



Quarterly Performance Report

2021–2025

Council Plan Year 4 Initiatives

2024–2028

Budget

Quarter One—July—September 2024





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.

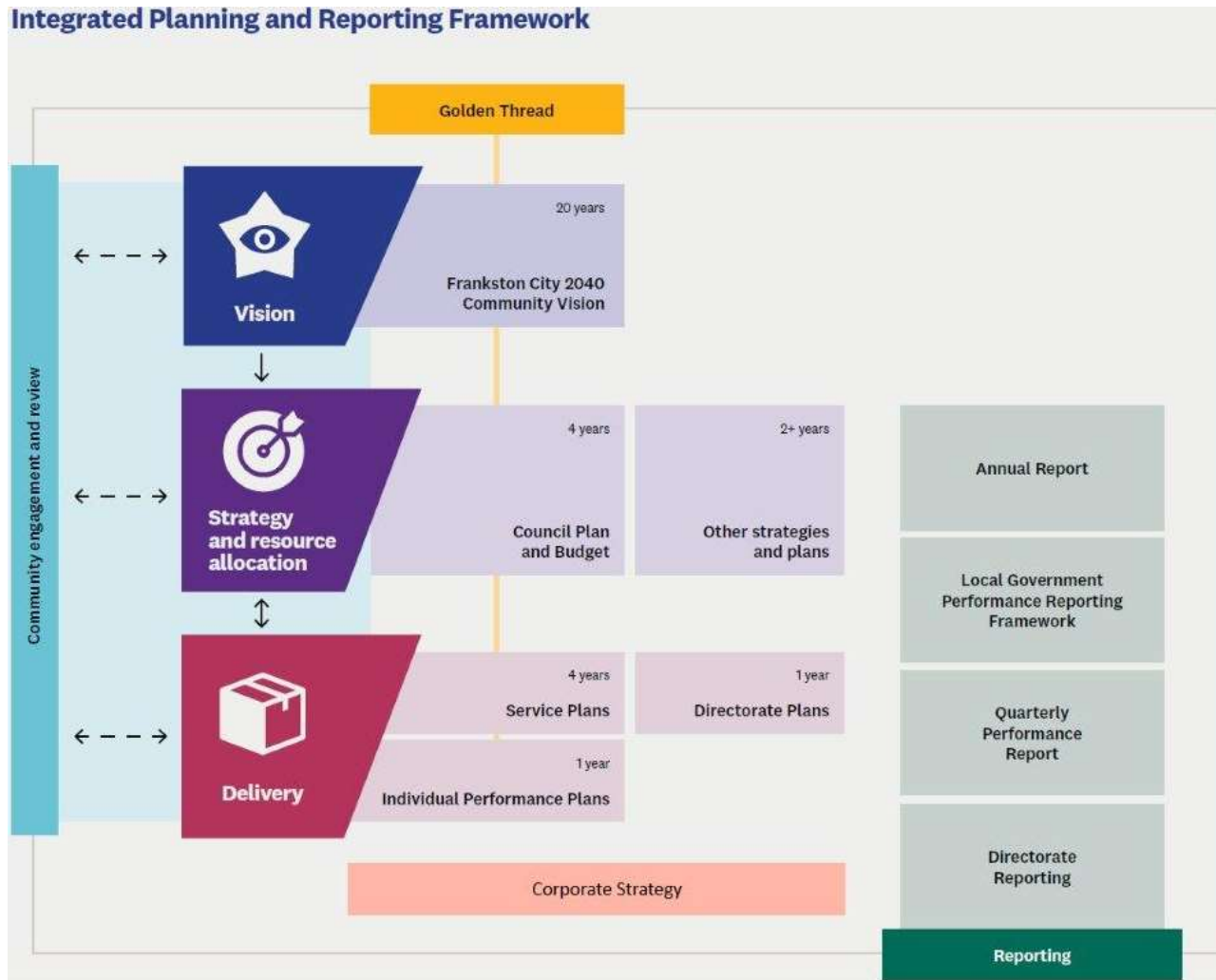
Frankston City is required under the *Local Government (Planning and Reporting) Regulations 2020* to review the performance of the Council against the Council Plan, at least every six months. Our quarterly performance report details Frankston City's progress on initiatives for 2024-2025 identified to 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.



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 2024-2025

Communities

The Directorate is off to a good start with one Council Plan initiative (Landscape Guidelines) complete. Work on the Housing Strategy initiative has been delayed by changes that the State Government intend on making through their creation of Plan for Victoria. At this stage, Council expects to receive an update on this in December 2024, this will then guide Council in terms of how Council continues to work on the draft Housing Strategy.

Other key highlights this quarter includes the Economic Development team's exhibit at the two-day Melbourne Franchising and Business Opportunities Expo in August 2024. The team spoke to more than 165 attendees, with 44 current and potential business owners signing up to receive the Frankston City Business eNewsletter. The Emergency Management team collaborated with local CFA units on a smoke alarm project to raise awareness around the importance of having a working smoke alarm in homes. This project included collaboration with the Meals on Wheels team, local radio station 3RPP and Mornington Peninsula Shire. The Youth Services team delivered 242 programs across a broad range of topics, including lunchtime programs at a local secondary school, attending a school's wellbeing day and pathways programs for disengaged young people.

Infrastructure and Operations

The 20,000 Trees Planting Program for 2024 has been completed, and planning for 2025 is underway with a focus on transitioning the annual planting target to 3,000 trees this financial year. Conservation maintenance programs have commenced, focusing on spring weed control and storm damage repairs. Council's Climate Change Strategy is progressing with projects such as facility electrification, LED streetlight conversions, and EV

fleet transitions. Major capital works, including the Ballam Park Storm Water Treatment and Kananook Commuter Car Park, are on track, while the Monterey Recycled Water Scheme is set to begin construction. Additionally, the Frankston City Bike Riding Strategy has been adopted, and planning for the 2025/26 Capital Works Program is ongoing.

