early parenting support for Frankston families, closer to home. Services will be tailored to the needs of our community, with a strong focus on delivery a centre that is fit-for-purpose and well-integrated with other services in the area. The group is supported by the Department of Health and the Victorian Health Building Authority.

#### Frankston Metropolitan Activities Centre Car Parking Committee

Developing the business case for the project in almost completed and scoping out the deliverables has commenced for a smart parking trial in Frankston Metropolitan Activity Centre incorporating Playne St, Lower Young St, Wells St and Thompson St. Key stakeholders have been consulted in the development of the business case and will continue to be involved in the delivery and evaluation of the trial.

### **AUDIT AND RISK**

#### Cyber Security Audit

The results of the Cyber Security Audit were presented to the Audit and Risk Committee in September 2021 which highlighted many positive approaches that Council was taking to ensure technology systems and data are secure. There were no vulnerabilities and risks of high concern, however, with the potential impacts, the low and medium risk items have been prioritised.

There were several recommendations made and Council's Information Technology (IT) team have already commenced implementing these where IT will focus going forward to ensure Council is secure and protected.

#### Child Safety update

Council recently engaged a Child Safety Coordinator on a short term contract to assist with the review of Frankston City's Child Safe Policy and review the implementation of the Child Safe Standards and Reportable Conduct Scheme. The compliance review was required to ensure that council has adequate policies, procedures and systems in place that meet the requirements. After a comprehensive audit 41 recommendations were accepted by the Child Safety Committee and the Executive Management Team, these recommendations have now been established in an Action Plan and a Child Safety Coordinator has been appointed for 12 months to ensure they are implemented in a timely manner. Frankston City Council is committed to ensuring compliance is achieved and a child safe culture is embedded within the organisation. The Child Safe Standards have recently been reviewed and a number of new requirements will create additional obligations from 1 July 2022.

Thank you for taking the time to read this report.



OFFICE USE ONLY: A4528795



# Accountability and Transparency Reform

October 2021 – Quarterly Update

*opportunity » growth » lifestyle*








On track



Recoverable



Off track

Action	Responsible Officer	Progress Comments	Status
<p><b>Item 2:</b> That the CEO's Report is to be expected of all future CEOs of Frankston City Council.</p>	<p>Chief Executive Officer</p>	<p>This action is an ongoing action and the report is tabled January, April, July, October for the previous three month period accordingly.</p>	
<p><b>Item 3:</b> The CEO is to review existing consultancy usage and report back to Council on any identified 'knowledge deficits' within the organisation (areas requiring staff training, additional staff) based on consultancy expenditure.</p>	<p>Chief Executive Officer</p>	<p>CEO includes this information in the CEO's quarterly report documentation - Confidential attachment.</p>	
<p><b>Item 5:</b> Where Councillors fail to attend less than 50% of briefings in a quarterly period, a report is to be provided to Council with an explanation as to why such Councillors are not attending said briefings.</p>	<p>Manager Governance and Information</p>	<p>Councillor Briefing attendance has been above 80% since November 2020 and has been reported in the CEO Quarterly Reports to Council for the previous and new term of Council in 2020-2021. Although there is no longer a requirement in the Local Government Act 2020 to complete an Assembly of Councillors or to include Briefing attendance in the Annual Report, it is included in the Annual Report with Councillor Meeting attendance. Briefing attendance will also be available on Council's website in 2021-2022.</p>	





On track



Recoverable



Off track

**Item 6:**  
That all advisory committees be required to report before Council once per year, at a briefing, to advise Council of their activities.

Manager Governance and Information

Council has 2 Advisory Committees:  
- Frankston Arts Advisory Committee, which reports regularly to Council on its activities; and  
- Major Projects Advisory Committee, which meets with Councillors to discuss key projects.



**Item 8:**  
Where the CEO and/or EMT serve on any external committees outside of Frankston City Council (but in relation to Frankston City Council duties), he/she is to provide a report to Council. This can be done in the form of the quarterly report to Council.

Manager Governance and Information

Council resolved at its meeting on 20 September 2021 that reporting is no longer required for this item.

No longer applicable

**Item 10:**  
That online databases (accessible by the public) be created for the following:  
a) Council submissions to State and Federal governments;  
b) Funding council has applied or to State and Federal governments.

Manager Governance and Information

Submissions for funding that Council has applied for to State and Federal Governments is available on Council's website under Advocacy - Budget and Grant Submissions. This information has been available since February 2020.



**Item 11:**  
Officers are to provide written reports to Council, as Councillors do, for interstate and international trips advising of findings.

