



Quarterly Performance Report

2021-2025

Council Plan Year 3 Initiatives

2023-2027

Budget

Quarter One: July–September 2023





Acknowledgement

Frankston City Council acknowledges the Bunurong people of the Kulin Nation as the Traditional Custodians of the lands and waters in and around Frankston City, and value and recognise local Aboriginal and Torres Strait Islander cultures, heritage and connection to land as a proud part of a shared identity for Frankston City.

Council pays respect to Elders past and present and recognises their importance in maintaining knowledge, traditions and culture in our community.

Council also respectfully acknowledges the Bunurong Land Council as the Registered Aboriginal Party responsible for managing the Aboriginal cultural heritage of the land and waters where Frankston City Council is situated.

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Frankston City Council's Vision for the 2021-2025 Council Plan and Budget

**Frankston City.
Our liveable,
innovative and
proud city.**



Message from the Chief Executive Officer



This is a report to our Community on our performance against the 2021-2025 Council Plan.

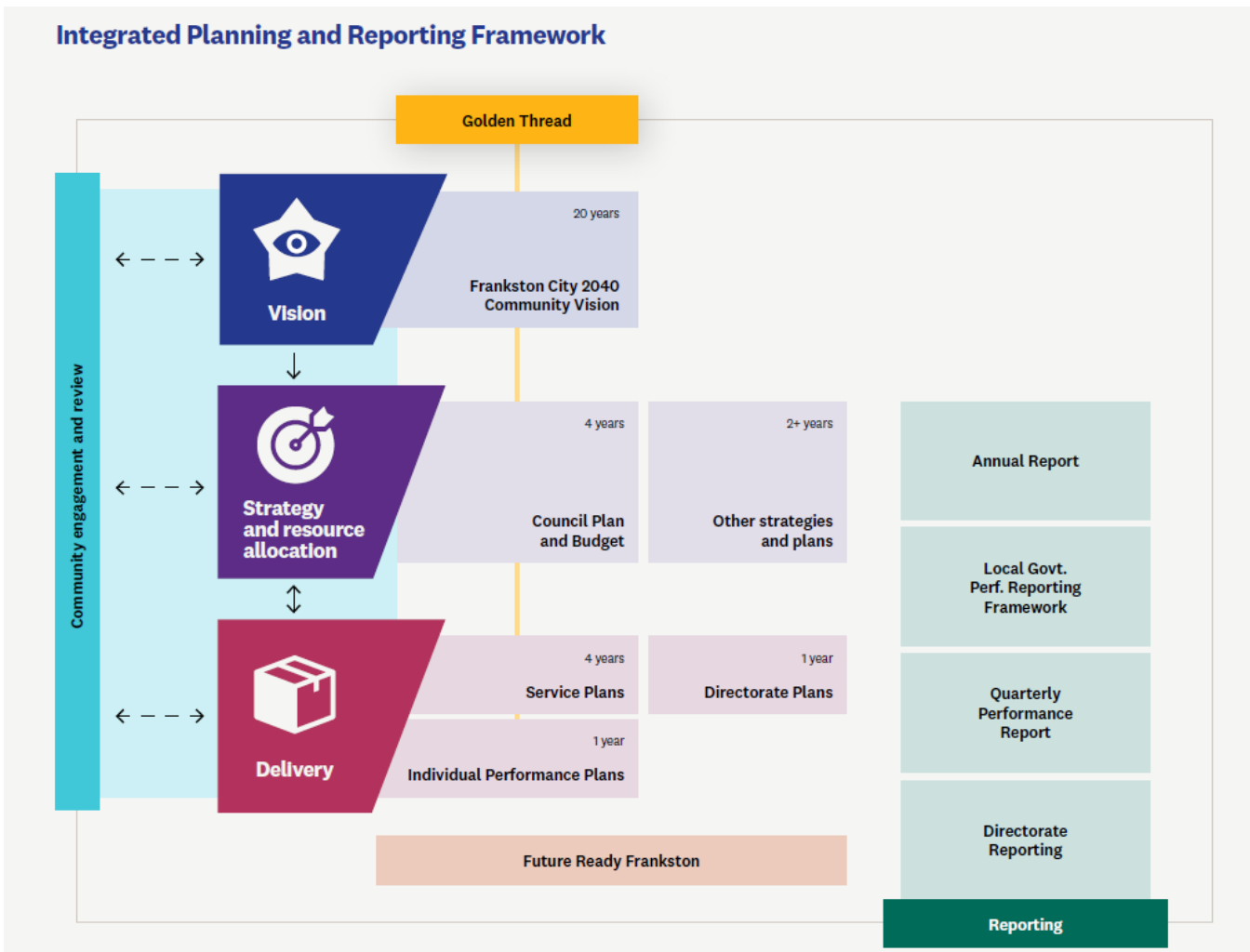
Frankston City is required under the *Local Government (Planning and Reporting) Regulations 2020* to review the performance of the Council against the Council Plan, at least every six months. Our quarterly performance report details Frankston City's progress on initiatives for 2023-2024 identified to work towards the six outcomes identified in the Council Plan.

To address the Governance principles in the *Local Government Act 2020*, Frankston has developed an Integrated Planning and Reporting Framework. The green boxes identify the reporting structure. Progress and results are reported back to the community through the Quarterly Performance Report, Local Government Performance Reporting Framework (LGPRF) and the Annual Report.

The quarterly performance report, along with the annual report are the key points of accountability between Council and our community. This report is for our Community on our performance against our Council Plan initiatives.

Integrated Planning and Reporting

To address the Governance principles in the *Local Government Act 2020*, Frankston has developed an Integrated Planning and Reporting Framework. The green boxes identify the reporting structure. Progress and results are reported back to the community through the Quarterly Performance Report, Local Government Performance Reporting Framework (LGPRF) and the Annual Report.



- Other strategies and plans**
- Including:
- Municipal Planning Strategy
 - Risk Management Plan
 - Financial Plan
 - Revenue and Rating Plan
 - Long Term Infrastructure Plan
 - Asset Plan
 - Workforce Plan
 - Health and Wellbeing Plan
 - Master plans/Action plans

Council Plan Outcomes

Our Council Plan has been developed to improve six key outcomes for Frankston City Council.



Health, safety and wellbeing of the community is improved through the reduction of harms and opportunities for individuals and families to adopt healthy lifestyles.



Strengthening community through resilience, inclusiveness and the enrichment of arts, culture and diversity.



Enhanced sustainability through bold action and leadership on climate change and the protection and enhancement of Frankston City's natural and built environments.



Enhanced liveability through access to, and revitalisation of, Frankston City's places and spaces.



A thriving economy that has strengthened through recovery, created employment and opportunities to build a skilled and educated community that supports sustainable and diverse industries.



A progressive and responsive council that values community voice, service innovation and strong governance.

Our performance

Directorate highlights for Quarter One 2023-2024

Communities

In quarter one, we have seen officers undertake preparation work for projects including Seniors Festival, kindergarten registrations for next calendar year, Year Three of the urban forest action plan and the next iteration of the Family Violence Action Plan.

Grants under the Community Grants (Annual) Program 2023-2024 financial year in July and closed in August. These grants are targeted at not-for-profit community organisations with activities that align with Council priorities, benefit the community and can be managed by the organisation. The Child & Youth Inclusion Grant has been open since July and Urgent Grants since August, applications received will be assessed on a monthly basis.

The FMAC Structure Plan work is underway, with Council having submitted its adopted draft Structure Plan to the Minister Planning for authorisation. This is an important step in the statutory process. Aligned with this, is work on the Nepean Boulevard Vision which continues to progress with appointment of an external consultant team this quarter and community engagement. Council continued to deliver on the Frankston Revitalization Program in partnership with the Victorian Government through the Suburban Revitalization Program in quarter one including the contract award of revitalization improvements to Stiebel Lane and commencement of site works.

The Frankston City Strategic Homelessness Alliance, chaired by Director Communities, has met twice this quarter with topics including recommendations from the visioning workshop and a community consultation on the Housing Strategy Discussion Paper.

Infrastructure and Operations

Frankston is a thriving community that values sustainable development and environmental conservation. With a commitment to nurturing our urban forest, we've planted 20,000 trees in 2023 as part of our annual municipal program, and plans for future planting locations are already underway for 2024 planting locations. Our efforts go beyond just planting trees; we've ensured that our operational resources align with the growing urban forest, addressing compliance risks and benchmarking our services against other Councils. Maintaining reserves and focusing on their conservation value remains a priority, with ongoing rehabilitation projects in progress. We've been proactive in maintaining our natural assets, reducing hazards, and ensuring accessibility while protecting our reserves. Our dedication to environmental sustainability extends to water management, with significant progress on the Monterey Recycled Water project and the development of a comprehensive flood and stormwater management framework. We're committed to making Frankston more accessible through our Integrated Transport Strategy, major project completions, and a focus on community engagement. Our smart parking initiatives and long-term planning ensure that we're not only meeting current needs but also preparing for a sustainable future. In summary, the Infrastructure & Operations Directorate made good progress in various areas over the quarter one period, meeting targets, and ensuring the sustainable development of Frankston's infrastructure and natural resources.

Customer, Innovation and Arts

The Future Ready Frankston Strategy and Vision remains our focus to strengthen the foundations of the organisation to deliver strong service and performance outcomes for customers, community and teams. By enacting this pragmatic and attainable Corporate Strategy, the Council can leverage its current assets and investments, resulting in improved capabilities, streamlined operations, and enhanced service delivery. This will establish Frankston as a leader in Local Government, marked by innovation and best-in-class practices.

This quarter \$127,000 was allocated to the Destination Event Attraction Program to attract additional events and create a reputation that City of Frankston is a creative events destination.

The advocacy team has worked with our local representatives from Federal and State Governments to secure funding for the following projects:

- \$15 million for Frankston Basketball Stadium;
- \$1.3 million for Sandfield Reserve Precinct Revitalisation; and
- \$2 million for the Frankston Regional Arts Trail.

Concept plans for the Frankston Regional Arts Trail have been developed to optimise the funding contribution.

In support of the LGBTQIA+ community and to become an inclusive workplace an opt in to choose and display a pronoun was introduced. Council is uniquely positioned to not only provide a safe and inclusive workplace but to create an inclusive community that fosters belongingness.

Council's Transparency Hub has been updated with new data sets in the Councillor Story to provide transparent information on meeting attendance, decisions, voting and expenses. The Customer Satisfaction Survey results were also published to make it easily accessible to customers as well as data on various council facilities such as barbeques, public toilets and parks.

Corporate and Commercial Services

The Corporate and Commercial Services Directorate has commenced the year positively with the roll-out of a separate glass bin delivery to all eligible households in September. The consultation leading up to the delivery of the fourth bin provided an opportunity to elevate the consistent understanding of acceptable materials for recycling using the standardised bin system. For example, households requesting a Food Organics Garden Organics (FOGO) Starter kit has increased to 29 per cent of the community.

The Collaborative Procurement Program was completed in September, with an improved procurement platform now hosted on Council's intranet providing information to staff involved in procurement activity. Data management has continued to be a focus, and detailed reporting has been developed to inform decisions and monitor compliance.

Council's subsidiary (Peninsula Leisure Pty Ltd) had positive results for the quarter with membership numbers and attendance at Peninsula Aquatic Recreation Centre (PARC) continuing to grow. The full annual report was provided focusing on the delivery of exceptional health and wellbeing experiences and value for the Frankston community. The Board and management provided their performance overview to the Audit and Risk Committee and Council.

The development of the 'Can Swim' program of initiatives for the children of Frankston City is currently in progress. The Peninsula Leisure project team has focused on planning, development and scheduling of each of the three separate activities. Swim Teacher up-skill training has taken place, the development of a local 'Water Space Directory' has been scoped and three programming pilots are currently under scoping development to ensure accurate data and outcomes can be collected through the process.

The strategic risk environment review has been completed. Emerging issues have also been identified and reviewed to understand potential risk impacts on the organisation. Reviews of the operational environment have commenced and internal working parties relating to fraud and corruption prevention and business continuity have ensured that Council's controls have continued to mitigate risk in these areas.

Council Plan summary

In 2023-2024 there are 124 actions listed in the Council Plan. As at the end of September 2023, 97% per cent were considered on track or completed.

The table below provides a summary of the status of each of the 2023-2024 Council Plan Actions by outcome:

	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ■	Not proceeding ■
Healthy and safe communities	-	20	-	-	-	-
Community strength	-	27	-	-	-	-
Sustainable environment	-	22	1	-	-	-
Well planned and liveable city	-	11	1	-	-	-
Thriving economy	1	14	-	-	-	2
Progressive and engaged city	-	25	-	-	-	-
TOTAL %	0.8%	96%	1.6%	0%	0%	1.6%

Refer to Appendix A for progress updates on each action.

Financial summary










The September consolidated surplus of \$110.147 million for the underlying operating result reflects a favourable variance of \$1.762 million compared to the year to date 2023-2024 budget surplus position of \$108.385 million.

Consolidated Income Statement for September 2023




Description	Year to Date		(Fav)/Unfav Variance \$'000
	September-23 Actual \$'000	September-23 Budget \$'000	
<i>Operating</i>			
Revenue	160,940	160,315	(625)
Expenditure	50,935	52,076	(1,141)
Gain/(Loss) on disposal of assets	142	146	4
Underlying operational result	110,147	108,385	(1,762)
<i>Capital</i>			
Revenue	2,828	2,813	(15)
Operational surplus/(deficit)	112,975	111,198	(1,777)

Financial Performance Scorecard (Frankston City Council excluding Peninsula Leisure Pty Ltd)

The table below highlights Council’s current and projected performance across a range of key financial indicators (KPI’s). KPI’s provide useful analysis of Council’s financial position and performance and should be used in the context of the organisation’s objectives.

Key Indicator	Year to Date
	Actual vs Budget
Operating revenue	
Underlying operational result	
Operating result for the year	
Operating expenditure	
External Funding sources	
Investment	
Working capital ratio	
Rates collection	
Loan borrowings	

Legend

-  On or better than target
-  0-10% variance from target
-  Over 10% variance from target

Refer to Appendix B for detailed financial statements.