Customer, Innovation and Arts

The recently endorsed "Fit for Future Strategy" strengthens Council's foundation by prioritising long-term financial sustainability and enhancing service delivery with a customer-centric focus. This strategy aims to ensure that Council remains efficient while meeting the evolving needs of the community.

During the first quarter, Council initiated extensive community engagement to shape four key strategic plans: the Community Vision, Council Plan, Long-Term Financial Plan, and Asset Plan. These efforts are progressing well, with significant advancements in the Community Vision and updates to the Council Plan underway. The feedback gathered from the community is informing new strategies, plans, and frameworks, such as the Young Street Action Plan, which addresses improvements in the retail area near the railway station and the CBD.

The launch of the "Imagine Frankston" initiative highlighted Council's ongoing commitment to local economic development, the arts, and the revitalization of the city. The Frankston Suburban Revitalisation Board, now overseen by the Council, is working to bring this vision to life. In support of local businesses, a new business directory was introduced to connect and promote small and medium-sized enterprises in the region.

Council is also investing in public art to enhance community spaces, with three illuminated sculptures installed at Ballam Park and one at the Skye Road upgrade site. Additionally, five fiberglass sculptures were placed at Karingal Place Reserve.

Supporting community services, Council continues its internship and traineeship programs, including a student social worker available two days a week at the Frankston Library to assist residents with accessing social services and provide support around mental health and wellbeing. Following improvements to the Work Ready Program, three trainees and one apprentice have joined, bringing the program to full capacity.

Council remains committed to gender equality and child safety, as demonstrated by a recent audit confirming full compliance with the Gender Equality Action Plan and the successful integration of the Child Safe Standards into current practices. These initiatives reflect Council's dedication to fostering a safe, inclusive, and vibrant community.

Corporate and Commercial Services

The Corporate and Commercial Services Directorate has commenced the year with a focus on preparing for the upcoming 2024 Council election period following the VEC's electoral structure review. Two candidate information sessions were held, with the Municipal Association of Victoria and Frankston City Council. An Election Period guide was provided to Councillors and staff to inform them on their obligations and the restrictions in place.

The 2025 Citizen of the Year Program was launched with an independent panel endorsed by Council. The digitisation of grave site information at Frankston Memorial Park was delivered which enables management of grave site data through Council's Geographical Information System.

Presentation levels of the kerbside separate glass collection service is currently averaging at an impressive 27 percent and the community are also utilising the new Container Deposit Scheme. The municipal wide education and events held throughout the year continues to elevate the consistent understanding of acceptable materials for recycling using the standardised bin system. This increased community awareness has resulted in 32 per cent of the community requesting a Food Organics Garden Organics (FOGO) Starter kit.

The financial and performance statements of Council and its subsidiary Peninsula Leisure Pty Ltd (PL) were presented in September to the Audit and Risk Committee and Council. Management continues to enhance the Integrated Planning and Reporting Framework (IPRF) by automating Service Planning processes and systems. Training modules are being developed for all staff to increase awareness and understanding of the organisation's integrated strategic planning approach. All strategic documents that are reviewed during the year will have a clear nexus to the IPRF.

Council's subsidiary PL had positive results for the quarter with Peninsula Aquatic Recreation Centre (PARC) recording a total of 16,301 casual aquatic visits over the September school holiday period, marking the highest attendance for the same period since 2016. The new floating inflatable obstacle course, Splash Island, was a huge drawcard, seeing 95.9 per cent occupancy and 2,760 participants enjoying the new aquatic attraction across the two weeks. This holiday period has set a new benchmark for PARC.

The roll out of the 'Can Swim' program of initiatives for the children of Frankston City continues to progress. The Dryland 'Incursion' Water Safety Program has been developed with one incursion being delivered to-date, three planned for Term 4 2024, resulting in a total of 1542 / 6000 'Can Swim' touch points to-date at the following locations - Frankston East Primary, Mahogany Rise (Frankston North), Belvedere Park Primary (Seaford) and Kananook Primary (Seaford). A 'Can Swim' promotional video has been completed which is ready to launch and provide exposure of the program to community and prospective partners. The summer program planning nears completion.

Council Plan summary

In 2024-2025 there are 125 actions listed in the Council Plan. As at the end of September 2024, 99% per cent were considered on track or completed.

The table below provides a summary of the status of each of the 2024-2025 Council Plan Actions by outcome:

	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ■	Not proceeding ■
Healthy and safe communities	-	19	-	-	-	-
Community strength	-	29	-	-	-	-
Sustainable environment	-	22	-	-	-	-
Well planned and liveable city	1	11	1	-	-	-
Thriving economy	-	15	-	-	-	-
Progressive and engaged city	2	25	-	-	-	-
TOTAL %	2.4%	96.8%	0.8%	0%	0%	0%

Refer to Appendix A for progress updates on each action.

Financial summary










The September consolidated surplus of \$121.250 million for the underlying operating result reflects a favorable variance of \$5.079 million compared to the year to date 2024-2025 budget surplus position of \$116.171 million.

Consolidated Income Statement for September 2024




Description	Year to Date		(Fav)/Unfav Variance \$'000
	September-24 Actual \$'000	September-24 Budget \$'000	
<i>Operating</i>			
Revenue	173,763	171,347	(2,416)
Expenditure	52,626	55,313	(2,687)
Gain/(Loss) on disposal of assets	113	137	24
Underlying operational result	121,250	116,171	(5,079)
<i>Capital</i>			
Revenue	1,810	3,618	1,808
Operational surplus/(deficit)	123,060	119,789	(3,271)

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.