Manager Governance and Information

Interstate and international travel is reported via the CEO's Quarterly Report. During 2020-2021 there was no international travel due to the COVID pandemic restrictions and some interstate travel by a limited number of Councillors and Officers during May and June 2021.



 On track    
  Recoverable    
  Off track

**Item 12:**  
 External advocacy bodies (i.e. MAV, Anti-Gambling Alliance), where Council provides an annual contribution, must provide a written report to Council on the external organisation’s activities in the past twelve months. These reports are then clustered and presented to Council.

Manager Governance and Information

The Annual Reports are to be tabled annually in October each year. Due to the Council Elections and the development of the Councillor Induction Program, a report has not been provided to date. This will be tabled for noting at the October 2021 Council Meeting and then in October each year, with the exception of the Council Election year, where it will be tabled in November.



**Item 15:**  
 That a lobbyist/developers register be created for officers and Councillors to declare when they have met with lobbyists and/or developers. Furthermore the terms ‘lobbyist’ and ‘developer’ be properly defined so Councillors and staff are not vague on the terms.

Manager Governance and Information

A Lobbyist and Developer Register for officers and Councillors to declare when they have met with (external) lobbyists and/or developers has been maintained since May 2020. It is retained by Governance and made available to Councillors via the Councillor Portal rather than a quarterly Memo to Councillors.



**Item 16:**  
 Per the ‘Diageo’ approach, the Annual Report is to record all Councillor and EMT Code of Conduct breaches for that given year.

Manager Governance and Information

The “Diageo” Annual Report details breaches that relate to its employees i.e. code of conduct, whistle-blower and protected disclosures; yet does not reference Councillors. The Councillor Code of Conduct requires breaches related to Councillors be confidential. Any Councillor or CEO breaches are reported in the CEO’s Quarterly (Confidential section) Report and are not made available publicly. At times other bodies, such as IBAC, VCAT and LGV, may make information available to the public on their respective websites.







On track



Recoverable



Off track

**Item 17:**

That a database, similar to the one in operation at the City of Rochester, New York (United States), to allow the wider public to peruse Freedom of Information outcomes (or the alternative proposition proposed in .58) online ('Reading Room') be adopted at Frankston City Council.

Manager Governance and Information

An FOI Summary was provided to Council at its meeting on 15 February 2021 and was well received, with over 70% of requests being processed outside of the FOI statutory timeframes. The next summary will be provided to Council in early 2022.



**Item 18:**

A process, similar to City of Redlands, where Councillor complaints (against Code of Conduct, Meeting Local Law, Staff Interaction Policy, Media Policy, Act etc.) are recorded on the website.

Manager Governance and Information

Councillor complaints are reported via the CEO's Quarterly 'confidential' report to Council and the Audit and Risk Committee in 2020-2021.



**Item 19:**

City of Gold Coast: A process, similar to the Gold Coast, where Councillor interests and conflicts of interest (for briefings, meetings etc.) are recorded on the website.

Manager Governance and Information

A Councillor Conflict of Interest Register is available on Council's website.



**Item 20:**


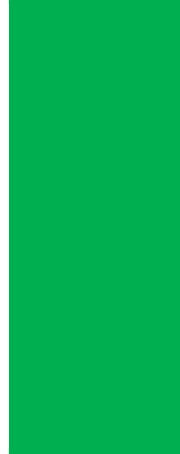


Better disclosure of remuneration arrangements for senior officers Example Melbourne City Council does this in their annual report.

Manager Governance and Information

Details of senior officer remuneration is available on the Council website under *Our organisation*. This is an extract from the Annual Report and will be updated annually.