Council Plan progress



Healthy and safe communities

Priorities

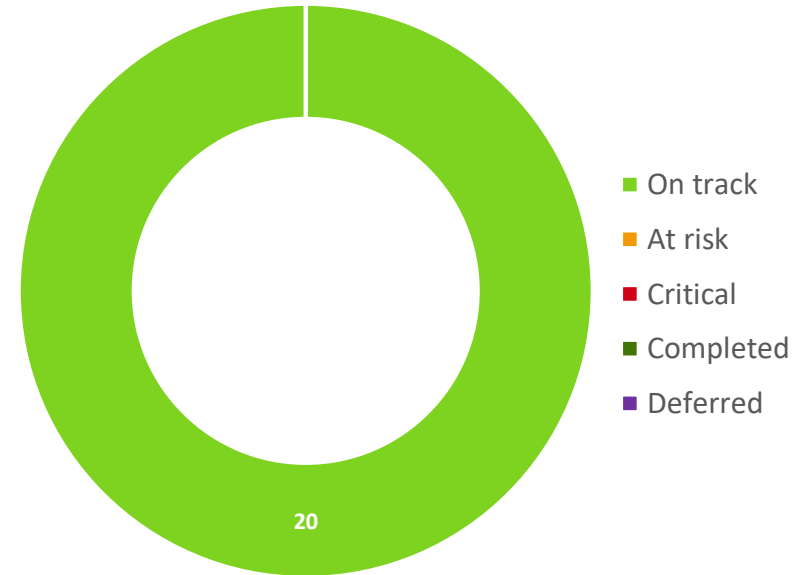
- ✓ Active and healthy lifestyles that support residents living independently longer
- ✓ Long-term health and learning outcomes established in early childhood
- ✓ Reduction of harms from family violence, gambling, alcohol and other drugs
- ✓ Value and support young people

Community Vision 2040 Theme 1
Healthy families and communities

Quarter One Overview

How we performed

100% per cent of actions completed or on track (20/20)



Highlights

- Implemented and embedded the INFANT (INfant Feeding, Active play and NuTrition) program into existing service delivery.
- The planning and preparation for a fortnightly intergenerational activity at the Frankston North Community Centre has commenced
- Community engagement on the Housing Strategy Discussion Paper to supports the Health and Wellbeing plan.
- The WHAT youth service program was delivered, tailored to the needs of local secondary schools or community groups.



Community strength

Priorities

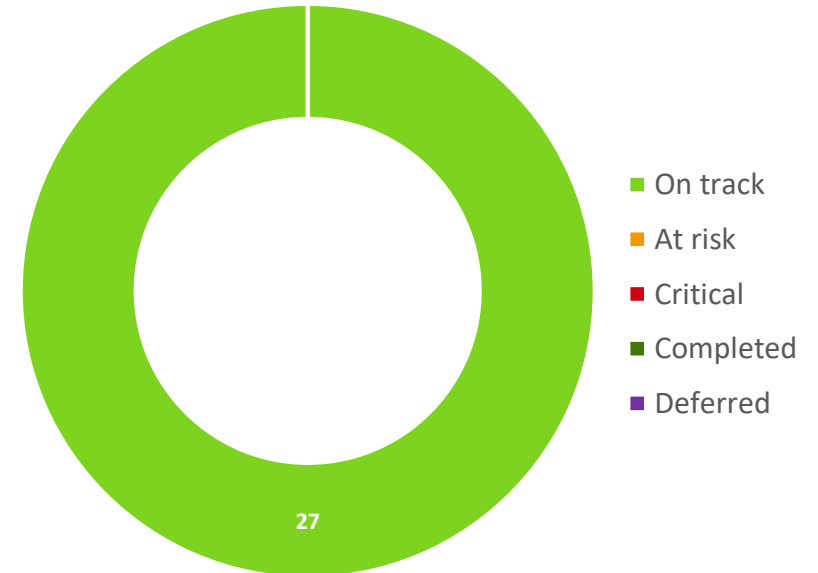
- ✓ Accessibility of services to enhance social inclusion and mental wellbeing
- ✓ Volunteering to build connections and resilience within the community
- ✓ Frankston City's arts and cultural identity

Community Vision 2040 Theme 2
Vibrant and inclusive communities

Quarter One Overview

How we performed

100% per cent of actions completed or on track (27/27)



Highlights

- The Frankston Art Centre program was advertised, with a high level of interest.
- Recruited and inducted a Disability Access and Inclusion Committee as part of the Disability Action Plan.
- The Respectful Relationships e-learning tool has been completed.
- Delivered the "Youth Empowerment Showcase" award night.
- The Heritage Frankston archive was promoted more broadly this quarter to showcase the digitised collection.
- Home services have focused on reducing the waiting list and as a result now have a significantly higher client base.



Sustainable environment

Priorities

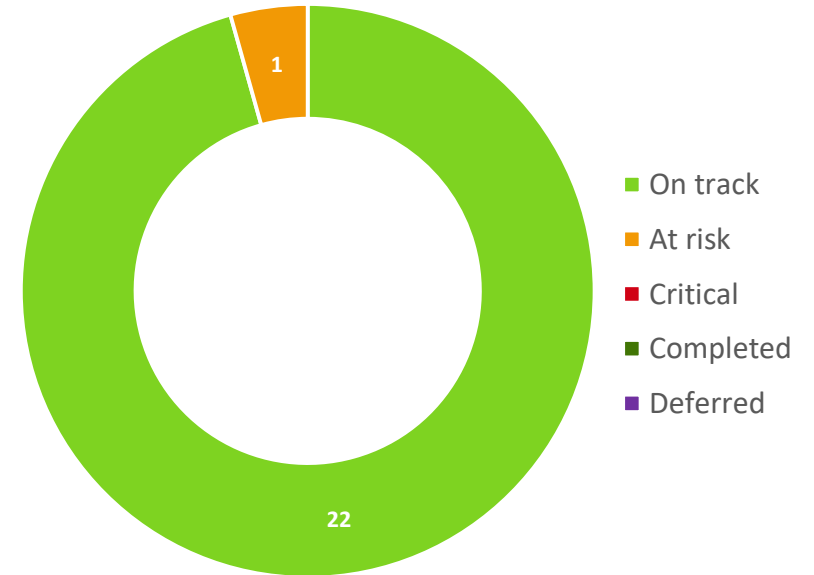
- ✓ Climate emergency response and leadership
- ✓ Green canopy cover to reduce urban heat
- ✓ Diversion of waste from landfill
- ✓ Protection, access and connection to the natural environment

Community Vision 2040 Theme 3
Natural environment and climate action

Quarter One Overview

How we performed

96% per cent of actions completed or on track (22/23)



Highlights

- Frankston achieving 20,035 trees planted across parks, open spaces, capital work projects, bushland reserves and streets this planting season.
- Separate glass bins have been delivered in September to all households with an eligible service. Food Organics Garden Organics (FOGO) Starter kits increased to 29% of the community.
- Schools Tree Day saw 34 pre-schools/schools apply to receive free plants and two were selected as Ambassador Schools. A total of 1555 indigenous plants were planted.

Well planned and liveable city

Priorities

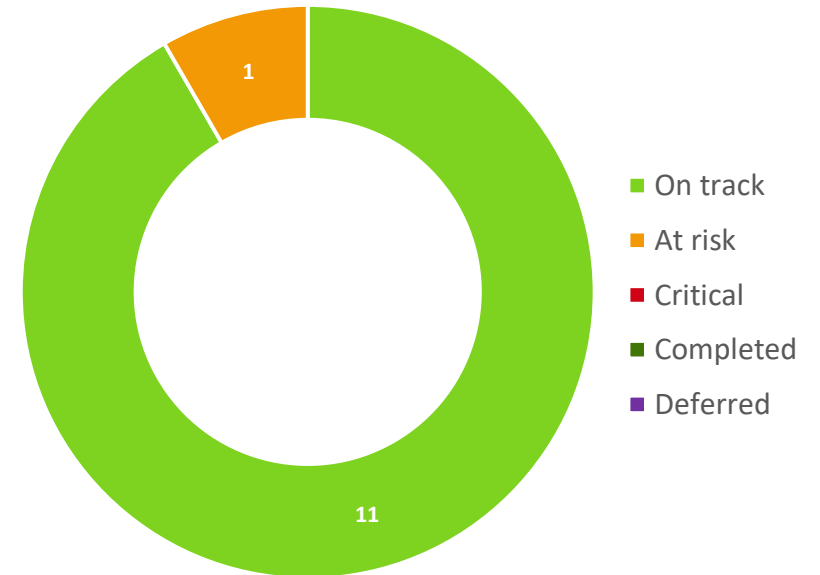
- ✓ Urban design renewal of public places and spaces
- ✓ Connected, accessible, smart and safe travel options
- ✓ Frankston City's identity as a liveable city

Community Vision 2040 Theme 4
Connected places and spaces

Quarter One Overview

How we performed

92% per cent of actions completed or on track (11/12)



Highlights

- The Healthy Futures Hub and Ballam Park Regional Playspace are complete and in use.
- Jubilee Park Stadium building is also complete with first event hosted on 4 September 2023.



Thriving economy

Priorities

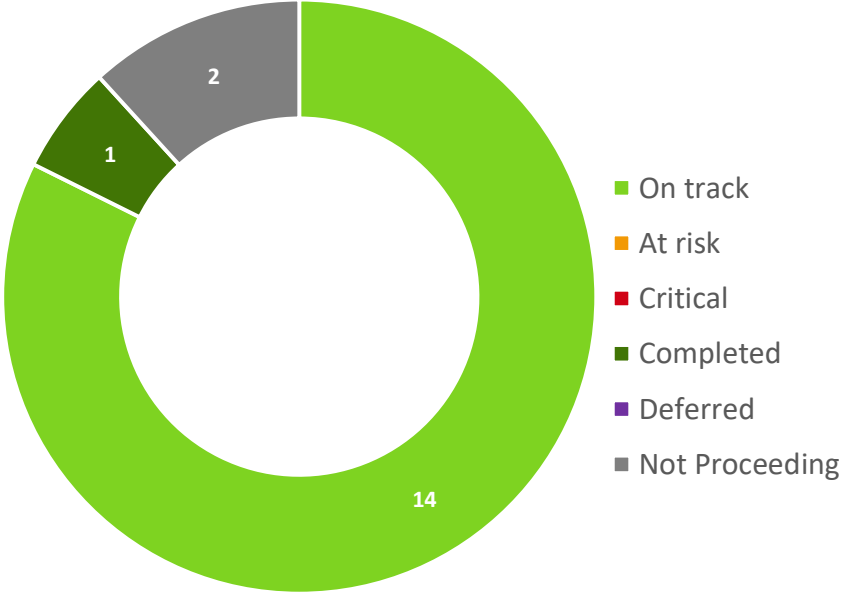
- ✓ Business and industry investment attraction
- ✓ Activity centre precincts
- ✓ Local employment, education and training opportunities for all people

Community Vision 2040 Theme 5
Industry, employment and education

Quarter One Overview

How we performed

88% per cent of actions completed or on track (15/17)



Highlights

- Council's Business Concierge received and actioned 36 business enquiries from 1 July 2023 to 30 September 2023.
- The performance of 'Personal' presented by Jodee Mundy, spoke to her experience as a child of Deaf adults and was performed in a mixture of Auslan and English.



Progressive and engaged city

Priorities

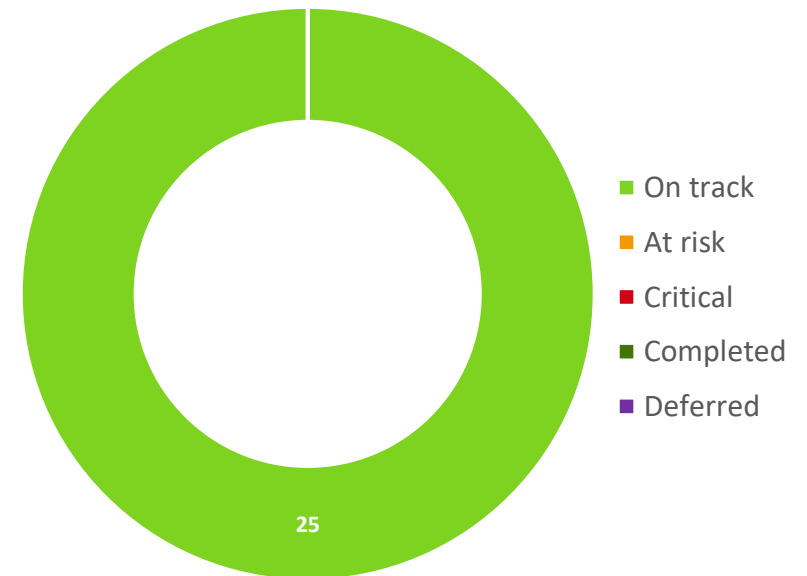
- ✓ Engagement with our community in communication and decision making
- ✓ Future ready service delivery through changes to culture, capability, connectivity and customer experience
- ✓ Sound governance to build trust in the integrity and transparency of Council

Community Vision 2040 Theme 6
Advocacy, governance and innovation

Quarter One Overview

How we performed

100% per cent of actions completed or on track (25/25)



Highlights

- The Collaborative Procurement Program was completed with an improved Procurement platform.
- The financial and performance statements were presented in September with a clear audit opinion.
- Gravesite information is now digital.
- Transparency Hub now includes Customer Satisfaction Data.



Financial performance

Financial Performance

(Frankston City Council excluding Peninsula Leisure Pty Ltd)

The following quarterly financial report provides a summary and analysis of Council's financial performance for the three months to September 2023. The report is designed to ensure consistency with the 2023-2024 adopted budget, compliance with statutory requirements and to measure Council's overall financial performance.

Financial results for Frankston City Council excluding Peninsula Leisure Pty Ltd

Summary - Income Statement

Description	September-23	Year to Date		(Fav)/Unfav Variance \$'000
	Actual \$'000	September-23 Budget \$'000		
<i>Operating</i>				
Revenue	157,057	156,819	▲	(238)
Expenditure	47,847	48,577	▲	(730)
Gain/(Loss) on disposal of assets	142	146	▲	4
Underlying operational result	109,352	108,388	▲	(964)
<i>Capital</i>				
Revenue	2,828	2,813	▲	(15)
Operational surplus/(deficit)	112,180	111,201	▲	(979)

The underlying operating result for September 2023 reflects a positive variance of \$0.964 million. Council's first quarter underlying operating position is indicating a surplus of \$109.352 million, this is a \$0.964 million favourable variance compared to the first quarter 2023-2024 budget position of \$108.388 million surplus.

See **Appendix B, attachment A** for the detailed Frankston City Council income statement.

The consolidated result for the three months to September 2023 including Peninsula Leisure is a surplus \$110.147 million which is \$1.762 million favourable compared to budget.

See **Appendix C** for the detailed consolidated income statement.

A detailed analysis of the September quarterly results is provided in the following report.

A summary of the key financial data is as follows:

	Sep-23 YTD Actual \$'000s	Sep-23 YTD Budget \$'000s	Variance \$'000s	Variance %
Underlying operating result (1)	109,352	108,388	964	0.01%
Cash and investments	63,170	69,014	(5,844)	(8.47)%
Capital works expenditure	8,650	6,165	2,485	40.31%

() Denotes negative result

(1) The underlying operating result is one of Council's key indicators of financial performance as it measures Council's day to day operating activities. It excludes one-off items such as capital grants and contributions as well as non-monetary assets.

The underlying operating result is of most concern as Council's long term financial viability depends on its ability to make an operating surplus on a day to day basis in order to fund the replacement of assets and to fund new projects. In the longer term this result must be brought to a balanced or surplus result.