	Year to Date
Key Indicator	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

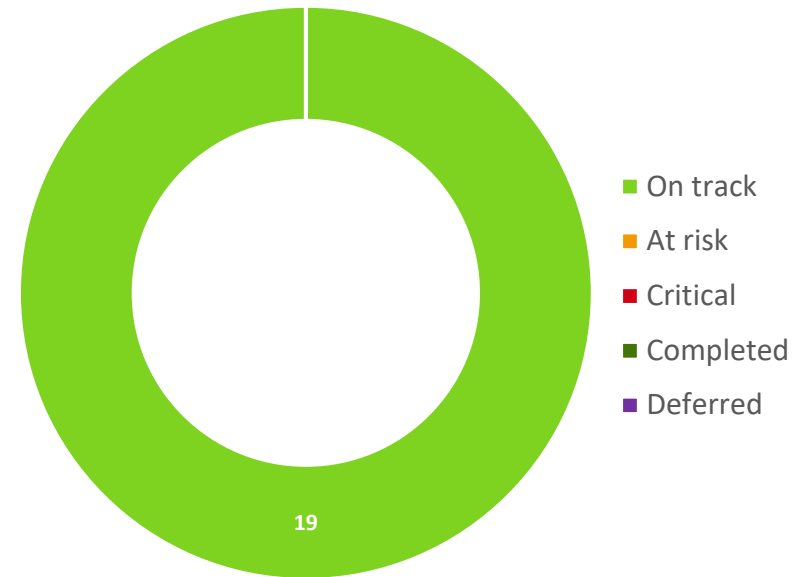
- ✓ Active and healthy lifestyles that support residents living independently longer
- ✓ Long-term health and learning outcomes established in early childhood
- ✓ Reduction of harms from family violence, gambling, alcohol and other drugs
- ✓ Value and support young people

Community Vision 2040 Theme 1
Healthy families and communities

Quarter One Overview

How we performed

100% per cent of actions completed or on track (19/19)



Highlights

- The Kindergarten Partnership Strategy 2024-2036 was endorsed by Council in August 2024.
- Council conducted proactive education campaigns, including RSPCA Pet First Aid Training and Speed Advisory signs in School Zones
- The Rapid Response Team patrols of Young Street have been maintained and form a core component of the Safety in the Community pillar of the Young Street Action Plan



Community strength

Priorities

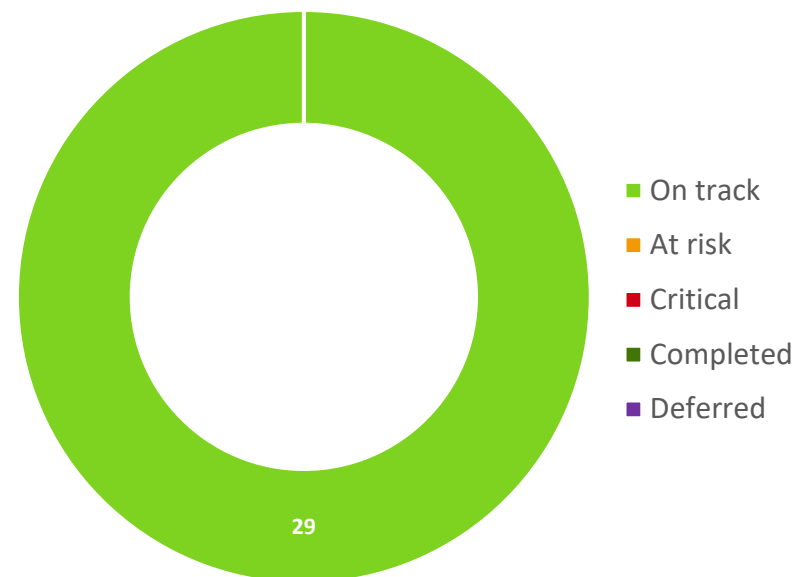
- ✓ Accessibility of services to enhance social inclusion and mental wellbeing
- ✓ Volunteering to build connections and resilience within the community
- ✓ Frankston City's arts and cultural identity

Community Vision 2040 Theme 2
Vibrant and inclusive communities

Quarter One Overview

How we performed

100% per cent of actions completed or on track (29/29)



Highlights

- The new Bus Outings brochure for October to March 2025 was developed and distributed, offering the community a variety of outings to cater to different interests and abilities.
- The Council continues to support 'The Community Plate' project, which hosts workshops aimed at reducing food waste and strengthening local food systems.
- Council delivered governance training for community group committees and supported CALD (Culturally and Linguistically Diverse) and LGBTIQ+ groups through regular meetings.

Sustainable environment

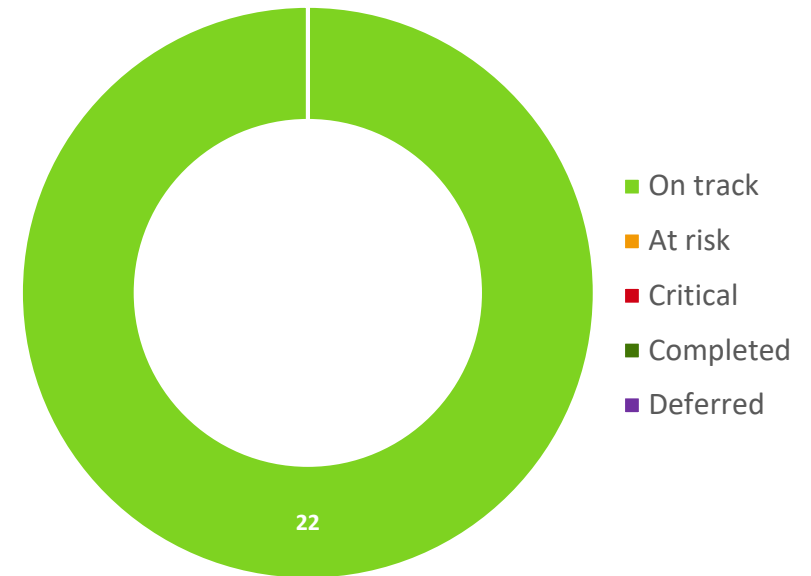
Priorities

- ✓ 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

How we performed

100% per cent of actions completed or on track (22/22)