 On track    
  Recoverable    
  Off track

<p><b>Item 24:</b> That a quarterly briefing be provided to Councillors on the greatest organisational risks that require attention (strategic and organisationally)</p>	<p>Manager Procurement, Property and Risk</p>	<p>A report was prepared for the Audit and Risk Committee meeting on 27 August 2021 which provides detail on the status of organisational risks. The Chairperson half-yearly report to Council was presented at the 20 September 2021 Council Meeting.</p>	
<p><b>Item 25:</b> In light of the Frankston Football Club insolvency, the CEO is to demand that community sporting groups produce annual documentation to determine the fiscal health of said club. This information will then be presented to Councillors, at a briefing, in the form of a 'solvency scale' per sporting club. This information may be helpful insofar determining whether to renew leases and the Council playing a role in rallying the community to assist clubs that may be severely struggling.</p>	<p>Manager Procurement, Property and Risk</p>	<p>All tenancy agreements are now subject to financial analysis to ensure the tenant is able to meet the obligations contained in their agreement.</p> <p>Seasonal tenancy agreements are reviewed annually and changes are made to improve operational efficiencies, where required.</p> <p>All lease and licence agreements that have been entered into in the last 18 months, now include a provision for tenants to provide annual financial statements.</p>	
<p><b>Item 26:</b> Availability of a Frankston City Council Lease Register (including terms) to the public upon request.</p>	<p>Manager Procurement, Property and Risk</p>	<p>The updated Lease Register has been uploaded to Council's website, and a copy provided to Governance.</p>	
<p><b>Item 27:</b> Availability of a Frankston City Council Service Contracts Register (for contracts over \$999,000) to the public upon request.</p>	<p>Manager Procurement, Property and Risk</p>	<p>Council publishes a listing of 'Awarded Contracts' on the public website: <a href="https://www.frankston.vic.gov.au/Your-Council/Tenders/Awarded-Contracts">https://www.frankston.vic.gov.au/Your-Council/Tenders/Awarded-Contracts</a></p>	

 On track    
  Recoverable    
  Off track

**Item 28:**  
As is practiced by the City of Gardner in Massachusetts (United States), upon a certain period, tender outcomes (including tender bids) on goods and services are made available online to the public.

Manager Financial and Corporate Planning

The Consolidated Financial Report and Performance Statement was presented to and noted by Council on 20 September 2021.



**Item 31:**  
That a report be provided to Councillors annually on the number of public complaints received and which departments they are emanating from. The report should also be comparative and juxtapose results from previous years

Manager Community Relations

The Draft Complaints and Feedback Policy was adopted at the 20 September 2021 Council meeting. The audit on complaints has now taken place and is awaiting outcomes.



**Item 32:**  
That an end of year media report be made available on Councils website Example: Melbourne City Council comprehensive media report for the 2015-16 year.

Manager Community Relations

Key issues throughout the year as well as sentiment reporting on social media will be reported through the Annual Report. The format will be similar to the Economic Scorecard, so that it is easily understood.



**Item 37:**  
As is practiced by the City of Gardner in Massachusetts (United States), quarterly figures are made available online to the public regarding departmental spending on goods and services (Open Check database).

Manager Financial and Corporate Planning

The Consolidated Financial Report and Performance Statement was presented to and noted by Council on 20 September 2021.



 On track    
  Recoverable    
  Off track

**Item 38:**  
 Calling for more transparency in audit committee process Example: Melbourne City Council provides up to 4 years of performance reports.

Manager Financial and Corporate Planning

The Local Government Act 2020 now requires the Chair of the Audit and Risk Committee to table a report half yearly on the activities of the Committee. The half-yearly report to Council was tabled at the 20 September 2021 Council Meeting.



**Item 39:**  
 That every term a ‘transparency review’ is to occur of the FCC website, the review is to cover, and assess, the types of information openly available via the Council’s website to help gauge how open the organisation is, learn about how it can be more transparent and compare its performance in this area with its peer Councils.

Manager Business Transformation

Council's website has been successfully migrated to the new platform. Content has been migrated with the most popular pages reviewed and updated. A full content review will now commence with a transparency lens to ensure comparability with other peer Councils.



**Item 41:**  
 That all reports to Council which relate to funding for major projects must include ‘probability’ costs which anticipate additional costs beyond the line-item amount being considered (i.e. Frankston Yacht Club).

Director Infrastructure and Operations

Projects that are presented to MPAC will include the probability costs. The trend of the probability cost will be highlighted in the presentation.



**Item 42:**  
 Greater quarterly disclosure of developer contributions as they are made, e.g. Melbourne City Council releases a quarterly report on developer contributions.

Manager Statutory Planning

Effective April 2021, this information will be included in the Town Planning Progress Report, which is reported monthly to Council.