Income Statement (Frankston City Council excluding Peninsula Leisure Pty Ltd)

The September 2023 financial performance position highlights some key outcomes that are covered in the points below.

Description	Year to Date			Full Year		
	September-23 Actual \$'000	September-23 Budget \$'000	(Fav)/Unfav Variance \$'000	2023-2024 Forecast \$'000	2023-2024 Budget \$'000	(Fav)/Unfav Variance \$'000
<i>Operating</i>						
Revenue	157,057	156,819	(238)	193,864	194,179	315
Expenditure	47,847	48,577	(730)	199,037	199,106	(69)
Gain/(Loss) on disposal of assets	142	146	4	512	512	-
Underlying operational result	109,352	108,388 	(964)	(4,661)	(4,415)	246
<i>Capital</i>						
Revenue	2,828	2,813	(15)	35,594	32,412	(3,182)
Operational surplus/(deficit)	112,180	111,201 	(979)	30,933	27,997	(2,936)

Underlying operating result: The underlying operating result is directly attributable to services and excludes items such as capital grants and contributions and non-monetary assets. The impact of the underlying operating result is of most concern as this is the key indicator of financial performance.

Council's first quarter underlying operating position is indicating a surplus of \$109.352 million, this is a \$0.964 million favourable variance compared to the expected first quarter 2023-24 budget position of a surplus of \$108.388 million.

The significant factors which contribute to the variance in the year to date actuals versus the adopted budget are:

Grants – operating – \$0.1 million unfavourable variance. The decrease in government funding relates to the following areas:

- \$0.3 million in Family Health Support grants due to lower targets achieved in the first quarter.
- Offset by \$0.1 million extra grant received in Safer Communities for the provision of School Crossing Supervision service and \$0.1 million in Family Health Support for RAT distribution.

User fees and charges– \$0.2 million favourable variance. The increase in user fees and charges relates to the following areas:

- \$0.1 million increase in income received for Frankston Regional Recycling and Recovery Centre due to increased demand for services.
- \$0.1 million increase in income for Engineering Services due to unanticipated occupation of land relating to large developments including Frankston Hospital and Department of Transport sound wall.

Other income - \$0.1 million favourable variance. The favourable position in other income is mainly due to:

- a. \$0.1 million increase in Lease income received due to new annual lease agreement for temporary car park.

Employee Costs - \$0.4 million unfavourable variance. The unfavourable position in Employee costs is mainly due to:

- a. \$0.7 million increase in expenditure due to higher WorkCover Premium payment following the rate increase by the Victorian Government.
- b. The increase in WorkCover Premium mentioned in the point above has been offset by reductions where staff vacancies have existed and have been forecast to potentially continue. Areas most affected by staff vacancies are Safer Communities and Operations.

Materials and services - \$0.9 million favourable variance. The unfavourable variance in materials and services is mainly due to:

- a. \$0.6 million lower than budgeted expenditure for contracts and materials in Operations and \$0.3 million lower than anticipated expenditure for Utilities. These are expected to be fully spent by the end of the financial year.

Other Expenses - \$0.2 million favourable variance. The unfavourable variance in other expenses is mainly due to:

- a. \$0.2 million lower than budgeted expenditure due to delays in training and professional development, community grants and PC equipment leases.

Operating Result: The operating result for the first three months to September 2023 indicates a surplus of \$112.180 million, this is a \$0.979 million favourable variance compared to the adopted first quarter 2023-2024 budget position of \$111.201 million surplus. This favourable variance is due to the reasons as described above plus an increase of \$0.010 million for capital grants.

Capital Works Statement (Frankston City Council excluding Peninsula Leisure Pty Ltd)

	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
Total property	5,274	3,637	1,637	30,983	40,501	9,518
Total plant and equipment	969	728	241	8,502	6,670	(1,832)
Total infrastructure	2,407	1,800	607	58,796	31,225	11,793
Total capital works expenditure	8,650	6,165	2,485	98,281	78,396	19,479
Funding:						
External						
Government grants	2,658	-	2,658	32,849	29,858	(2,991)
Contributions	-	20	(20)	100	20	(80)
Proceeds from sale of assets	236	206	30	962	962	-
Other income	-	-	-	-	12,707	12,707
Total external funding	2,894	226	2,668	33,911	43,547	9,636
Internal						
Reserve funds	204	71	133	7,390	5,569	(1,821)
Loan borrowings	-	1,151	(1,151)	19,371	-	(19,371)
Rates funding	5,552	4,717	835	37,609	29,280	(8,329)
Total internal funding	5,756	5,939	(183)	64,370	34,849	(29,521)
Total funding	8,650	6,165	2,485	98,281	78,396	(19,885)

After three months of the year, expenditure is \$8.650 million against a year to date adopted budget of \$6.165 million. The Capital Works Program is tracking well with higher than budgeted expenditure due to larger building projects.

The delivery of the 2023-2024 Capital Works Program is ahead of schedule, with a full year adopted budget of \$78.396 million. Refer to **Appendix B Attachment B**.

Balance Sheet (Frankston City Council excluding Peninsula Leisure Pty Ltd)

The balance sheet as at 30 September 2023 indicates a continued satisfactory result. Council's net assets are valued at \$2.290 billion at the end of September 2023 and are forecast to be \$2.195 billion at the end of June 2024.

A comparison of total current assets of \$216.815 million with total current liabilities of \$58.844 million (working capital ratio YTD of 3.685 to 1) depicts a satisfactory financial position.

Schedule of reserves as at 30 September 2023

	Opening Balance 01/07/2023 \$'000	Transfer to reserve \$'000	Transfer from reserve \$'000	Closing balance 30/09/2023 \$'000
Statutory reserves				
Public resort and recreation	4,113	164	(79)	4,198
Subdivision roadworks	133	-	-	133
Infrastructure assets	74	-	-	74
Car parking	10	-	-	10
Total statutory reserves	4,330	164	(79)	4,415
Discretionary reserves				
Strategic asset reserve	3,486	-	-	3,486
MAV LGFV fund	13,537	-	-	13,537
Unexpended grant reserve	11,141	-	(193)	10,948
PARC asset management sinking fund	10,582	-	(127)	10,455
Capital projects reserve	5,349	-	-	5,349
Resource efficiency reserve	82	(1)	-	81
Total discretionary reserves	44,177	(1)	(320)	43,856
Total other reserves	48,507	163	(399)	48,271

The strategic asset reserve has been established to assist in the delivery of community infrastructure highlighted in the Council Plan.

Balance Sheet (cont'd) (Frankston City Council excluding Peninsula Leisure Pty Ltd)

Trade and other receivables	2022-23 \$'000	2023-24 \$'000
Current receivables		
Ratepayer receivables	25,829	147,230
Special rates & charges	225	217
Infringements	6,044	6,742
Provision for doubtful debts - infringements	(2,911)	(3,156)
Other receivables	3,593	68
Provision for doubtful debts - other debtors	(114)	(76)
	32,666	151,025
Non-current receivables		
Special rates & charges	538	461
Total receivables	33,090	151,410

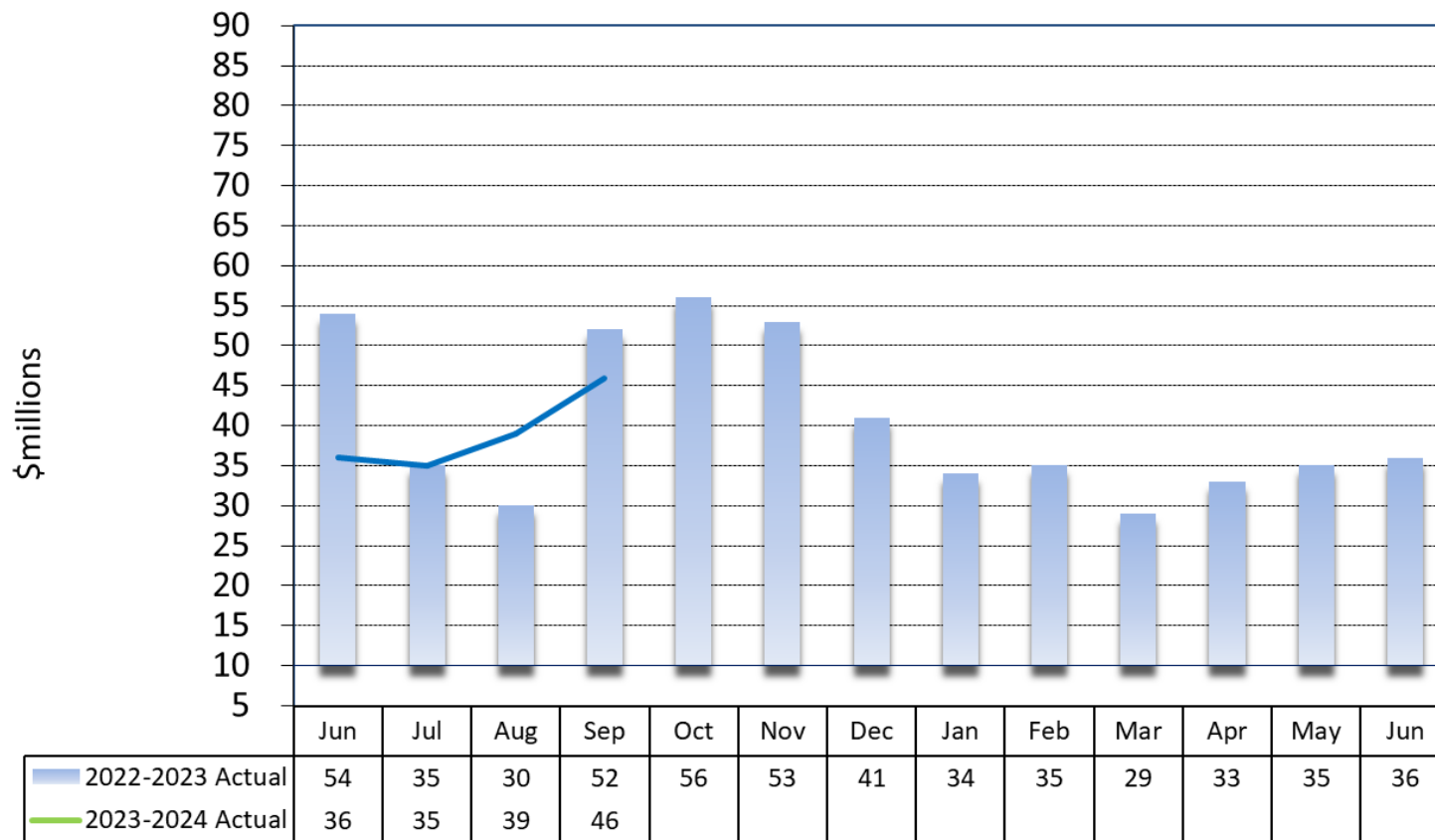
Accounts receivable balances were \$151.410 million as at 30 September 2023, down from \$21.634 million as at 30 September 2022. Note the ratepayer receivables accounting treatment changed for 2023-24 which explains the significant variation to quarter one of 2022-23.

For a full balance sheet please refer to **Appendix B Attachment C**.

Cash Flow (Frankston City Council excluding Peninsula Leisure Pty Ltd)

Council’s cash flow statement provides information in regards to net cash flow from operating activities, cash flows from investing activities and cash flows from financing activities. These results provide information in regards to cash generated or spent on the different type of activities undertaken by Council.

The net cash flows from operating activities measure cash generated from Council’s ongoing day to day operations. It is imperative that a surplus is generated from cash flows from operations as these funds are used to fund capital works (investing activities) as well as repaying any loans (financing activities). Refer to **Appendix B Attachment D** for the cash flow statement.



Loans (Frankston City Council excluding Peninsula Leisure Pty Ltd)

Council is within the approved principles of loan funding and has ensured that Council is within prudential limits set by the Victorian Government.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Expense \$'000	Balance 30 June \$'000	Liquidity (CA/CL)	Debt Commit (Debt / Total Rates)	Debt Serv (Serv Costs / Total Revenue)
2020-21	2,930	345	1,452	30,334	2.24	23.20%	1.4%
2021-22	-	3,250	1,427	27,084	1.94	19.98%	3.5%
2022-23	6,200	392	1,402	32,892	1.81	23.14%	1.3%
2023-24	12,707	1,238	1,622	44,361	1.73	30.30%	2.0%
2024-25	15,536	2,374	2,022	57,523	1.33	38.85%	3.0%
2025-26	9,406	19,217	2,526	47,712	1.30	31.38%	14.3%
2026-27	11,444	4,954	2,349	54,202	1.19	34.82%	4.7%
Victorian State Government Prudential Ratio Limits - Risk Assessment				High	Below 1.10	Above 80%	Above 10%
				Medium	1.10 - 1.20	60%-80%	5% -10%
				Low	Above 1.20	Below 60%	Below 5%

The status of Council's loan borrowings as at the 30 September 2023 are listed in the table below:

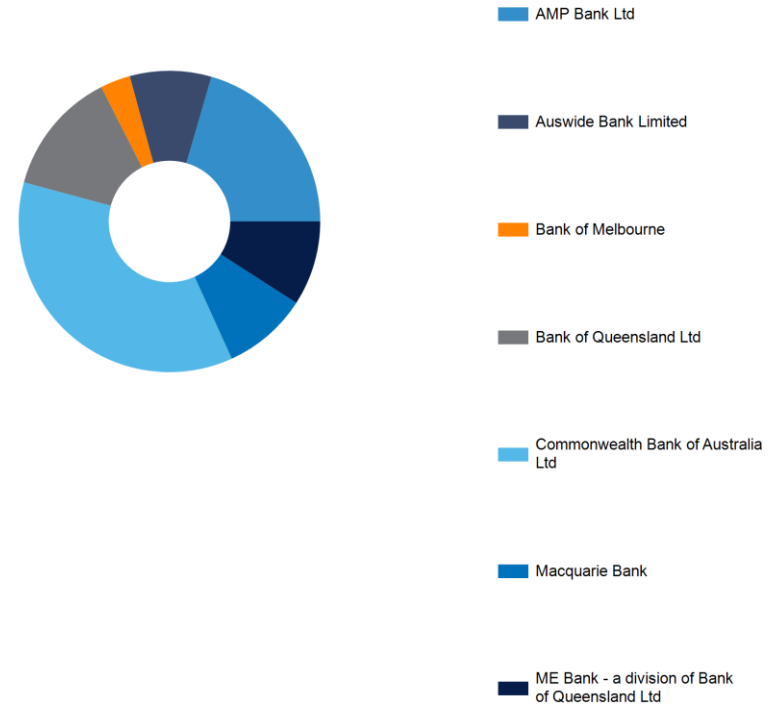
Financial institution	Debt principal @ 30-06-2023 \$'000's	Principal repaid \$'000's	New borrowings \$'000's	Debt principal @ 30-09-2023 \$'000's	Interest \$'000's	Loan repayments due over next 12 months \$'000's
National Australia Bank	11,100	104	-	10,996	194	1,183
National Australia Bank - MAV	15,542	-	-	15,542	155	-
Treasury Corporation Victoria	2,200	-	-	2,200	15	-
Total	28,842	104	-	28,738	364	1,183

Investments (Frankston City Council excluding Peninsula Leisure Pty Ltd)

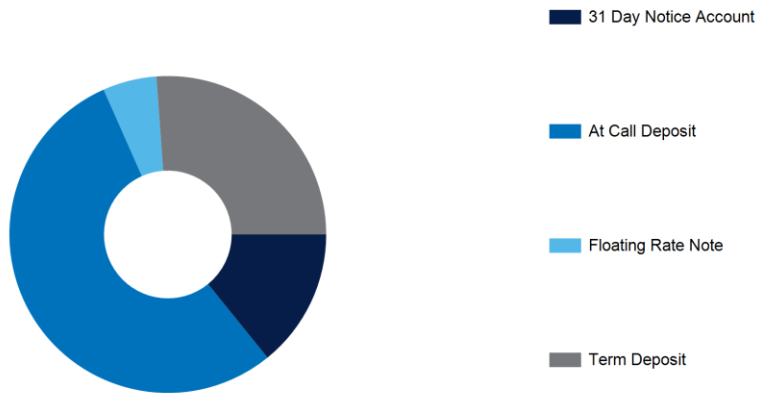
Council is complying with its Investment Policy (adopted by Council on 16 December 2019) that ensures effective and responsible utilisation of Council’s surplus cash funds within the government legislative framework and applicable Federal and State regulations. Council’s investment holdings as at 30 September 2023 were \$63.170 million.