Highlights

- Ongoing conversion of streetlights to LED technology and transition of the Council's fleet to electric vehicles (EVs) is progressing.
- Compost bin rebate trial program introduced to support reduction of food waste in the community.
- Council is collaborating with South-East Water to develop the Monterey Recycled Water Scheme in Frankston North
- National and School Tree Day saw the distribution of over 2,635 plants to 51 schools, while community planting at Seaford Wetland involved more than 500 plants.
- The Environmental Sustainability community grant is now open for landowners to support private tree planting. Additionally, a new program is being developed to encourage further contributions.



Well planned and liveable city

Priorities

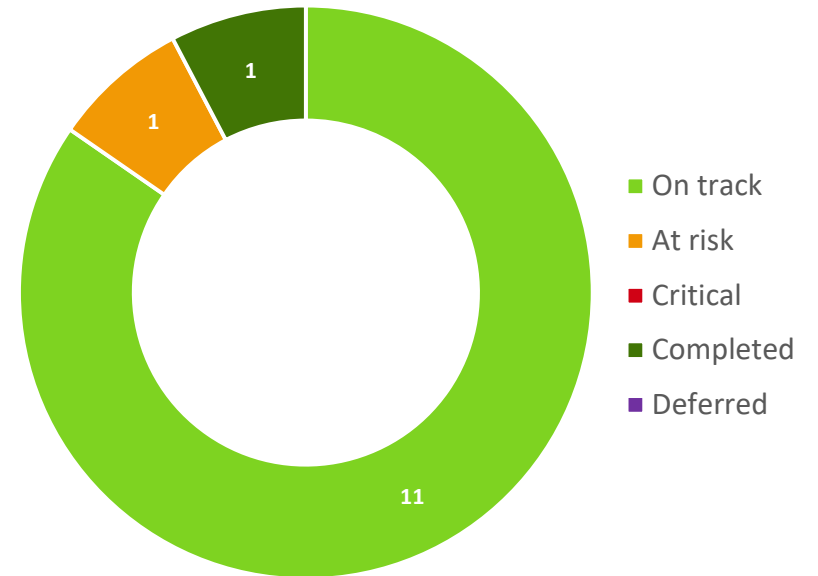
- ✓ Urban design renewal of public places and spaces
- ✓ Connected, accessible, smart and safe travel options
- ✓ Frankston City's identity as a liveable city

Community Vision 2040 Theme 4
Connected places and spaces

Quarter One Overview

How we performed

92% per cent of actions completed or on track (12/13)



Highlights

- The Frankston Bike Riding Strategy 2024-2039 has been completed and adopted by Council on September 9, 2024.
- Construction work is progressing on the multi-level car parks at Frankston and Kananook train stations.
- The Frankston City Road Safety Strategy 2024 is currently in development, with community consultation on the draft strategy now completed.



Thriving economy

Priorities

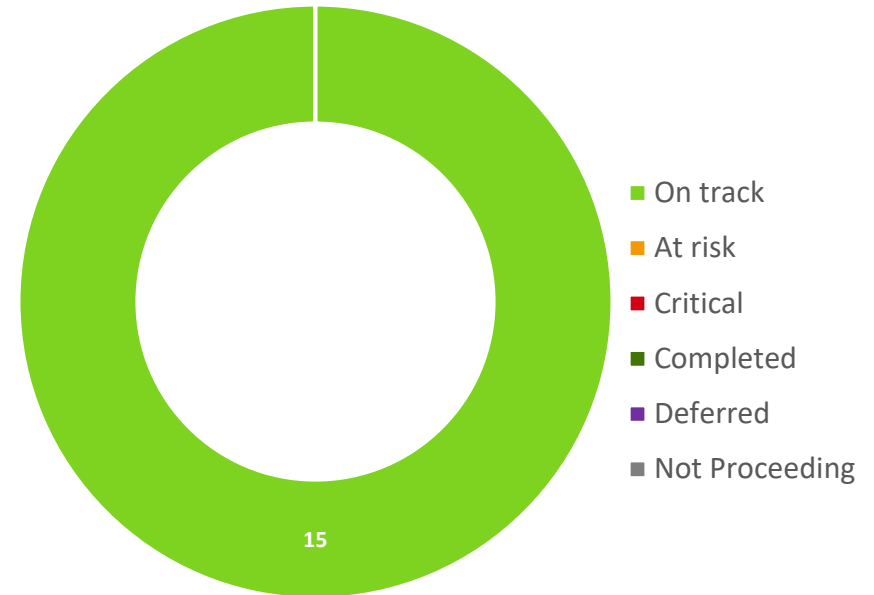
- ✓ Business and industry investment attraction
- ✓ Activity centre precincts
- ✓ Local employment, education and training opportunities for all people

Community Vision 2040 Theme 5
Industry, employment and education

Quarter One Overview

How we performed

100% per cent of actions completed or on track (15/15)



Highlights

- At the Melbourne Franchising & Business Opportunities Expo, Council engaged with over 165 attendees, signing up 44 businesses for the City's eNewsletter.