# Action Plan with progress report

## Implementation of Municipal Monitor's recommendations

September 2021

*This Action Plan with progress report ensures the five key recommendations from the Municipal Monitor's Report 2019 are addressed to improve Council's overall performance by October 2021. The progress is reported to Council every quarter as part of the CEO's Quarterly Report and a copy made available on Council's website.*

*Progress made over the last 12 months has resulted in implementation of actions expected to be completed on track by October 2021.*

opportunity » growth » lifestyle



# Overview



Municipal monitor's recommendations	Quarterly Achievements	Progress to completion	Overall status
<p><b>1. Streamline Agendas</b></p> <p>Ensure that agendas for assemblies of Councillors continue to be structured and streamlined to create opportunities for discussion amongst Councillors to resolve issues and accommodate different points of view.</p>	<p><i>The status of listed reports for the agenda to Council and the Councillor Schedule are reviewed weekly. This has reduced the number of reports and items scheduled in the Council Meeting agenda. Councillors are more engaged and have more time for discussion and consideration of items. Council Report writing training for staff was delayed further and is scheduled to be completed in October 2021.</i></p>	<p>95%</p> <p>In progress</p>	
<p><b>2. Reduce Notice of Motions</b></p> <p>Reduce the number of complexity of notices of motion and alternate motions including by engaging in discussions with the CEO and Executive Team as well as fulsome discussion at assemblies of Councillors.</p>	<p><i>The number of Notice of Motions has reduced throughout 2020. A NOM protocol was discussed with Councillors in 2020. The Governance Rules, adopted in August 2020, includes the process for Notice of Motions.</i></p>	<p>100%</p> <p>Completed</p>	
<p><b>3. Improve Community Satisfaction Survey Results</b></p> <p>Recognise the significant improvement over the past 12 months in the community satisfaction survey results and take steps towards further improvement.</p>	<p><i>The Local Government Community Satisfaction Survey Results were released in August 2021. Improvements were made over the last 12 months to transform services and improve customer experience. Overall performance has increased by 17.5%, consultation and engagement increased by 7.2%, and significant improvements were highlighted in community decisions, up 16.7% and lobbying and advocacy, up 10.9%.</i></p>	<p>100%</p> <p>Completed</p>	
<p><b>4. Improve staff engagement survey results</b></p> <p>Continue Councillors and management's commitment and efforts to improve the staff engagement survey results.</p>	<p><i>The staff survey results were received in July 2020, an increased response rate from 48% to 69%, with 63% of staff saying Frankston City Council is a 'truly great place to work'. Culture Improvement Plans were developed and a pulse survey was conducted in June 2021. A Senior Leadership Program, Performance Management Program and Staff Recognition Procedure were launched and staff engaged to develop the Community Vision, Council Plan and Budget to set Council's direction. Results released in July 2021 indicated consistent performance over the last 12 months.</i></p>	<p>100%</p> <p>Completed</p>	
<p><b>5. Increase trust and communication between management and Councillors</b></p> <p>Continue to find mechanisms to increase trust and effective communication between management and Councillors.</p>	<p><i>The Councillor Induction Program was completed over six months by May 2021 which provided opportunities for Councillors to build trust and relationships. Ward Meetings were scheduled for 2021 and community engagement pop ups, openings and events were held with Councillors and Council officers. Communication improved through regular memorandums and opportunities for discussion to make informed decisions.</i></p>	<p>100%</p> <p>Completed</p>	



# 1. Streamline Agendas



Monitor's recommendations	Council's response	Expected completion date	Progress comments	Status
<b>Ensure that agendas for assemblies of Councillors continue to be structured and streamlined to create opportunities for discussion amongst Councillors to resolve issues and accommodate different points of view.</b>	1.1 Improve the structure of Council reports and assembly papers, by removing unnecessary content and headings.	October 2020	<i>A new draft Council Report structure was reviewed and considered. In order to streamline the process effectively, the volume of the reports have been reduced to less than 3 pages.</i>	✓
	1.2 Invest in essential training for staff to build their expertise in clear and concise report writing, and the construction of solid report recommendations.	October 2020	<i>Developed and implemented a guidance document for staff to use when preparing reports. Training sessions were delayed further and rescheduled for October 2021.</i>	■
	1.3 Strengthen the Council Meeting processes, improving report recommendations and to maintain timely production of agendas and minutes.	June 2020	<i>Draft agendas are reviewed and recommendations are being revised prior to being released. The process for approval of minutes has been revised and improved.</i>	✓
	1.4 Limit presentation times during briefings and allowing more open discussion amongst Councillors and Council staff on the issues at hand.	June 2020	<i>Councillor Schedule reviewed weekly and times have been reduced. The Draft Agenda is the only item reviewed on the night.</i>	✓
	1.5 Strengthen governance support at the Agenda Review of Council Briefings and Council Meetings to assist in the construction of alternate motions, and other general advice in relation to meeting procedure.	June 2020	<i>The Manager Governance and Information supports the Mayor with meeting procedures during the meeting. The Coordinator Governance, along with the Team Leader Governance, alternatively attends each Agenda Review and Council Meeting to oversee the governance arrangements.</i>	✓
	1.6 Continue the reflective practice of a meeting debrief at the end of each Council Briefing and Council Meeting.	June 2020	<i>A debrief discussion is held at the end of every Council Meeting. Debrief minutes are presented to Council to be noted at the following Council Meeting and included in the CEO's Quarterly Report.</i>	✓