Council’s investments as at the 30 September 2023 are listed in the tables below.

Market Value by Issuer



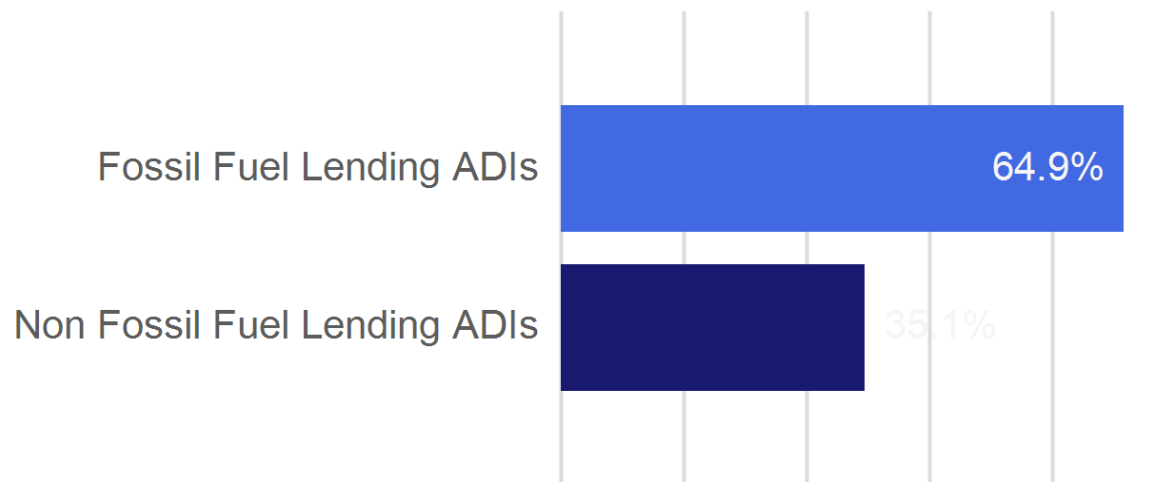
Market Value by Security Type



Investments cont'd (Frankston City Council excluding Peninsula Leisure Pty Ltd)

Portfolio Fossil Fuel Summary

Council's portfolio comprises 35.10% of investments with non-fossil fuel lenders with the remainder still funding fossil fuel related organisations or programs.



ADIs (Authorised deposit-taking institutions)







Appendix A – 2023-2024 Council Plan Performance: Quarter One

Annual Council Plan actions are adopted each year in conjunction with the adoption of the Budget. These actions are designed to contribute to the improvement of each of Council’s six Council Plan Outcomes.

This report is broken up into each of these Outcomes and for each action a progress comment is provided quarterly along with a status update.



Strategic indicators for each outcome are reported annually.

Status update key:

-  Completed Action completed
-  On track Action is underway and tracking well against time frames
-  At risk Action is behind by 10% or more, but will meet target time frames
-  Critical Action is delayed by 25% or more, or needs attention to meet target time frames
-  Deferred Action has been deferred for completion in 2024-2025
-  Not Proceeding Action will not be completed

2021-2025 Council Plan and Budget







Reporting across the four years of the 2021-2025 Council Plan and Budget is summarised below. *(As at quarter one 2023-2024)*

	2021-2022	2022-2023	2023-2024	2024-2025
 Action completed	123	115	1	-
 Completion deferred to following year	11	6	-	-

July-September 2023 Council Plan Actions



In 2023-2024 there are 124 actions listed in the Council Plan. As at the end of September 2023, 97% per cent were considered on track or completed.




The table below provides a summary of the current status of each of the 2023-2024 Council Plan Actions by outcome:






	Completed 	On track 	At risk 	Critical 	Deferred 	Not Proceeding 
Healthy and safe communities	-	20	-	-	-	-
Community strength	-	27	-	-	-	-
Sustainable environment	-	22	1	-	-	-
Well planned and liveable city	-	11	1	-	-	-
Thriving economy	1	14	-	-	-	2
Progressive and engaged city	-	25	-	-	-	-
TOTAL %	0.8%	96%	1.6%	0%	0%	1.6%

1 Healthy and safe communities

Initiative progress comments



Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Engage families to promote the importance of early childhood education and health	CP-1.1.1	Deliver Maternal and Child Health and early childhood services and programs including immunisation and supported playgroups	<p>The Maternal and Child Health Team have implemented and embedded the INFANT (INfant Feeding, Active play and NuTrition) program into existing service delivery. This evidence-based program is designed to help parents and families with healthy eating and active play from the start of the baby's life.</p> <p>The vaccines for purchase program has commenced and has had a very successful uptake in the community. A number of non-government recommended vaccines on the National Immunisation Schedule are now offered though all of Councils public immunisation sessions.</p> <p>Pop up playgroup is now collaborating with the Frankston Tourism Team to utilise their Visit Frankston van, more resources for children are now available at sessions, along with promotional material to increase attendance.</p>	Communities	
	CP-1.1.2	Coordinate central registration of enrolments for community kindergartens	<p>Offers for four year old kindergarten were made in July. There was a total of 969 registrations for 917 places. As at 30 September, 860 offers for a place were accepted and a total of 28 have remained on a waitlist for their preferred kindergarten. There are 65 vacancies for 2024 for four year old kindergarten across the municipality.</p> <p>Registrations for three year old kindergarten closed 30 September and offers will be made in the first week of October.</p>	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-1.1.3	Implement Council's year three initiatives for Council's Early Years Plan	The planning and preparation for a fortnightly intergenerational activity at the Frankston North Community Centre has commenced. This is a collaboration between Mahogany Rise Child & Family Centre, Forest Lodge Residential Aged Care Facility and Frankston North Community Centre. The proposed activities include language and literacy, music and movement and craft activities. Sessions are scheduled to commence in quarter two during Children's week and Seniors month. All other actions for year three continue to be progressed.	Communities	
	CP-1.2.1	Monitor and mitigate key emergency risks to the community	Planning commenced for the annual Fire Hazard Inspection Program, identifying those properties most at risk of fire and to encourage fuel reduction practices. The Frankston City Bushfire Strategy incorporating all Council owned parks and reserves has been contracted to a specialist third party to review and bring up to date with current methodology, this work is project managed by the emergency management team in collaboration with the Parks team.	Communities	
	CP-1.2.2	Maintain up-to-date emergency management plans and test them to identify and mitigate capability and capacity gaps through training and awareness	Commenced review and rewrite of a Heatwave plan as an internally focused operational document given the update of advice by Department of Health and the Bureau of Meteorology. The Municipal Emergency Management Plan as the overarching document is up to date and the sector is actively monitored for changes in doctrine and specific risk approaches.	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-1.2.3	Leverage partnerships with key agencies and community groups to improve planning for response to and recovery from emergency events. This will include the development and implementation of an annual training program	All emergency events in quarter one, where activated by response agencies have been managed effectively by on duty and substantive Municipal Emergency Management Officers and Municipal Recovery Managers as per State direction and legislation. Frankston City Emergency Management led the development of a regional document guiding response agency communication to Council that was approved by the Regional Emergency Management Planning Committee and familiarised with all response agency staff and volunteers.	Communities	
	CP-1.2.4	Deliver Emergency Management training and exercise	Identified existing emergency management e-modules to be localized for Frankston City's internal emergency support team training requirements. Sought quotes from suppliers and began development of project, anticipated delivery quarter four.	Communities	
	CP-1.2.5	Review the Domestic Animal Management Plan (DAMP)	The Domestic Animal Management Plan (DAMP) is due for review in late 2024. Council continues to undertake process and service reviews on a regular basis to ensure the actions of the DAMP are met.	Communities	
Encourage active and healthy lifestyles for people of all ages and abilities	CP-1.3.1	Improve the amenity and perceptions of safety across the municipality	Safer Communities continues to apply the relevant legislation to address amenity and safety concerns in the community. Safer Communities is currently reviewing processes and service standards to achieve and set expectations moving forward. The Draft Safer Communities Policy and Strategy is due for Community Consultation and Council Adoption in Quarter two 23/24.	Communities	
	CP-1.3.2	Promote and deliver more diverse play and leisure opportunities for residents of all ages to encourage active lifestyles	The Frankston City news outlines stories of new facilities, new initiatives and club news to encourage residents to participate. The City Futures team continues to develop playgrounds as outlined in the Frankston Play Strategy. The Recreation Team continue to implement the	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Frankston Active Leisure Strategy which encourages residents to lead active lifestyles. The Sports Liaison Committee also advises the team on creating improvements for clubs. The committee have provided feedback on the Fair Access policy which will provide fair access to all members of clubs to facilities.		
	CP-1.3.3	Work in partnership with health, education and community organisations including sporting clubs and community gardens to enhance opportunities for improved primary health and participation in passive and active recreation	Staff supported and collaborated with 10 community gardens in Frankston City, connecting with Orwil Street Neighbourhood House and a new social enterprise, 'All Abilities Garden' run by Perpetual People at the back of Frankston RSL. Monthly Community Garden Network meetings fostered garden connections and informed them of Council's support. The updated brochure highlights gardening benefits, promoting accessibility and encouraging active participation. Staff also aided 'The Community Plate' initiative to enhance the local food system and health outcomes.	Communities	
	CP-1.3.4	Deliver three year actions for Council's Health and Wellbeing Plan	Implementation of the Year Two Action Plan was carried out during quarter one. Highlights included community engagement on the Housing Strategy Discussion Paper, facilitation of the young parent supported playgroup, engagement of a consultant to support the development of the Family Violence Prevention Action Plan and cultural awareness training for staff. The adoption of the Year Three Action Plan is scheduled for quarter two.	Communities	
	CP-1.3.5	Develop the 'Can Swim' program of initiatives for the children of Frankston City	The Can Swim Funding initiative is currently in progress. The Peninsula Leisure project team has focused on planning, development and scheduling of each of the three separate activities. Swim Teacher up-skill training has taken place, the development of a local 'Water Space Directory' has been scoped and three programming pilots are currently under scoping development to ensure	Corporate and Commercial Services	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			accurate data and outcomes can be collected through the process.		
Advocate for programs and support to reduce harms from family violence, gambling, alcohol and other drugs	CP-1.4.1	Develop the Family Violence Action Plan and implement year one actions	A consultant with vast experience in the family violence prevention space has been assisting with development of the Family Violence Prevention Action Plan. A steering group comprising of many relevant services and people with 'lived experience' have met twice to progress the project. An engagement plan together with the relevant questions to be surveyed is currently being developed.	Communities	
Engage young people to support their educational outcomes	CP-1.5.1	Partner with the Department of Education and Training on Frankston North Strategic Education Plan	Frankston City Council officers continue to work in collaboration with stakeholders on the Frankston North Education Plan (FNEP). There has been a focus on sharing data and information to support the actions in the implementation plan during quarter one.	Communities	
	CP-1.5.2	Deliver Youth Services outreach, in-reach and engagement programs	Frankston Youth Services have continued to deliver a broad range of youth programs to support the needs of local young people. Of particular note is a four-week program recently run for students identified as at-risk of disengagement in two local secondary colleges. This resulted in a large increase in self-reported sense of community connectedness and likelihood to reach out for support.	Communities	
	CP-1.5.3	Enable young people to have a voice through Youth Council and youth events	Frankston Youth Services regularly delivers programs which enable young people to have their voices heard and acknowledged. Youth Council, NexGen Advisory, and Fresh Entertainment are just three of the numerous programs that have formally received young people's views and ideas 187 times in quarter one.	Communities	



Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-1.5.4	Deliver the Work Ready Program providing work experience, traineeships and student placement opportunities	Currently running interviews for appropriate new traineeships with the completion of three taking place in quarter one. Working with various departments across the organisation and finding greater interest than previous years. The project is tracking very well in line with the allocated budget.	Customer Innovation and Arts	
	CP-1.5.5	Provide grants to support students in participating in formal education and recreational programs	Community Grants Program's Child & Youth Inclusion Grant have opened to support Frankston City students with their education and recreational activities this financial year. Applications will be assessed and approved on a monthly basis; two rounds of applications have been approved so far.	Communities	
	CP-1.5.6	Implement year two actions for Council's Youth Action Plan	Year two actions for the Youth Action Plan have been identified and have commenced. One such item is a social space to specifically support recently arrived students at Monash University, Frankston campus. Youth Services continue to deliver Child Youth and Inclusion Grant outcomes to young people.	Communities	