Progressive and engaged city

Priorities

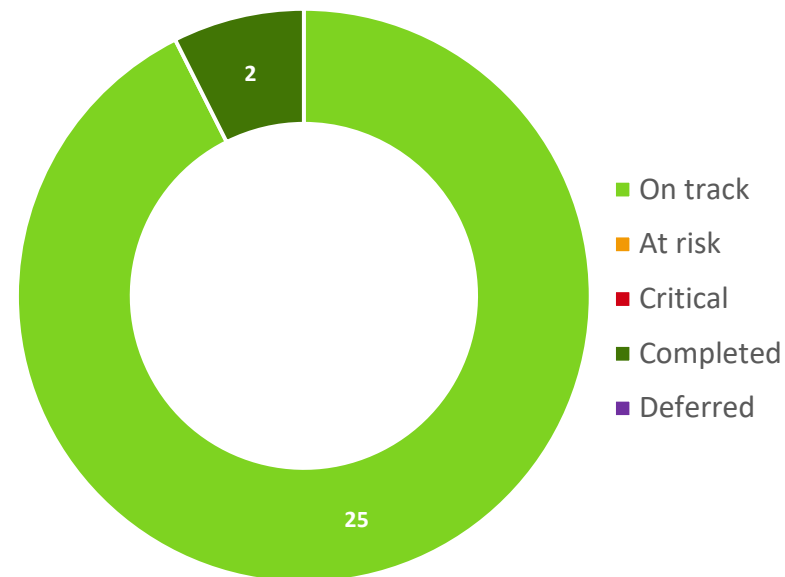
- ✓ Engagement with our community in communication and decision making
- ✓ Future ready service delivery through changes to culture, capability, connectivity and customer experience
- ✓ Sound governance to build trust in the integrity and transparency of Council

Community Vision 2040 Theme 6
Advocacy, governance and innovation

Quarter One Overview

How we performed

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



Highlights

- Service Plans have been updated to inform next year's budget cycle and the new Council & Wellbeing Plan for 2025-2029.
- The Citizen of the Year Program 2025 was launched with an independent panel endorsed by Council.
- The Sandhurst Asset Transfer came into effect on 1 August 2024, with Council now responsible for road and road related infrastructure in the estate.
- Corporate Strategy "Fit for the Future" and the supporting program of works was endorsed by the executive team. This program will support the organisational transformation journey while focusing on financial sustainability.



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 2024. The report is designed to ensure consistency with the 2024-2025 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

Description	Year to Date		(Fav)/Unfav Variance \$'000
	September-24 Actual \$'000	September-24 Budget \$'000	
<i>Operating</i>			
Revenue	169,668	167,542	(2,126)
Expenditure	49,187	51,504	(2,317)
Gain/(Loss) on disposal of assets	113	137	24
Underlying operational result	120,594	116,175	(4,419)
<i>Capital</i>			
Revenue	1,810	3,618	1,808
Operational surplus/(deficit)	122,404	119,793	(2,611)

The underlying operating result for September 2024 reflects a positive variance of \$4.419 million. Council's first quarter underlying operating position is indicating a surplus of \$120,594 million, this is a \$4.419 million favourable variance compared to the first quarter 2024-2025 budget position of \$116.175 million surplus.

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

The consolidated result including Peninsula Leisure is a surplus \$121.250 million which is \$5.079 million favourable compared to budget.

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

A summary of the key financial data for Frankston City Council excluding Peninsula Leisure Pty Ltd is as follows:

	Sep-24 YTD Actual \$'000s	Sep-24 YTD Budget \$'000s	Variance \$'000s	Variance %
Underlying operating result (1)	120,594	116,175	4,419	3.80%
Cash and investments	61,531	50,352	11,179	22.20%
Capital works expenditure	10,322	9,062	1,260	13.90%

() 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.

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

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

The September 2024 financial performance position highlights some key outcomes that are covered in the points below.

Description	Year to Date			Full Year		
	September-24	September-24	(Fav)/Unfav	2024-2025	2024-2025	(Fav)/Unfav
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
<i>Operating</i>						
Revenue	169,668	167,542	(2,126)	200,805	200,056	(749)
Expenditure	49,187	51,504	(2,317)	209,011	208,379	632
Gain/(Loss) on disposal of assets	113	137	24	549	549	-
Underlying operational result	120,594	116,175	(4,419)	(7,657)	(7,774)	(117)
<i>Capital</i>						
Revenue	1,810	3,618	1,808	24,892	22,008	(2,884)
Operational surplus/(deficit)	122,404	119,793	(2,611)	17,235	14,234	(3,001)

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 relevance as this is the key indicator of financial performance.

Council's first quarter underlying operating position is indicating a surplus of \$120.594 million, this is a \$4.419 million favourable variance compared to the expected first quarter 2024-25 budget position of a surplus of \$116.175 million.

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

Grants – operating – \$0.9 million favourable variance. The increase in government funding relates to the following areas:

- \$0.8 million in Financial Assistance Grants received earlier than budgeted.
- \$0.1 million in Waste Circularity due to unexpected grants received.

User fees and charges– \$0.5 million favourable variance. The increase in user fees and charges relates to the following areas:

- \$0.1 million increase received for Frankston Regional Recycling and Recovery Centre due to higher demand for services.
- \$0.1 million increase in Engineering Services, mainly due to continued occupation of land relating to Frankston Hospital.
- \$0.1 million increase in Aged Community Care, mainly due to increased Meals on Wheels and Home Maintenance services.
- \$0.2 million increase in the Arts Centre due to higher than anticipated activity this quarter.

Rates and Charges - \$0.6 million favourable variance. The favourable position in other income is mainly due to:

- a. \$0.3 million increase in General Waste charges and \$0.3 million increase in Green Waste charges due to higher than anticipated bin numbers.

Employee Costs - \$1.1 million favourable variance. The favourable position in Employee costs is mainly due to:

- a. \$0.6 million saving in the WorkCover Premium payment following a lower than industry average performance rating.
- b. \$0.5 million reduction where staff vacancies have existed and have been forecast to potentially continue. Areas most affected by staff vacancies are Operations, Safer Communities, Family Health Support Services and Development Services.