## 2. Reduce Notice of Motions



Monitor's recommendations	Council's response	Expected completion date	Progress comments	Status
<b>Reduce the number of complexity of notices of motion and alternate motions including by engaging in discussions with the CEO and Executive Team as well as fulsome discussion at assemblies of Councillors.</b>	2.1 Develop a Notice of Motion Protocol to provide clarity around the process for lodging and actioning notice of motions, including: timeframes, types of matters, volume of notice of motions and format.	October 2020	<i>A draft Notice of Motion Protocol was developed and the previous term of Councillors provided input at a Briefing. The Governance Rules, adopted in August 2020, include the NOM process.</i>	✓
	2.2 Invest in and encourage more open dialogue amongst Councillors and Council staff during Pre-Agenda meetings and Council Briefings, to allow for Councillors to better understand the issues at hand, leading to better decision making and community confidence in Council.	October 2020	<i>The Mayor facilitates deliberative discussion during the Councillor Briefings on each report to clarify and resolve any issues raised. Councillors are better informed for any upcoming decision making.</i>	✓
	2.3 Continue reviewing the number of Notices of Motion considered by Council through discussions with the CEO and Management.	October 2020	<i>The CEO and Executive Team discuss notice of motions with Councillors before they are submitted to Council. In 2016-2017 there were 110 Notices of Motions (NOMs) and these reduced to 33 NOMs by 2018-2019. In 2019-2020 it increased to 64 but for this current financial year, it has reduced significantly, with only 12 NOMs being recorded for consideration.</i>	✓

### 3. Improve Community Satisfaction Survey Results



Monitor's recommendations	Council's response	Expected completion date	Progress comments	Status
<b>Recognise the significant improvement over the past 12 months in the community satisfaction survey results and take steps towards further improvement.</b>	3.1 Explore means to better engage the community in the long term planning, strategic direction setting and decision making of Council.	October 2021	<i>The Community Engagement Policy was adopted by Council in March 2021 and the Community Engagement Framework was adopted in June 2021. Council used deliberative engagement practices, including a community panel, online and local pop ups, to develop Council's Community Vision, four year Council Plan and Budget to set the strategic direction. These were adopted by Council in June 2021.</i>	✓
	3.2 Engage the community through regular feedback to implement changes to our service delivery.	June 2021	<i>Work undertaken over the last 12 months to improve Council's services and provide regular feedback, particularly online during COVID restrictions. The 2021 Community Satisfaction Survey results were released in August with overall performance increasing by 17.5% and consultation and engagement increasing by 10.5%.</i>	✓
	3.3 Investigate options to streamline Council services to create a better customer experience for its community.	June 2021	<i>A Continuous Improvement Team was established in 2020-2021 and played a key role in transforming the customer service experience. A Future Ready strategy was adopted which includes a roadmap for transformation, with initiatives already underway.</i>	✓

### 3. Improve Community Satisfaction Survey Results



Monitor's recommendations	Council's response	Expected completion date	Progress comments	Status
<b>Recognise the significant improvement over the past 12 months in the community satisfaction survey results and take steps towards further improvement.</b>	3.4 Improve transparency in its decision making through the reduction of Closed Council agenda items by moving contractual matters into Open Council.	June 2021	<i>In 2019-2020 Council's result for the Local Government Performance Reporting measure 'Decisions made in Closed Council' was 18.84%. In 2020-2021 an aspirational target of 10% was set by Council. Contractual matters, along with the agendas and reports being streamlined, were presented in open Council Meetings. The result for 2020-2021 was 8.92%, which achieved the target and demonstrated better transparent decision making for the community.</i>	✓
	3.5 Enhance advocacy priorities by building relationships and leveraging the advocacy role.	March 2021	<i>Council's Advocacy Strategy was adopted in June 2021. The advocacy priorities were informed by customer research to better understand community's expectations and provide opportunities to campaign to stakeholders. In May and June Councillors and Council officers attended sessions in Canberra to advocate for Council's priorities.</i>	✓
	3.6 Continue to invest in the organisation to develop a strong service culture.	June 2021	<i>The Future Ready Strategy has been launched and is aimed at improved ways of working for staff and a better customer experience for the community. Investing in uplifting staff capability part of the roadmap of initiatives.</i>	✓
	3.7 Develop protocols for behaviours to align with the new organisational values of "Kinder, Smarter and Fairer".	June 2021	<i>A staff pulse survey was conducted in June 2021 and results indicated consistent performance with staff engagement over the last 12 months. The Senior leaders developed a set of behaviours to align, manage and reward behaviour in line the values.</i>	✓