Strategic indicators





If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased active and healthy lifestyles that support residents living independently for longer	SI1.1	Proportion of adults who are sufficiently physically active compared to the Victorian state benchmark (Victorian Population Health Survey)	Indicator reported annually	Communities	-
Increased active and healthy lifestyles that support residents living independently for longer	SI1.2	Chronic disease levels compared to the Victorian state benchmark (Victorian Population Health Survey)	Indicator reported annually	Communities	-
Increased active and healthy lifestyles that support residents living independently for longer	SI1.3	Proportion of residents satisfied with sport and recreation facilities (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Improved long-term health and learning outcomes established in early childhood	SI1.4	Proportion of year three, five, seven and nine students achieving literacy benchmarks (Victorian Child and Adolescent Monitoring System)	Indicator reported annually	Communities	-
Improved long-term health and learning outcomes established in early childhood	SI1.5	Proportion of children fully immunised by school age compared to the Victorian state benchmark (LGPRF) (Local Government Performance Reporting Framework))	Indicator reported annually	Communities	-
Reduction of harms from family violence, gambling, alcohol and other drugs	SI1.6	Proportion of residents who feel a safe in public areas in Frankston City (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Reduction of harms from family violence, gambling, alcohol and other drugs	SI1.7	Rate of hospital admissions due to alcohol and other drugs (Turning Point)	Indicator reported annually	Communities	-
Reduction of harms from family violence, gambling, alcohol and other drugs	SI1.8	Rate of reported family violence incidents (Crimes Statistics Agency)	Indicator reported annually	Communities	-
Improved education outcomes through better engagement of young people	SI1.9	Proportion of people attending Tafe or University (Australian Bureau Statistics)	Indicator reported annually	Communities	-




2 Community strength




Initiative progress comments




Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Build Frankston City's reputation as an arts, culture and tourism destination	CP-2.1.1	Implement year three actions for Council's Arts and Culture Strategic Plan	<p>Opportunities for artists to receive Council funding via Council's grant program and South Side Festival commissions promoted. Exhibitions, performances and events spanning across libraries, arts and culture were delivered providing a diverse range of opportunities for the community to engage to suit varying interests and age groups.</p> <p>Big Picture Fest in 2024 wall acquisition has been progressing, working closely with Vicinity for sites and cross promotion. Programming mural and projection artists for the festival has commenced along with Block Party programming, plus the development of new initiatives to elevate the 2024 festival.</p>	Customer Innovation and Arts	
	CP-2.1.2	Build capacity and partner with creatives and the community to deliver high quality events and art experiences	<p>A range of programming by the Frankston Arts Centre, including performances, workshops and exhibitions, were presented to a range of audiences and participants. The presentation of Monkey Baa Theatre's 'Possum Magic' was delivered, with pre-show workshops being held in schools, prior to the performances. The two performances were well received and resulted in a sold-out performance, and a second performance was presented to an audience at 80% capacity. The Frankston Artist grants program for the 2022 - 2023 Financial Year was finalised and acquitted. The new round of the program was advertised, with a high level of</p>	Customer Innovation and Arts	





Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			interest and 19 applicants submitting an application.		
	CP-2.1.3	Deliver festivals and events that build upon Frankston as an Arts and Culture destination	Events team are continually refining processes and reviewing key objectives to enhance offerings onsite for the community for the upcoming events season in line with the Destination Events Strategy. New initiatives are also being explored including partnerships with local businesses for sponsorship.	Customer Innovation and Arts	
	CP-2.1.4	Develop sculpture and eclectic street art culture	<p>Big Picture Fest in 2024 wall acquisition has been progressing, working closely with Vicinity for sites and cross promotion. Programming mural and projection artists for the festival has commenced along with Block Party programming.</p> <p>Working towards delivering three new walls outside of the Big Picture Fest after the event, developing the competition element to the festival of 2025 and the Gallery Takeover Exhibition.</p> <p>Placement of Catch Me from Seaford Community Centre to Keast Park.</p> <p>Researching sculpture acquisition for the Kananook Commuter Car Park.</p> <p>Assisting in the art element for the Sandfield's Reserve Youth Space.</p> <p>Various public artwork maintenance, Frankston North mosaic, Frankston foreshore mosaic and Long Island sign.</p> <p>The final design for the Eco Mural at Seaford Wetlands has been complete, stakeholder liaison continues.</p>	Customer Innovation and Arts	
	CP-2.1.5	Implement year one actions of Council's Public Art Strategy	Arts Trail grant submitted 2023 September with regular Project Advisory Group meetings occurring to progress the project. Additional elements added to Big Picture	Customer Innovation and Arts	





Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Festival including a tiny sculptures trail and a competition element to be integrated into the delivery of the 2024 festival.		
	CP-2.1.6	Implement year one actions of Council's Destination Events Strategy	Continued work on developing an Event Prospectus including identification of key venues, mapping utilities, drafting copy and marketing support. Liaised with stakeholders on update to the Baxter Park master plan, ensuring the inclusion of a Major Events footprint is considered. Identified gaps and built an asset list to expand our content library - key elements for photographers and videographers for the season. Quoted Frankston branded signage for major events season. Continued regular meetings with internal departments towards event-readiness as part of ongoing "event friendly" culture shift.	Customer Innovation and Arts	
Enrich the lives of older residents and people with disabilities with opportunities to enable participation and independent living	CP-2.2.1	Deliver Council's annual Seniors Festival, programs and activities to enhance participation and social inclusion	Senior Festival Planning is underway with the Senior Festival booklet produced and ready for distribution. Planning for the booklet events incorporated a variety of inclusive and diverse activities.	Communities	
	CP-2.2.2	Support organisations that are providing valued services to older residents	Positive Ageing is continuing to partner with Peninsula Health and Mornington Peninsula Shire to update the Keeping Active Directory.	Communities	
	CP-2.2.3	Deliver year three actions Council's Disability Action Plan	Recruited and inducted a Disability Access and Inclusion Committee with 12 members and nine casual members. Collaborated with Seaford Life Saving Club and Life Saving Victoria to enhance beach accessibility. Partnered with Monash University for Recharge Point Scheme evaluation and improvement. Supported Frankston Pathways for Carers with Orwil Community House and Brotherhood of St.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Lawrence National Disability Insurance Scheme. Coordinated Carer Information Expo for Carers Week and International Day of People with Disability. Raised staff awareness through Council's Diversity Inclusion Committee.		
	CP-2.2.4	Facilitate improved access for people with disabilities to services and transport options	Frankston Youth Services offices now has an accessible toilet located in their central office. Supported community engagements for the Draft Public Toilet Strategy and Action Plan Facilitated an onsite meeting for Council Engineers to meet a community member who wanted to highlight some concerns a lack of safe pedestrian crossing in their local area. Continue to encourage members of the public to use the Snap Send Solve app to report issues or accessibility barriers to Council and other authorities. Community member reported back that providing feedback via this app resulted in modifications being made to a bus stop to make it more accessible for his electric wheelchair.	Communities	
	CP-2.2.5	Support and promote Culturally and Linguistically Diverse (CALD) and seniors groups	Positive Ageing undertook a Peninsula Ethnic Seniors Council meeting and will continue to deliver these meetings throughout year three. The forums are designed to distribute relevant information and address current issues affecting culturally and linguistically diverse senior groups. Positive Ageing also delivered Seniors Meet and Greet sessions to local Frankston senior groups to develop knowledge and skills.	Communities	
Work with community organisations and groups to develop our future leaders and evolve a diverse culture and gender equality	CP-2.3.1	Continue to build volunteering diversity in community organisations	Impact Volunteering continues to work and collaborate with Volunteering Victoria by offering free training sessions to those organisations who are registered with Impact Volunteering. These training sessions deliver evidence-based resources and course work that promote the development of future leaders and	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			assist with the evolution of diversity and gender equality.		
	CP-2.3.2	Expand participation in the culture change program for sporting clubs to achieve greater gender equity in participation and board membership	The women in sport project has brought together women leaders in sport to strengthen these leaders and also assist them in mentoring future leaders. This project together with the Fair Access Policy and the Sports Liaison Committee will seek to provide greater gender equality within sports clubs.	Communities	
	CP-2.3.3	Work with schools and disengaged young people to build relationships awareness and enable them to choose respectful relationships	Frankston Youth Services is an active member of the Critical Friends Network and has attended training during quarter one. Numerous sessions have been delivered in schools, discussing the Respectful Relationships curriculum and these have been received with positive feedback. The Respectful Relationships e-learning tool has been completed and is ready to pilot.	Communities	
	CP-2.3.4	Promote leadership and governance training opportunities for community members	Frankston Youth Services facilitates two leadership groups, in Youth Council and FReeZA. Quarter one saw a total of ten FReeZA committee meetings, and five Youth Council meetings. Youth Council also delivered a youth-led awards night, entitled "Youth Empowerment Showcase", which was attended by 79 community members and which received very positive feedback.	Communities	
Targeting community needs through development programs and grants	CP-2.4.1	Design Community Development programs to meet resident needs	Council staff have been working closely with the House of Peace (Langwarrin Mosque) both to share and join in other community group activities and awareness e.g. Aboriginal Community Group and Local Muslim Community leader attended each other's premises. Council staff groups have also held meetings at the mosque.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-2.4.2	Deliver Council's grants program	Grants under the Community Grants Program have been made available for the 2023-2024 financial year. The Annual Community Grants opened in July and closed in August for not-for-profit community organisations with activities that align with Council priorities, benefit the community and can be managed by the organisation. Applications for Annual Community Grants is currently in the process of assessment and approval. The Child & Youth Inclusion Grant has been open since July and Urgent Grants since August, applications received will be assessed on a monthly basis.	Communities	
	CP-2.4.3	Build connections between volunteers and volunteer organisations through Impact Volunteering	Impact Volunteering continues to build connections with volunteers, through promoting ways in which the community locates Impact Volunteering's services. Council have done this by improving internal Council websites, identifying what volunteer roles are available by collaborating with Frankston Library to place a specific and tangible volunteering space for community members who don't have access to the internet, enhancing Impact Volunteering's reach within the community by improving our visibility on Social media and improving the capacity of organisations through specific training opportunities.	Communities	
	CP-2.4.4	Deliver year three actions from Council's Library Action Plan	The libraries team continued to raise awareness of the library via a range of different channels, including the engagement via social media and library website. Promotion of Local History collection commenced, with support for the community to access digital resources planned. The strengthening of partnerships and collaborative relationships has enhanced the	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			number of programs and events undertaken within the library spaces. An example is a Justice of the Peace service, which operates from the Frankston library three days a week.		
	CP-2.4.5	Investigate an organisation-wide community facilities booking & matching project	Investigation of the organisation-wide approach to community facility bookings is underway. Issues and opportunities to consolidate the service have been analysed and shared. Development of a standardised approach to the booking of facilities has commenced in quarter one.	Customer Innovation and Arts	
Deliver essential advocacy, support and referral services for residents in need	CP-2.5.1	Monitor demographic data trends to inform service plans that meet the future needs of the local community	Data monitoring underway, with activities to continue in quarter two.	Communities	
	CP-2.5.2	Provide financial support for material aid through eligible emergency relief and recovery organisations	Community Support Frankston (CSF) has supported eligible Frankston residents with the provision of emergency relief (ER), including direct material and financial aid assistance. Environmental factors, including the current housing and cost of living crisis has been challenging, with an increase in new clients and community members requesting essential ER support, advocacy and referral to other specialist services. Requests for assistance have risen by almost 20% in quarter one, compared with the same period last financial year. CSF continues to play the leading role in managing the Frankston Emergency Relief Providers (FERP) network, helping to provide more targeted ER supports too significantly disadvantaged community members.	Communities	
	CP-2.5.3	Deliver Home and Community Care (HACC) and Commonwealth Home Support Program (CHSP) in home services to older residents to enable them to live safely and independently	The client base for all community care services has increased in quarter one and the number of active clients is significantly higher than the same time last year. Council officers have worked efficiently to on board a number of new	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			clients and this has resulted in the number of clients on the waiting list being halved.		
	CP-2.5.4	Partner with the housing and homelessness sector to support the Frankston City Strategic Housing and Homelessness Alliance Five-Year Strategic Plan	Quarter one activities have been completed, with the Strategic Alliance meeting twice. Topics covered included consideration of the recommendations from the visioning workshop and a community consultation on the Housing Strategy Discussion Paper.	Communities	
	CP-2.5.5	Provide referral services through our Neighbourhood House programs and youth services	Frequent referrals are made to support services via these programs. Quarter One has seen 184 formal referrals made and received through Frankston Youth Services. This figure does not include the number of young people who self-referred into the school holiday program. This is a lower number than usual for quarter one, due to the temporary relocation of Youth Services' main office.	Communities	
Build acknowledgement and respect for Aboriginal and Torres Strait Islander cultural heritage and history	CP-2.6.1	Deliver year two initiatives for Council's Reconciliation Action Plan (RAP)	Council departments are addressing and meeting many of the actions in the Reconciliation action Plan (RAP) including conducting Cultural training for staff, established a staff-based Reconciliation Working Group that have met twice this year and has reported to the Reconciliation Advisory Committee, to provide operational implementation, monitoring and evaluation of the RAP. We have promoted respect and recognition for the Traditional Custodians of the land through acknowledgement on council signs through many Council buildings.	Communities	
	CP-2.6.2	Project manage the masterplan development and advocacy for the redevelopment of the Nairn Marr Djambana gathering place	Extensive work on the master plan has been undertaken. Consultants have undertaken site assessments, community engagement and have scoped the site for future redevelopment. Work is progressing on these assessments before moving to the next design stage.	Communities	





Strategic indicators







If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Improve accessibility of services to enhance social inclusion and mental wellbeing	SI2.1	Percentage of participation rates of gender diversity, disability and Aboriginal and Torres Strait Islander communities in structured sport (sporting clubs)	Indicator reported annually	Communities	-
Improve accessibility of services to enhance social inclusion and mental wellbeing	SI2.2	Proportion of people who have ever been diagnosed with depression or anxiety (Victorian Population Health Survey)	Indicator reported annually	Communities	-
Improve accessibility of services to enhance social inclusion and mental wellbeing	SI2.3	Proportion of residents who agree Frankston City is responsive to local community needs (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased volunteering to build connections and resilience within the community	SI2.4	Percentage of residents who volunteer 'sometimes' or 'regularly' (Victorian Population Health Survey)	Indicator reported annually	Communities	-
Increased enjoyment of Frankston City's arts and cultural experiences	SI2.5	Proportion of residents who are satisfied with Arts and cultural events, programs and activities (Community Satisfaction Survey)	Indicator reported annually	Customer Innovation and Arts	-






3 Sustainable environment




Initiative progress comments

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Increase urban forest and canopy coverage to create a greener and cooler city	CP-3.1.1	Implement year four actions for Council's Urban Forest Action Plan	Planting season concluded with Frankston achieving 20,035 trees planted across parks, open spaces, capital work projects, bushland reserves and streets. The precinct plans for Karingal, Frankton North and Frankston height have been graphical designed. Procurement for the final mapping of Langwarrin, Langwarrin South, and Frankston South is underway.	Communities	●
	CP-3.1.2	Planting 20,000 additional trees as part of the annual municipal wide planning program	Winter 2023 planting program complete and 20,000 trees target achieved. Priority planting locations for 2024 are in development and orders being placed with suppliers.	Infrastructure and Operations	●
	CP-3.1.3	Ensure operational resources align with growth in urban forest to address risk compliance and conduct an independent service review to ensure best practice levels of service are provided benchmarking against other Councils	Work has initiated and currently in progress.	Infrastructure and Operations	●
Protect and enhance the natural and coastal environments	CP-3.2.1	Develop the Coastal and Marine Management Plan and Implement year one actions	A draft of the Coastal marine and management plan has been prepared and submitted to the Department of Energy, Environment and Climate Action (DEECA) for review. Bunurong Land Council Aboriginal Corporation continue to work on the preparation of a Cultural values Report. Internal stakeholder engagement on the actions continues. The Foreshore Advisory Committee held a meeting in September.	Communities	●
	CP-3.2.2	Implement year three actions for Council's Biodiversity Action Plan	Planning Scheme Amendment C156fran was lodged for authorisation and is currently being reviewed by the Department of Transport and Planning (DTP) (Biodiversity Action Plan Action	Communities	●