Materials and services - \$1.1 million favourable variance. The variance in materials and services is mainly due to:

- a. \$0.5 million lower than budgeted expenditure for contracts and materials in Operations, \$0.1 million in Building Infrastructure, \$0.1 million in Waste Circularity and \$0.1 million in Arts and Culture.
- b. \$0.3 million lower consultant costs across the Directorates.

Borrowing Costs - \$0.1 million unfavourable variance. The favourable variance in borrowing costs is mainly due to:

- a. \$0.1 million lower than budgeted loan interest payments due to the delay in borrowing funds.

Operating Result: The operating result for the first three months to September 2024 indicates a surplus of \$122.404 million, this is a \$2.611 million favourable variance compared to the adopted first quarter 2024-2025 budget position of \$119.793 million surplus. This favourable variance is due to the reasons as described above plus an increase of \$0.818 million for monetary contributions offset by a decrease of \$1.890 million in 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
Property						
Total property	2,673	2,992	(319)	14,583	13,611	(972)
Plant and equipment						
Total plant and equipment	1,347	1,108	224	8,112	7,843	(759)
Infrastructure						
Total infrastructure	6,301	4,961	1,340	44,512	37,196	(7,316)
Total capital works expenditure	10,321	9,061	1,260	67,207	58,160	(9,047)
Funding:						
External						
Government grants	1,226	-	1,226	21,449	18,693	(2,756)
Contributions	27	-	27	545	515	(30)
Proceeds from sale of assets	192	156	36	999	999	-
Other income	-	-	-	-	-	-
Total external funding	1,445	156	1,289	22,993	20,207	(2,786)
Internal						
Reserve funds	543	786	(243)	8,246	7,380	(866)
Loan borrowings	-	-	-	3,826	3,750	(76)
Rates funding	8,333	8,119	214	32,142	26,823	(5,319)
Total internal funding	8,876	8,905	(29)	44,214	37,953	(6,261)
Total funding	10,321	9,061	1,260	67,207	58,160	(9,047)

After three months of the year, expenditure is \$10.321 million against a year to date adopted budget of \$9.061 million. The Capital Works Program is tracking well with higher than budgeted expenditure due to larger building projects.

The delivery of the 2024-2025 Capital Works Program is ahead of schedule, with a full year adopted budget of \$58.160 million. Refer to **Appendix B Attachment B**.

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

The balance sheet as at 30 September 2024 indicates a continued satisfactory result. Council's net assets are valued at \$2.235 billion at the end of September 2024 and are forecast to be \$2.223 billion at the end of June 2025.

A comparison of total current assets of \$226.374 million with total current liabilities of \$71.001 million (working capital ratio YTD of 3.188 to 1) depicts a satisfactory financial position.

Schedule of reserves as at 30 September 2024

	Opening Balance 01/07/2024 \$'000	Transfer to reserve \$'000	Transfer from reserve \$'000	Closing balance 30/09/2024 \$'000
Statutory reserves				
Public resort and recreation	2,451	428	(36)	2,843
Subdivision roadworks	133	-	-	133
Infrastructure assets	74	-	-	74
Car parking	10	-	-	10
Total statutory reserves	2,668	428	(36)	3,060
Discretionary reserves				
Strategic asset reserve	725	-	-	725
MAV LGFV fund	13,916	412	-	14,328
Unexpended grant reserve	727	-	(265)	462
PARC asset management sinking fund	9,792	750	(505)	10,037
Capital projects reserve	4,654	-	(2)	4,652
Resource efficiency reserve	84	2	-	86
Waste recycling and resource recovery reserve	2,239	-	-	2,239
Economic Development grants reserve	95	-	-	95
Total other reserves	32,232	1,164	(772)	32,624
Total reserves	34,900	1,592	(808)	35,684

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	2023-24 \$'000	2024-25 \$'000
Current receivables		
Ratepayer receivables	147,230	154,070
Special rates & charges	217	211
Infringements	6,742	7,502
Provision for doubtful debts - infringements	(3,156)	(2,864)
Other receivables	1,813	2,452
Provision for doubtful debts - other debtors	(76)	(83)
	152,770	161,288
Non-current receivables		
Special rates & charges	461	397
Total receivables	153,231	161,685

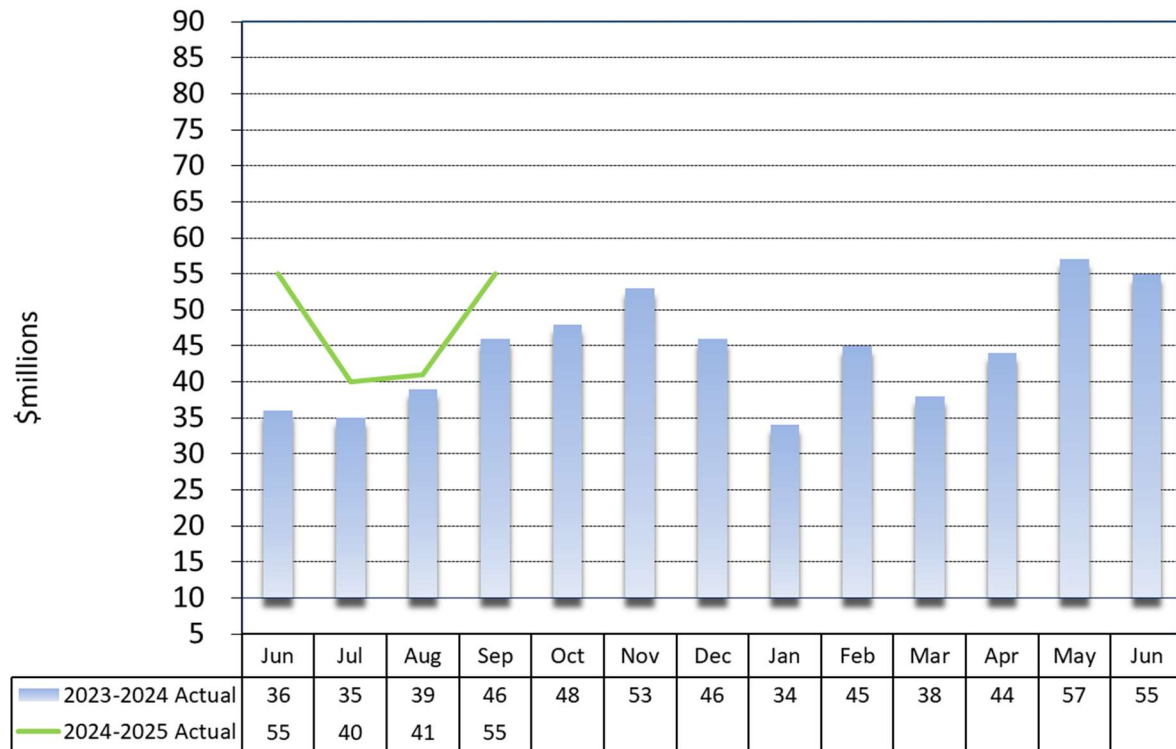
Accounts receivable balances were \$161.685 million as at 30 September 2024, up from \$153.231 million as at 30 September 2023.