## 4. Improve Staff Engagement Survey Results



Monitor's recommendations	Council's response	Expected completion date	Progress comments	Status
<b>Continue Councillors and management's commitment and efforts to improve the staff engagement survey results.</b>	4.1 Continue the organisation's cross-functional team to progress the implementation of actions.	June 2020	<i>The cross-functional team met in April 2020 to progress implementation. The themes worked on have carried through to the new staff survey for 2020.</i>	✓
	4.2 Engage the staff through regular pulse surveys to identify any improvements in workplace culture.	June 2021	<i>A staff survey was conducted in April 2020 and Councillors were briefed on the results in July 2020. Culture improvement plans were developed by November 2020. A pulse survey was conducted in June 2020 to indicate progress over the last 12 months.</i>	✓
	4.3 Focus on "Building our Future" through engaging staff in open and transparent discussions when making decisions.	June 2021	<i>The CEO circulates a weekly email update on key issues and achievements and holds a CEO quarterly virtual session for all staff. Councillor Briefings engage staff and Councillors in the lead up to decisions made by Council.</i>	✓
	4.4 Continue to embed the values and behaviours of "Kinder, Smarter and Fairer" through positive interactions and initiatives.	June 2021	<i>The values and behaviours continue to be embedded across the organisation. A new performance development program and an employee recognition procedure were launched.</i>	✓
	4.5 Continue to embed the Leadership Capability Framework, Staff Recognition Program and Learning and Development Program.	June 2021	<i>A Future Ready Senior Leadership Program is in progress and a Performance Management Program was rolled out to all Coordinators and Team Leaders. A broader Learning Development Framework was also developed.</i>	✓
	4.6 Explore means to engage staff in the development of its Council Plan 2021-2025 and Service Planning Framework, to help set the strategic direction of Council.	October 2021	<i>Councillors and staff were engaged on the Council Plan 2021-2025. Service Plans informed the Council Plan and Budget development and community engagement which set the strategic direction of Council.</i>	✓

## 5. Increase trust and communication between management and Councillors



Monitor's recommendations	Council's response	Expected completion date	Progress comments	Status
<b>Continue to find mechanisms to increase trust and effective communication between management and Councillors.</b>	5.1 Promote a positive feedback culture through improvements in induction training to build trust and ensure a collegiate approach.	June 2021	<i>The Councillor Induction Program commenced in November 2020 and was completed by May 2021. Councillors provided positive feedback on the quality of the Program. This has built a good foundation of trust and relationships in the Council.</i>	✓
	5.2 Establish the practice of prioritising the discussion, listening, conversing and debriefing by asking more questions, acknowledging each other's points and being respectful of each other.	June 2020	<i>The Mayor has given each Councillor opportunities to raise their points, listen to each other and converse at Council Briefings and Meetings before making decisions.</i>	✓
	5.3 Continue with the current practice of open communication and engagement through memorandums.	June 2020	<i>Memorandums are used as formal communication to inform and engage Councillors in the lead up to Councillor Briefings and Meetings. These generate opportunities for further discussions and engagement.</i>	✓
	5.4 Explore more opportunities for information sharing amongst Councillors and Management to enhance the relationship.	June 2020	<i>Communication amongst Management and Councillors has occurred on all key issues and items presented. These contributed to more informed decision making, relationship building and trust amongst Council.</i>	✓
	5.5 Involve the management in local community engagement sessions, Ward meetings (brief Councillors), openings and events that Councillors may already be in attendance to build trust and improve relationships.	June 2021	<i>Benchmarking was conducted for Ward meetings which are scheduled to be held during 2021. Management have worked closely with Councillors to hold community engagement sessions, including successful local pop ups, openings and events.</i>	✓
	5.6 Implement debriefing sessions as a component of the Closed Council Agenda, to identify any issues that arose, or areas for improvement to build strength, resilience and collegiality within the Council.	June 2020	<i>A debrief discussion is held at the end of every Council Meeting. Debrief minutes are presented to Council, noted at the following Council Meeting and included in the CEO Quarterly Report.</i>	✓