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			S18). Review of the mapping and preparation of the Environment Significance Overlay (ESO) Mapping report for the Planning scheme amendment continues (Biodiversity Action Plan Action S15). A review of Council's website and preparation of a new resident / friendly bushland neighbour education material is underway to increase awareness of our natural recourses (Biodiversity Action Plan Action S1/S5).		
	CP-3.2.3	Deliver the Native Vegetation offset Program	In August Council Officers and the Engagement team engaged the community on the Witternberg Bushland Reserve Native Vegetation Offset Site project. Of the 302 respondents, 243 (80.4%), preferred no change to the current access paths, meaning that the majority of the community did not want the Reserve to be established as an Offset Site. Council brought its decision forward and resolved at its public meeting on 11 September 2023 to not proceed with the proposal. Project has been rescoped to review alternative options with neighbouring Councils. A further report to Council is due in Quarter three.	Communities	
	CP-3.2.4	Maintain natural and coastal reserves	All maintenance programs are on track with steady improvement observed in conservation value. Rehabilitation projects at North Reserve are well underway including tree planting as part of National Tree Day.	Infrastructure and Operations	
	CP-3.2.5	Review and update priority master plans for Open Space	The Frankston Equestrian Master Plan and Baxter Park Master Plan are being finalised with Gender Impact Assessments for Council endorsement in quarter two.	Communities	
	CP-3.2.6	Develop and implement formalised monitoring process for park tree maintenance	Parks tree monitoring program has commenced and is on track as per schedule for 2023/24. Volume of hazards identified have decreased	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			from 2022/23 due to proactive maintenance program.		
Lessen the severity of climate change through action that enable Council and the community to reduce greenhouse gas emissions	CP-3.3.1	Implement year one actions for Council's Climate Change Strategy and Action Plan including the delivery of the Regional Electric Vehicle (EV) Charging Roadmap	Year one actions for Council's Climate Change Strategy 2023-2030 are underway. Opportunities to deliver the Regional Electric Vehicle (EV) Charging Roadmap are being assessed.	Infrastructure and Operations	
	CP-3.3.2	Ensure Environmentally Sustainable Design (ESD) principles are achieved for new developments, buildings, public realm and places	Council continues to work with Council Alliance for a Sustainable Built Environment (CASBE) to support the ESD targets project to improve our existing Environmentally Sustainable Design (ESD) policy guidelines. The trial of elevated ESD targets in CASBE Project Stage 2 resulted in changes to new development requirements including EV Charging Stations, improved energy rating and all electric facilities (no gas). Council has participated in seven CASBE meetings during quarter one and the CASBE planning strategy is being studied by participating Councils.	Communities	
	CP-3.3.3	Implement energy efficient upgrades to Council assets	Energy efficiency upgrades to Council assets for 2023/24 have not yet commenced.	Infrastructure and Operations	
Improve the quality of recycling, minimise the generation of waste and establish alternatives to landfill disposal	CP-3.4.1	Progress collaborative procurement for an advanced waste processing solution for household rubbish for the South East Melbourne region to deliver a vital alternative to landfill	The collaborative procurement process, involving a number of South East Metropolitan Melbourne councils, has progressed to the next phase of the complex procurement.	Corporate and Commercial Services	
	CP-3.4.2	Deliver a standardised four-bin kerbside collection service to all households with a consistent understanding of acceptable materials for each stream	Delivery of separate glass bins was completed in September. Service standards clarifying correct content for each stream is still being developed by the Victorian Government and an education campaign will commence following the release of these standards.	Corporate and Commercial Services	
	CP-3.4.3	Implement year one actions for Council's Waste Circularity Plan	Action has commenced on the design and delivery of year one actions, in line with the Waste Circularity Plan.	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-3.4.4	Increase uptake of the kerbside food waste collection service in single-unit developments and implement the plan to extend this service to multi-unit developments	Households that have requested a Food Organics Garden Organics (FOGO) Starter kits has increased to 29 per cent of the community, due to the municipal wide reach achieved with the recent separate glass bin implementation. The kerbside collection services information for all four streams delivered with the new glass bin also highlighted that food can be placed in the green lidded FOGO bin.	Corporate and Commercial Services	
	CP-3.4.5	Progress the implementation plan for the kerbside separate glass collection service	Separate glass bins have been delivered in September to all households with an eligible service with collections commencing in early October. The service design for multi-unit developments will be refined in quarter two on a case-by-case basis.	Corporate and Commercial Services	
	CP-3.4.6	Progress the implementation of food waste minimisation initiatives	Action has commenced on the development of a range of community education, engagement and skill building initiatives to reduce food waste.	Corporate and Commercial Services	
Increase opportunities to experience native flora and fauna	CP-3.5.1	Support Frankston Environmental Friends Network	Council Officers support the Environmental Friends network with monthly meetings. A steering committee has been developed to review the Environmental Volunteer Guidelines manual. A workshop was held on 10th September to demonstrate how to use the citizen science app iNaturalist.	Communities	
	CP-3.5.2	Deliver annual environmental programs, such as National Community and School's tree Day and Gardens for Wildlife, to promote behavioural change and positive environmental outcomes	Frankston partnered with neighbouring councils to hold the Biodiversity Blitz 2023. 20 community members attended the three event; Frankston Environmental Teachers Network and members of the Frankston Environmental Friends Network, a coastal process and management walk at Seaford Foreshore and a Gardens for Wildlife lead walk at George Pentland Botanic Gardens. Overall 128 individuals participating by making 3,740 identifying 1,222 different species. Volunteers	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			completed 16 Gardens for Wildlife Visits (120 active volunteer hours). National tree Day was held at North Reserve in Langwarrin, 238 people planted 2,000 plants, rehabilitating the 15 hectares of the degraded former quarry site. School tree planting day had 34 pre-schools/schools apply to receive free plants and two were selected as Ambassador schools. Total of 1555 indigenous plants were planted as part of Schools Tree Day. 10 habitat boxes were installed in private Gardens for Wildlife gardens as part of a Habitat Box project.		
	CP-3.5.3	Ensure reserves are accessible while still protected	Works have been completed to re-open eroded track 22 at Seaford foreshore. Works have commenced at Keast park to replace erosion protection fencing. All reserves/tracks are open.	Infrastructure and Operations	
Improve the management of water including flooding risk, water quality of creeks and waterways and the efficient use of water	CP-3.6.1	Progress Monterey Recycled Water project through design, and commence construction in partnership with key stakeholders	High-level partnership agreement with Southeast water (SEW) and The National Golf Club has been signed. As part of this agreement, SEW will design, tender, Construct, Own, Operate and maintain the Monterey Recycled Water Scheme. It is expected that the Delivery of Recycled water via the scheme will be happen in Spring 2024.	Infrastructure and Operations	
	CP-3.6.2	Develop a Frankston Flood and Stormwater Management Framework, and commence implementation of key actions	Draft Frankston Flood and Stormwater Management framework is being developed. The framework will include structural and non-structural control items to manage and minimise flood risk, water quality of creeks and waterways and efficient use of water. Structural control items include development and implementation of flood studies and drainage strategies, stormwater treatment and harvesting opportunities. Non-structural control items include planning controls in the form of development/subdivision guidelines and the	Infrastructure and Operations	






Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			development and implementation of a stormwater quality offset (in-lieu) contribution scheme.		

Strategic indicators






If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased climate emergency response and leadership	SI3.1	Council greenhouse gas emissions (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI3.2	Community greenhouse gas emissions per capita (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI3.3	Community satisfaction with Council meeting its responsibilities towards the environment (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI3.4	Proportion of beach water quality samples at acceptable Environmental Protection Authority levels (EPA)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI3.6	Proportion of community satisfied with Open space, natural reserves and foreshore (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased diversion of waste from landfill	SI3.7	Proportion of collection waste diverted from landfill (LGPRF)	Indicator reported annually	Corporate and Commercial Services	-
Increased tree canopy over reduced urban heat	SI3.8	Percentage of tree canopy cover (DELWP)	Indicator reported annually	Communities	-
Increased tree canopy cover and reduced urban heat	SI3.9	Urban temperature (DWELP)	Indicator reported annually	Communities	-

4 Well planned and liveable city

Initiative progress comments

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Integrate land use planning and revitalise and protect the identity and character of the City	CP-4.1.1	Deliver revitalisation activities in the Frankston City Centre	Council continued to deliver on the Frankston Revitalization Program in partnership with the Victorian Government through the Suburban Revitalization Program in quarter one including the contract award of revitalization improvements to Stiebel Lane and commencement of site works.	Communities	
	CP-4.1.2	Develop the Frankston Housing Strategy and commence year one implementation	During quarter one, community consultation was undertaken on Stage one the Frankston City Housing Strategy - Discussion Paper and feedback received will inform the development of the draft Frankston City Housing Strategy which is anticipated to be taken to Council for adoption in quarter four.	Communities	
	CP-4.1.3	Develop the Frankston Metropolitan Activity Centre (FMAC) Structure Plan and commence year one implementation	The Planning Scheme Amendment C160fran remains with the Minister for Planning for authorisation. This work will continue in quarter two.	Communities	
	CP-4.1.4	Trial the integration the Vic3D platform into the planning process to support 3D spatial analysis and visualisation of proposed developments within the FMAC	Initial meetings with the Department of Planning and Transport (3D Modelling and Visualisation-Planning Services team) have occurred in preparation to setup Council on the Vic3D platform.	Communities	
Improve connectivity and movement and provide transport choices to the community, including walking trails and bike paths	CP-4.2.1	Implement year 1 actions for Council's Integrated Transport Strategy including review of Bicycle Strategy, to improve transport choices, encouraging safe and accessible active transport and public transport	Implementation of Integrated Transport Strategy's actions have commenced with the identification of quick wins and low cost/high impact actions to implement. These include working with schools to undertake trials Open Streets and Active Paths programs to support increased, and safe walking and cycling to school.	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Development of the Frankston Bike Riding Strategy has commenced with initial community engagement to be carried out from 6 October 2023 to 22 November 2023 to seek input on issues, problem areas and opportunities to draft an Issues & Opportunities paper to be presented to Council in December 2023.		
Provide well designed, fit for purpose, multi-use open spaces and infrastructure for the community to connect, engage and participate	CP-4.3.1	Deliver the Open Space Strategy through a priority program of development and renewals for open space and play spaces	The Local Play and Park upgrade program has progressed in quarter one with the engagement and design of Kareela Reserve - Frankston, Austin Reserve - Seaford, East Seaford Reserve - Seaford and Monique Reserve, Langwarrin. Planning and design of Heysen Reserve-Skye, Alicudi Reserve-Frankston South, Lucerne Reserve - Frankston and Brunel Reserve - Seaford has progressed as planned in quarter one.	Communities	
	CP-4.3.2	Deliver annual capital works program including key major projects	<p>The annual capital works program is tracking well. Two projects of 316 are complete with 58% of the total program budget committed with contractors.</p> <p>Major projects are progressing as scheduled. The Healthy Futures Hub and Ballam Park Regional Playspace are complete and in use. The Jubilee Park Stadium building is complete and in use on 4 September 2023, with the existing netball pavilion demolition underway (90% complete). Lloyd Park Pavilion has recommenced with the appointment of a new contractor (45% complete). Eric Bell Pavilion and Kananook Commuter Car Park construction contracts have been awarded and works commenced in August 2023. Ballam Park Storm Water Treatment & Park Improvements construction tender has closed, with contract award scheduled for October 2023.</p>	Infrastructure and Operations	





Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-4.3.3	Develop Council's Public Toilet Action Plan and implement year one actions	Council's first Public Toilet Action Plan is currently being finalized for Council endorsement in quarter two.	Communities	
	CP-4.3.4	Review maintenance and asset renewal programs to enhance safety and presentation of the City	Asset inspections and maintenance works in line with Councils Road Management Plan (RMP). For quarter one, 91% of community requests to road potholes were attended to within RMP timeline and 96% of graffiti removal achieved requirement timeline. All remaining requests were completed within designated RMP response timeline.	Infrastructure and Operations	
Innovate with smart technology and initiatives to increase the liveability of the city	CP-4.4.1	Capture real time data to gather insights into liveability	Real Time data captured from various sensors across Frankston to understand foot traffic, parking and utilisation of other assets. E-Bike charging stations and EV charging system data are also captured to understand the usage.	Customer Innovation and Arts	
	CP-4.4.2	Analyse Frankston Metropolitan Activity Centre (FMAC) smart parking trial to identify benefits for further implementation of smart parking technology	The data is now being collected on the use of parking within the trial area including the additional two car parking sites being Beach Street shops and Norman Avenue shops. Integration of Arts Centre Parking, Well Street and Playne Street, west of the Nepean Highway with trail smart parking system are being explored.	Infrastructure and Operations	
	CP-4.4.3	Increase collection of various Smart Cities data sets to create insightful reports to help facilitate data driven decision making for Council.	Data is being captured from a range of sensors and insightful reports are created to gain better understanding into parking trends and reports on foot traffic at reserves. Data is captured on the usage of E-Scooters and E-Bikes enabling better understanding of these micro-mobility solutions.	Customer Innovation and Arts	




Strategic indicators




If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Urban design renewal of places and spaces	SI4.2	Proportion of residents who are satisfied with the design of places and spaces (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased travel options that are connected, accessible, smart and safe	SI4.3	Proportion of residents who are satisfied with travel options around the municipality (Community Satisfaction Survey)	Indicator reported annually	Infrastructure and Operations	-
Increased travel options that are connected, accessible, smart and safe	SI4.4	Proportion of residents living within 400m of public transport	Indicator reported annually	Infrastructure and Operations	-
Frankston City's identity as a liveable city	SI4.5	Proportion of residents who are proud and enjoy living in their local area (Community Satisfaction Survey)	Indicator reported annually	Communities	-