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.

	New Borrowings	Principal Paid	Interest Expense	Balance 30 June	Liquidity	Debt Commit	Debt Serv
Year	\$'000	\$'000	\$'000	\$'000	(CA/CL)	(Debt / Total Rates)	(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%
2023-24	16,577	758	1,617	42,903	1.86	30.50%	1.5%
2024-25	3,750	1,893	2,008	44,760	1.35	30.99%	2.6%
2025-26	15,365	18,024	2,214	42,101	1.44	28.34%	13.1%
2026-27	22,490	4,334	2,450	60,257	1.40	38.96%	4.3%
2027-28	2,000	5,643	2,775	56,614	1.40	35.60%	5.1%
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 2024 are listed in the table below:

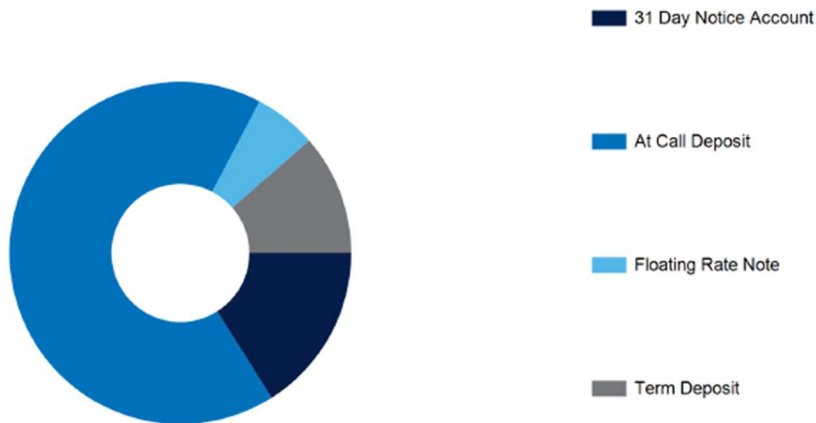
Financial institution	Debt principal @ 30-06-2024 \$'000's	Principal repaid \$'000's	New borrowings \$'000's	Debt principal @ 30-09-2024 \$'000's	Interest \$'000's	Loan repayments due over next 12 months \$'000's
National Australia Bank	10,673	109	-	10,563	186	1,183
National Australia Bank - MAV	15,542	-	-	15,542	155	-
Treasury Corporation Victoria	11,600	132	-	11,468	75	1,149
Total	37,815	241	-	37,573	416	2,332

Investments (Frankston City Council excluding Peninsula Leisure Pty Ltd)

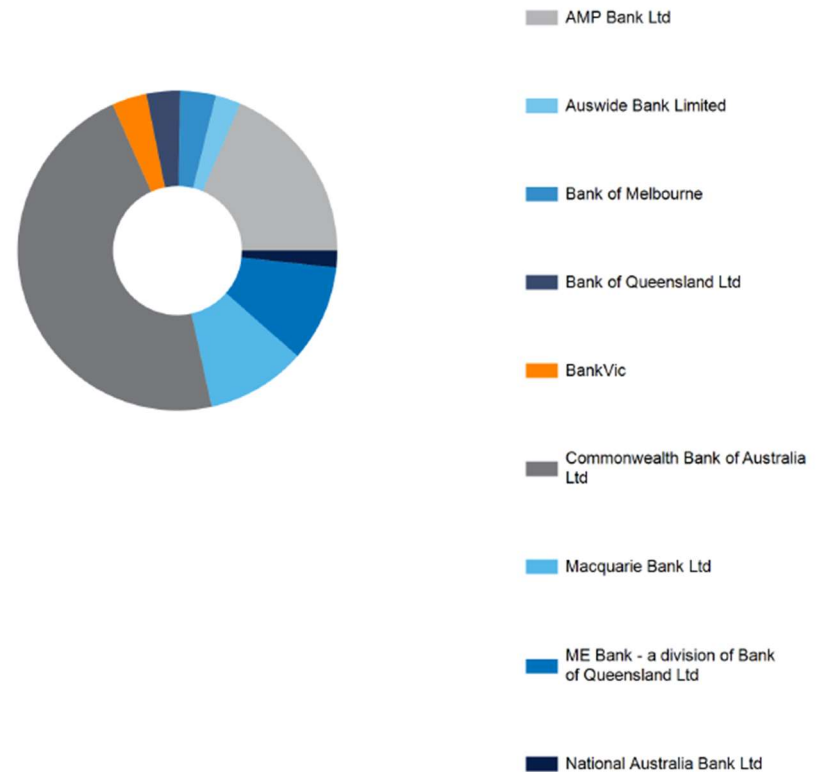
Council is complying with its Investment Policy (adopted by Council on 16 December 2019) that ensures effective and responsible utilisation of Council’s surplus cash funds within the government legislative framework and applicable Federal and State regulations. Council’s investment holdings as at 30 September 2024 were \$61.531 million.