5 Thriving Economy

Initiative progress comments

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Activate vacant commercial spaces and underutilised Council assets	CP-5.1.1	Strategically consider and deliver place activation through the municipality	This item is not proceeding due to resourcing constraints, however Officers continue to work with local businesses to provide support to activate local area.	Communities	
	CP-5.1.2	Review empty shops in the FMAC and the strategies to encourage occupancy	Vacant commercial properties, and corresponding property owners, in the Frankston Metropolitan Activity Centre (FMAC) have been identified. Correspondence to offer assistance to fill vacant properties has commenced, including targeted offers of vacant property window de-cals in partnership program with Chisholm Art and Design students.	Communities	
Remove complexity and provide planning certainty to attract economic investment	CP-5.2.1	Promote Invest Frankston and precinct opportunities	Proactive communications to promote Invest Frankston and other precinct opportunities were regularly provided through Council's Economy, Investment and Activation monthly Invest Frankston Business eNewsletter which sent out four editions and had 2406 active subscribers as at the end of the quarter with an average open rate of 37.6%. Other promotional activities via social media platforms; Facebook and Instagram reached a combined 37k accounts with engagement at 5k. The most popular organic (unpaid) post was on 7 September and reached 9,834.	Communities	
	CP-5.2.2	Continue to deliver business improvements to improve statutory planning processes and customer experience	All planning forms excluding one are now online and good progress has been made towards creating this final online form, Section 72 amendment to a planning permit. Good progress has also been made on the implementation of new 'workflow' processes which will improve the	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			functionality of Council's core application system and allow for more accurate tracking of applications and reporting of live data and application statuses.		
	CP-5.2.3	Maintain and promote Councils business concierge service	<p>Council's Business Concierge continues to liaise with relevant teams / departments within Council on behalf of customers and to provide them with all the necessary information required to operate their businesses within Frankston City Council.</p> <p>36 business enquiries were received and actioned by Council's Business Concierge from 1 July 2023 to 30 September 2023.</p>	Communities	
	CP-5.2.4	Foster and maintain relationships that support businesses, providing excellent customer service and building Frankston City's reputation as a place to do business	<p>Targeted business engagement was carried out on new Footpath Trading and Parklet Guidelines and new Mobile Food Fan Procurement Guidelines, both of which were subsequently adopted by Council this reporting period.</p> <p>Council's Annual Business Survey was completed in September to seek feedback from business operators about the various types of business supports and assistance they would benefit from. Findings from the survey will be used to develop the 2023-24 business training program.</p>	Communities	
Strengthen Frankston City as a destination for events and creative arts industries	CP-5.3.1	Expand and deliver a reputation for engaging major and destination events	<p>Met with publicity companies to develop a proposal for Destination Events Frankston and individual events.</p> <p>Continued to add to the event organiser database through meetings and promoting the Destination Events Attraction Program (DEAP).</p> <p>Met with ALH Group to discuss overcoming challenges they had previously experienced in organising events in Frankston, with aim of reintroducing a street party event.</p> <p>Launched the 2023/24 DEAP season, including high profile events previously only delivered in</p>	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Metro Melbourne. Began review of the DEAP guidelines and application process, noting improvements to attract an increased number and/or quality of organisers in 2024/2025.		
	CP-5.3.2	Engage a diverse range of artists and creatives to enhance Frankston as an arts hub	A broad representation of artists and creatives were represented in quarter one, with a number of performances engaging with audiences from many different cultural groups and backgrounds. The international touring company 'Indian Ink' presented the performance of 'Paradise' with a targeted marketing campaign engaging with the local Indian community. The performance of 'Personal' presented by Jodee Mundy, spoke to her experience as a child of Deaf adults and was performed in a mixture of Auslan and English. This engaged an audience from the local Deaf community, as well as requiring a range of access modifications to ensure audience engagement.	Communities	
	CP-5.3.3	Highlight Frankston as destination city through a robust marketing campaign that highlights the importance of events, development, investment in a city on the move	The positioning Frankston work is due for launch in February 2024. The Strategy and Project Plan has now been finalised and will be rolled out into the community throughout 2024. Ongoing marketing of events and opportunities continues to be part of key messaging for communications.	Customer Innovation and Arts	
Elevate Frankston City's identity as an innovation hub and business-friendly city	CP-5.4.1	Develop the Sustainable Economy and Skilled Community Strategy	A draft Economic Development and Skilled Community Strategy and supporting Background Paper have been developed. In addition, the Economic Development and Skilled Community Strategy Action Plan is currently being developed and feedback will be sought on all three documents via targeted business engagement in October 2023.	Communities	
	CP-5.4.2	Develop the Frankston Industrial Strategy and commence year one implementation	Council will be briefed on the final Strategy and proposed Planning Scheme Amendment C148fran in Quarter Three.	Communities	





Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-5.4.3	Support the ongoing growth and development of the Frankston Business Collective and develop an ongoing partnership model	The Frankston Business Collective (FBC) became independent in February 2023. Council continues to support and work with the FBC to ensure a successful and ongoing relationship with the Board and the Members - this includes ongoing financial and advertising support. Regular briefings for Council are ongoing and reporting is compiled as part of the CEO Quarterly Report.	Customer Innovation and Arts	
	CP-5.4.4	Further develop the partnership with Frankston Social Enterprise Hub	Regular meetings with the Social Enterprise Hub will continue through each quarter.	Communities	
Leverage the emerging connection between Frankston City's café and dining culture through the revitalisation of public spaces	CP-5.5.1	Develop the 'Nepean Boulevard' vision and implementation plan	The Design Services contract for development of the Nepean Boulevard Master Plan was awarded in Quarter One and Phase One commenced. Planning and scoping for an Early Works package also progressed in quarter one.	Communities	
	CP-5.5.2	Develop new Footpath and Parklet Guidelines to support outdoor dining	The Footpath and Parklet Trading Guideline was endorsed by Council in June 2023 and this initiative is now complete and in implementation.	Communities	
	CP-5.5.3	Embed activation programs in key precincts	Activation activities will continue through the Destination and Events Strategy rather than the City Futures Team.	Communities	
	CP-5.5.4	Deliver the Frankston Local Shopping Strip Action Plan through a priority program of development and renewals	As per the Local Shopping Strip Action Plan, planning and scoping for the upgrade of Kareela Road Shops, Frankston and Mahogany Avenue, Frankston North has progressed in quarter one. Fairways Street shops upgrade project has progressed in quarter one for construction to commence in quarter two.	Communities	




Strategic indicators

If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased business and industry investment	SI5.1	Number of commercial building approvals (ABS)	Indicator reported annually	Communities	-
Rejuvenated activity centre precincts	SI5.2	Gross local product of the municipality (\$m) (.id)	Indicator reported annually	Communities	-
Rejuvenated activity centre precincts	SI5.3	Percentage of retail vacancy rates (Economic Development Scorecard)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI5.4	Proportion of residents who are unemployed (.id)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI5.6	Proportion of residents who hold either a vocational qualification, diploma/advanced diploma, bachelor degree or higher degree (.id)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI5.7	Proportion of residents employed locally in Frankston City (.id)	Indicator reported annually	Communities	-






6 Progressive and engaged city






Initiative progress comments




Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Ensure sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services	CP-6.1.1	Review and update Council's 10 year Financial Plan to guide budget decisions to ensure they are responsible and sustainable	Council's 10-year financial plan is currently under review and will form part of the 2024-2028 budget cycle.	Corporate and Commercial Services	
	CP-6.1.2	Seek alternative revenue sources through service planning and engagement with relevant stakeholders	Service plans are being reviewed and updated. They will reflect new revenue sources where relevant.	Corporate and Commercial Services	
	CP-6.1.3	Continue implementation of the Property Strategy including asset rationalisation and leveraging investment of Council's assets, particularly in the FMAC precinct	The Road Discontinuance Policy was adopted at the July 2023 Meeting. Council also endorsed the commencement of community consultation on the draft Bathing Box Policy. A new role, Coordinator Strategic Development has been appointed and has commenced working on a range of projects that support the attraction of development within the Frankston Metropolitan Activity Centre.	Corporate and Commercial Services	
	CP-6.1.4	Enhance procurement processes and practices that support collaboration, innovation, efficiency and agility	Work has commenced on the implementation of the Procure to Pay module of Council's Financial Management System, Technology One. Enhancements to business rules have been reviewed, and proposed changes will ensure that transactions are processed more efficiently, whilst maintaining compliance. The Collaborative Procurement Program was completed in September, with an improved Procurement platform now hosted on Council's intranet providing information to staff involved in procurement activity. Data management has continued to be a focus, and detailed reporting has been developed to inform decisions and monitor compliance.	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-6.1.5	Oversee the reporting and governance of Council's subsidiary Peninsula Leisure Propriety Limited to ensure recovery and future growth	Peninsula Leisure Pty Ltd has provided Council with the relevant reporting expected for quarter one. The results for this period show that membership numbers and attendance at Peninsula Aquatic Recreation Centre (PARC) is continuing to grow. The financial and performance statements were presented in September with a clear audit opinion. The full annual report was provided focusing on the delivery of exceptional health and wellbeing experiences and value for the Frankston community. The Board and management provided their performance overview to the Audit and Risk Committee and Council.	Corporate and Commercial Services	
Enhance strategy, policy and plan development and identify alignment to allow for prioritisation of services that are efficient, well planned, accessible and meet community needs	CP-6.2.1	Develop and implement an Integrated Planning & Reporting Framework and embed a Service Governance approach	The Integrated Planning & Reporting Framework document has been initiated and is in draft form. The Integrated Planning & Reporting team will continue to develop the framework in consultation with the corresponding subject matter experts, to be finalised by June 2024. The Service Governance models have been implemented and they play a key role in the oversight of the effective delivery of services.	Corporate and Commercial Services	
	CP-6.2.2	Review Council's assets to ensure they meet community needs	Council's works plan for development and renewal of its assets is detailed in the 2023-2033 Long Term Infrastructure Plan (LTIP) which is scheduled for adoption by Council on 20 November 2023. Work has begun on the development of the 2024-2034 LTIP and the 2024/25 Capital Works Program. A review of future project priorities and costings is underway taking into account recent cost escalations. A draft is scheduled to be ready at end February 2024 for a Councillor	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			workshop for the 2024/25 Budget in March 2024.		
	CP-6.2.3	Continue to enhance the organisations risk maturity through embedding effective risk management and opportunity awareness	<p>The strategic risk environment review has been completed. Emerging issues have also been identified and reviewed to understand potential risk impacts on the organisation.</p> <p>Reviews of the operational environment have commenced and internal working parties relating to fraud and corruption prevention and business continuity have ensured that Council's controls have continued to mitigate risk in these areas.</p>	Corporate and Commercial Services	
	CP-6.2.4	Ongoing implementation of the Workforce Plan to encourage a high performing, inclusive and engaged workforce	The progress made in 2022-23 is beyond expectations of completion with two large tasks commencing and being worked through in the final two years of the workforce plan. The tasks assigned to 2023-24 have commenced the planning stage in quarter one as required.	Customer Innovation and Arts	
	CP-6.2.5	Continue with the implementation of the new child safe standards with the development of a second year action plan	With the introduction of new role, Child Safe Advisor, continued work has commenced on the development of a reviewed Action Plan. The Action Plan will focus on the identified 'wicked problems' that require organisation wide support as well as compliance requirements identified by the internal Child Safe Standards Audit.	Customer Innovation and Arts	
	CP-6.2.6	Implement year two actions for Council's Gender Equality Action Plan	We continue to ensure leaders and staff are skilled and confident to lead on workplace gender equality and inclusion through the use of trainings, review of policies and procedures, better data collection methods and tools, and by building a positive culture that is free from harassment discrimination. The progress of all Year Two actions is completed or ongoing. We continue to review the action plan in line with	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			available resources, organisational capability and readiness. The current position is positive as we move towards Progress Reporting with the GE Commission in February 2024.		
	CP-6.2.7	Complete working with children and police checks on existing employees	86.21% of total staff have current Police Checks. 87.54% of total staff have up to date Working with Children Checks.	Customer Innovation and Arts	
	CP-6.2.8	Scope, identify and implement chemical management software (OSS-08)	Scope and preferred provider identified. Currently going through procurement process with initial implementation in October 2023 and organisational wide implementation prior to Jan 2024.	Customer Innovation and Arts	
Lead advocacy engagement and enhance relationships with all tiers of government and key stakeholders	CP-6.3.1	Deliver ongoing implementation of 2021-2025 Advocacy Campaign Plan and build the profile of advocacy priorities through implementation of a communication and engagement plan	A report to the 11 September 2023 Council Meeting closed off the full funding commitment for the Sandfield Reserve Precinct Revitalisation and Frankston Basketball and Gymnastics Stadium redevelopment projects, along with the partial funding commitment of the Frankston Regional Arts Trail project enabling Federal Government funding paperwork to be submitted. Additionally, Council committed funding and advocacy required towards the Nairn Marr Djambana and Langwarrin Skate Park projects in order to submit Federal Government funding paperwork. Council is undertaking a review of its advocacy priorities following the 2022 federal and state elections and ahead of the expected 2025 federal election, for adoption in quarter two 2023-2024.	Customer Innovation and Arts	
Enhance customer experience through the transformation of our services to ensure they are easy to access, and provide seamless transactional and interactional experiences	CP-6.4.1	Transformation of our digital platforms, ensuring that they are fully accessible for people of all abilities and cultures (OSS-06)	During quarter one we have commenced scoping the enhancement of our online transactions and uplifting the usability and accessibility of our online requests.	Customer Innovation and Arts	
	CP-6.4.2	Implement phase one of the Customer Experience Strategy to make it as simple	Customer Experience Strategy (Foundational) second year is on track. CX Health check has been completed to assess progress to date. The	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
		and convenient for customers to access information and services (OSS-09)	team are currently looking at each customer channel and understanding current state. We are doing this to understand the opportunities to ensure our customer touchpoints are future ready and meeting our customers' expectations.		
	CP-6.4.3	Enhance opportunities for community participation in decision making through the Community Engagement Framework	Community Engagement opportunities continue to be developed to ensure the community is able to contribute to the Council decision making process in a variety of ways, including online, focus groups, and the ongoing development of Mini Frankston City (the community panel).	Customer Innovation and Arts	
	CP-6.4.4	Implement year three actions from the IT Strategy to support customer experience and the transformation of processes	This action is progressing primarily through the enhancements that are being implemented on the Pathway application that enhances the customer experience when engaging with Council through digital services.	Customer Innovation and Arts	
	CP-6.4.5	Increase efforts on cleaning and maintaining our Name and Address register	This is an on-going action, and Council has procured a solution to enhance the accuracy of the address and contact information in the Name and Address Register.	Customer Innovation and Arts	
	CP-6.4.6	Digitisation of grave site information at Frankston Memorial Park (the Cemetery)	This project is currently in research and discovery phase. Initial stakeholder engagement has been activated. Gravesite information has been digitised by the libraries team. Review of the project scope is currently underway.	Corporate and Commercial Services	
	CP-6.4.7	Prepare for the Council election period following the VEC's Electoral Structure Review	Victorian Electoral Commission (VEC) is conducting review of Council's electoral structure. The preparation for election in 2024 will commence following the release of the structural review report.	Corporate and Commercial Services	
Support transparent and evidenced based decision making through sharing council data and clear reporting on our measures of success to the community	CP-6.5.1	Monitor Council's Council Plan and Financial performance and prepare a combined Council Plan and budget performance report on a quarterly basis for the community	The 2022-2023 consolidated financial report and performance statement is in draft form and scheduled to be presented to Council for adoption in quarter two. This will form part of the annual report for the year ended 30 June 2023.	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-6.5.2	Enhance the transparency hub system to improve customer experience, trust and confidence in Council	Continuous improvements of Frankston's Transparency Hub are the update of existing datasets, new visualisations and addition new datasets. New data sets have been included in the Councillor Story to improve transparency and Customer Satisfaction data published on the Hub to make it more easily accessible to customers.	Customer Innovation and Arts	
	CP-6.5.3	Proactively increase access to Council's open data to maximise new opportunities for release of records	Multiple new datasets had been included in the Hub such as Councillor voting, decision, attendance and expense data; Customer Satisfaction Survey results; and data on various council facilities such as barbeques, public toilets and parks.	Customer Innovation and Arts	
	CP-6.5.4	Progress the data protection and security plan	This action is on track. A consolidated list of actions arising from different audits and assessments that are data protection and security related. A number of the consolidated actions are underway and progressing.	Customer Innovation and Arts	

Strategic indicators

If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased engagement with our community	SI6.1	Community satisfaction with Council's community consultation and engagement (Community Satisfaction Survey)	Indicator reported annually	Customer Innovation and Arts	-
Increased engagement with our community	SI6.2	Customer satisfaction with Council's representation, lobbying and advocacy on behalf of the community with other levels of government and private organisations on key issues (Community Satisfaction Survey)	Indicator reported annually	Customer Innovation and Arts	-
Service delivery that frequently meets the needs and expectations of the community	SI6.3	Proportion of resident satisfaction with the overall Council performance (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
Service delivery that frequently meets the needs and expectations of the community	SI6.4	Proportion of residents satisfaction that Council provides important services that meet the needs of the whole community (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
Service delivery that frequently meets the needs and expectations of the community	SI6.5	Percentage of capital work program delivered (Capital Works Delivery Program) (target 90 per cent)	Indicator reported annually	Infrastructure and Operations	-
Increased satisfaction with the integrity and transparency of Council	SI6.6	Community satisfaction with Council implementing decisions in the best interests of the Community (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
Increased satisfaction with the integrity and transparency of Council	SI6.7	Community satisfaction with Council's performance in maintaining the trust and confidence of the local community (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-

Appendix B – Financial Statements – Frankston City Council

Attachment A Income Statement for the period ending 30 September 2023

Description	Year to Date			Full Year		
	Actual	Budget	(Fav)/Unfav	Forecast	Budget	(Fav)/Unfav
	\$'000	\$'000	Variance \$'000	\$'000	\$'000	Variance \$'000
Revenue						
Rates and charges	145,629	145,619	(10)	146,422	146,422	-
Government grants - operating	4,685	4,749	64	19,994	19,629	(365)
User fees and charges	4,429	4,268	(161)	17,057	17,380	323
Statutory fees and fines	1,164	1,146	(18)	6,262	6,744	482
Other Income	1,151	1,026	(125)	4,128	4,004	(124)
Proceeds from sale of property, infrastructure, plant and equipment	142	146	4	512	512	-
Total income	157,200	156,954	(246)	194,375	194,691	316
Expenditure						
Employee costs	21,855	22,164	(309)	84,830	85,176	(346)
Materials and services	16,032	16,730	(698)	72,941	72,544	397
Depreciation	8,280	8,308	(28)	34,427	34,488	(61)
Amortisation - intangible assets	289	289	-	1,157	1,157	-
Amortisation - right of-use assets	-	15	(15)	116	281	(165)
Finance costs	364	406	(42)	1,622	1,622	-
Finance costs - leases	-	-	-	10	10	-
Bad and doubtful debts	81	63	18	234	232	2
Other expenses	947	1,045	(98)	3,701	3,596	105
Total expenditure	47,848	49,020	(1,172)	199,038	199,106	(68)
Underlying surplus / (deficit)	109,352	107,934	(1,418)	(4,663)	(4,415)	248
Contributions - capital	6	-	(6)	100	20	(80)
Government grants - capital	2,658	2,648	(10)	32,960	29,858	(3,102)
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	164	165	1	1,734	1,734	-
Surplus / (deficit) for the period	112,180	110,747	(1,433)	30,931	27,997	(2,934)

	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
Property						
Land	-	-	-	-	-	-
Buildings	5,274	3,637	1,637	30,983	40,501	9,518
Total property	5,274	3,637	1,637	30,983	40,501	9,518
Plant and equipment						
Plant, machinery and equipment	399	283	116	3,607	2,650	(957)
Fixtures, fittings and furniture	27	-	27	569	475	(94)
Computers and telecommunications	301	200	101	3,601	2,795	(806)
Library books	242	245	(3)	725	750	25
Total plant and equipment	969	728	241	8,502	6,670	(1,832)
Infrastructure						
Roads	280	110	170	7,197	4,279	(2,918)
Bridges	6	3	3	1,469	150	(1,319)
Footpaths and cycleways	341	419	(78)	5,208	4,679	(529)
Drainage	27	293	(266)	2,892	2,014	(878)
Recreational, leisure and community facilities	947	463	484	7,653	5,408	(2,245)
Waste management	3	3	-	225	254	(29)
Parks, open space and streetscapes	582	472	110	14,732	9,742	4,990
Off street car parks	5	8	(3)	19,390	700	18,690
Other infrastructure	216	29	187	30	3,999	(3,969)
Total infrastructure	2,407	1,800	607	58,796	31,225	11,793
Total capital works expenditure	8,650	6,165	2,485	98,281	78,396	19,479

	Prior year Full year	Year to date Actual	Full Year Budget		Prior year Full year	Year to date Actual	Full Year Budget
	\$'000	2023-2024 \$'000	2023-2024 \$'000		\$'000	2023-2024 \$'000	2023-2024 \$'000
Assets				Liabilities			
Current assets				Current liabilities			
Cash and cash equivalents	35,791	46,291	32,017	Trade and other payables	18,568	9,675	33,183
Trade and other receivables	27,207	152,769	25,482	Trust funds and deposits	6,638	21,476	6,173
Other financial assets	32,050	16,547	44,014	Unearned income	12,826	11,023	2,381
Inventories	156	181	154	Provisions	15,844	16,198	16,336
Non-current assets held for sale	-	-	-	Lease liability	40	40	281
Other assets	4,705	1,027	2,966	Interest-bearing loans and borrowings	427	432	2,167
Total current assets	99,909	216,815	104,633	Total current liabilities	54,343	58,844	60,521
Non-current assets				Non-current liabilities			
Trade and other receivables	471	461	310	Provisions	1,274	1,582	1,329
Investment in subsidiary	300	300	-	Interest-bearing loans and borrowings	28,415	28,306	42,193
Other financial assets	3,507	3,507	-	Lease liability	45	45	12
Intangible assets	3,110	2,821	3,375	Total non-current liabilities	29,734	29,933	43,534
Right of Use	65	65	40	Total liabilities	84,077	88,777	104,055
Property, infrastructure, plant and equipment	2,154,150	2,154,426	2,190,656	Net assets	2,177,435	2,289,618	2,194,959
Total non-current assets	2,161,603	2,161,580	2,194,381	Equity			
Total assets	2,261,512	2,378,395	2,299,014	Accumulated surplus	799,963	912,380	822,546
				Other reserves	1,377,474	1,377,239	1,342,728
				Total equity	2,177,437	2,289,619	2,165,274

Attachment D Cash Flow Statement as at 30 September 2023

Description	2022-2023	Sep-23	2023-2024
	Actual	Actual	Budget
	\$'000	\$'000	\$'000
Cash Flow from operating activities			
Rates and charges	140,753	16,490	146,213
Grants - operating	26,061	4,058	20,124
Grants - capital	12,132	3,214	29,858
User fees	17,664	5,878	18,689
Statutory fees and fines	5,404	1,002	7,081
Contributions - monetary	1,825	170	1,763
Interest received	1,451	1,068	1,745
Other receipts	2,695	693	2,646
Net GST refund	3,615	14,839	11,924
Net movement in trust funds	740	1,405	148
Employees costs	(82,153)	(23,964)	(85,088)
Materials and services	(84,622)	(20,189)	(85,524)
Short-term, low value and variable lease payments	(416)	(59)	(296)
Other payments	(2,807)	(887)	(3,444)
Net cash provided by/(used in) operating activities	42,342	3,718	65,839
Cash flows from investing activities			
Payments for fixed assets	(74,823)	(8,648)	(76,922)
Proceeds from sale of assets	13,458	236	962
Payments for Investments with greater than three months maturity	616	15,503	2,500
Net cash provided by/(used in) investing activities	(60,749)	7,091	(73,460)
Cash flows from financing activities			
Finance costs	(1,418)	(205)	(1,623)
Interest paid - lease liability	(15)	-	(10)
Repayment of lease liability	(237)	-	(40)
Proceeds of borrowings	2,150	-	12,707
Repayment of borrowings	(392)	(104)	(1,238)
Net cash provided by/(used in) financing activities	88	(309)	9,796
Net increase (decrease) in cash and cash equivalents	(18,319)	10,500	2,175
Cash and cash equivalents at the beginning of the year	54,110	35,791	29,842
Cash and cash equivalents at the end of the year	35,791	46,291	32,017

Appendix C – Consolidated Income Statement including Peninsula Leisure Pty Ltd

Description	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	(Fav)/Unfav Variance \$'000	Forecast \$'000	Budget \$'000	(Fav)/Unfav Variance \$'000
Revenue						
Rates and charges	145,629	145,619	(10)	146,422	146,422	-
Government grants - operating	4,685	4,758	73	19,994	19,629	(365)
User fees and charges	7,888	7,378	(510)	29,499	29,822	323
Statutory fees and fines	1,164	1,146	(18)	6,262	6,744	482
Other Income	1,575	1,413	(162)	5,672	5,548	(124)
Proceeds from sale of property, infrastructure, plant and equipment	142	146	4	512	512	-
Total income	161,083	160,460	(623)	208,361	208,677	316
Expenditure						
Employee costs	23,839	23,771	68	94,122	94,468	(346)
Materials and services	16,964	17,875	(911)	76,685	76,288	397
Depreciation	8,325	8,370	(45)	34,675	34,736	(61)
Amortisation - intangible assets	291	289	2	1,157	1,157	-
Amortisation - right of-use assets	-	15	(15)	116	281	(165)
Finance costs	364	406	(42)	1,622	1,622	-
Finance costs - leases	-	-	-	10	10	-
Bad and doubtful debts	81	63	18	234	232	2
Other expenses	1,071	1,285	(214)	4,412	4,307	105
Total expenditure	50,935	52,074	(1,139)	213,033	213,101	(68)
Underlying surplus / (deficit)	110,148	108,386	(1,762)	(4,672)	(4,424)	248
Contributions - capital	6	-	(6)	100	20	(80)
Government grants - capital	2,658	2,648	(10)	32,960	29,858	(3,102)
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	164	165	1	1,734	1,734	-
Surplus / (deficit) for the period	112,976	111,199	(1,777)	30,922	27,988	(2,934)

Appendix D – Consultant expenditure as at 30 September 2023

	Year to Date Actual	Full Year Adopted Budget	% of Budget Spent	Note
Corporate and Commercial Services				
Waste Circularity	62,218	276,300	23%	
Financial and Integrated Planning	13,293	68,845	19%	
Governance and Information	1,100	152,000	1%	
Procurement, Property and Risk	28,577	159,000	18%	
	105,188	656,145	16%	
Customer Innovation and Arts				
People and Culture	(10,900)	176,296	-6%	
Business and Information Technology	3,460	380,000	1%	
Customer Experience & Transformation	20,327	430,000	5%	
Arts and Culture	-	101,500	0%	
Community Relations	-	-	0%	
	12,887	1,087,796	1%	
Communities				
Communities Directorate Management	-	13,000	0%	
Community Strengthening	3,900	18,000	22%	
Family Health Support Services	-	5,000	0%	
Safer Communities	11,700	7,200	163%	1
Development Services	6,268	137,000	5%	
City Futures	43,842	465,100	9%	
	65,710	645,300	10%	
Infrastructure and Operations				
Infrastructure and Operations Directorate Management	-	-	0%	
Engineering Services	59,630	262,000	23%	
Building Infrastructure	-	10,000	0%	
Sustainable Assets	260	25,500	1%	
	59,890	297,500	20%	
Non-Departmental Areas				
Overheads	32,500	33,000	98%	
	32,500	33,000	98%	
Total expenditure	276,175	2,719,741	10%	

Notes

1. Consultants engaged to assist with the Animal Pound/Shelter business case between Frankston/Kingston/Mornington councils.

Appendix E – General Operating expenditure as at 30 September 2023

	Year to Date Actual	Full Year Adopted Budget	% of Budget Spent	Note
CEO				
Chief Executive Officer	6	-	0%	
	6	-	0%	
Corporate and Commercial Services				
Corporate and Commercial Services Directorate Mana	1,077	2,400	45%	
Waste Circularity	184	7,050	3%	
Financial and Integrated Planning	155	6,690	2%	
Governance and Information	387	3,599	11%	
Procurement, Property and Risk	-	1,300	0%	
	1,803	21,040	9%	
Customer Innovation and Arts				
People and Culture	7,232	21,398	34%	
Business and Information Technology	2,790	7,500	37%	
Customer Experience & Transformation	1,761	9,500	19%	
Customer Innovation & Arts Directorate Management	3,084	1,000	308%	1
Arts and Culture	5,672	63,352	9%	
Community Relations	2,410	1,500	161%	2
	22,949	104,251	22%	
Communities				
Communities Directorate Management	1,123	-	0%	
Community Strengthening	8,352	41,018	20%	
Family Health Support Services	2,654	16,191	16%	
Safer Communities	500	10,845	5%	
Development Services	616	10,230	6%	
City Futures	1,317	48,160	3%	
	14,563	126,445	12%	
Infrastructure and Operations				
Infrastructure and Operations Directorate Management	4,316	7,000	62%	
Operations	2,935	15,400	19%	
Engineering Services	130	1,000	13%	
Building Infrastructure	12	2,000	1%	
Capital Works Delivery	118	2,600	5%	
Sustainable Assets	1,428	2,432	59%	
	8,940	30,432	29%	
Non-Departmental Areas				
Overheads	3	-	0%	
	3	-	0%	
Total expenditure	48,263	282,167	17%	

Notes

1. Catering associated with the EMT Q&A event and CIA Lunch & Learn event.
2. Catering for Frankston Susono Friendship Association committee meetings and Wuxi delegation meeting.

How to contact us

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