Council’s investments as at the 30 September 2024 are listed in the tables below.

Market Value by Security Type



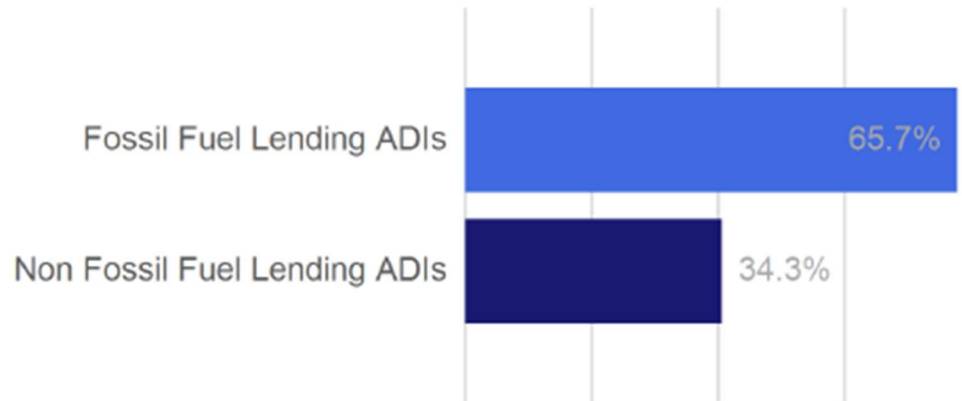
Market Value by Issuer



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

Portfolio Fossil Fuel Summary

Council's portfolio comprises 34.30% 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 – 2024-2025 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 2025-2026
-  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 2024-2025)*

	2021-2022	2022-2023	2023-2024	2024-2025
 Action completed or on track	123	115	120	124
 Completion deferred to following year	11	6	4	-

July-September 2024 Council Plan Actions



In 2024-2025 there are 125 actions listed in the Council Plan. As at the end of September 2024, 99% per cent were considered on track or completed.

The table below provides a summary of the action status for each of the 2024-2025 Council Plan outcomes:



	Completed 	On track 	At risk 	Critical 	Deferred 	Not Proceeding 
Healthy and safe communities	-	19	-	-	-	-
Community strength	-	29	-	-	-	-
Sustainable environment	-	22	-	-	-	-
Well planned and liveable city	1	11	1	-	-	-
Thriving economy	-	15	-	-	-	-
Progressive and engaged city	-	25	-	-	-	-
TOTAL %	2.4%	96.8%	0.8%	0%	0%	0%




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	Baby Makes 3 commenced in July 2024 as an additional two evening sessions to the existing six sessions, for First Time Parents Groups. The groups are becoming well attended as the program progresses and families are providing positive feedback. The Maternal and Child Health team participated in Family Partnership training provided by the Royal Children's Hospital and Murdoch Children's Research Institute. The Maternal and Child Health services operate within a family partnership model and this training is invaluable for staff to imbed the concepts into service delivery. The Supported Playgroup program continues to be well attended, with some sites now having a wait list. Pop up playgroup sessions continue to be held outdoors and are well attended by local families. The Best Start facilitator in partnership with Mornington Peninsula Shire Best Start conducted two evening online Referral Pathways sessions for early years educators and professionals, these sessions were well attended with over 40 attendees.	Communities	
	CP-1.1.2	Coordinate central registration of enrolments for community kindergartens	Central Kindergarten registration for three and four year old community kindergartens in 2025 opened in February 2024. Offers for four year old places were made from mid-July and three year old places from mid-August. To date there are 39 children on the waiting list for four year old kindergarten and 57 children waiting for three year old. There are limited places available in both three and four year	Communities	


Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Maintain systems and capacity to manage and respond to emergency events			old kindergarten sessions however families are waiting for their preferred kindergarten. There are not enough places for all children. There have been eight complaints made to the kindergarten registration team.		
	CP-1.1.3	Implement year four actions for Council's Early Years Plan	In response to community need, the long term vacant Enhanced Family Support Worker role was converted to a Family Mental Health Practitioner role. This position has been recruited and will be reviewed as part of the broader Enhanced Maternal and Child Health program review. The Children's Services Team implemented a recommendation from recent community engagement feedback to include an option to assess the ease of use for the online kindergarten registration form. This is monitored ongoing and to date the majority of respondents have indicated the current process for kindergarten registration is helpful and easy to use. The Kindergarten Partnership Strategy 2024-2036 was endorsed by Council in August, the Strategy lists eight sites proposed to be expanded that will see an increase in kindergarten places across the municipality prior to the reform commencing. The Workforce Plan has been finalised and submitted to Department of Education; this will be key to supporting the additional staff required as services expand.	Communities	
	CP-1.2.1	Monitor and mitigate key emergency risks to the community	Both the Community Emergency Risk Assessment and the Victorian Fire Risk Register - Bushfire reviews have been completed with internal and external stakeholders providing subject matter expertise and advice. Municipal planning is informed by data identified. A significant severe weather event occurred in August/September which saw hundreds of requests for assistance	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			lodged with the local Victorian State Emergency Service and power outages to around 5000 residents. Council services worked collaboratively with emergency management to monitor, mitigate risk, provide advice, advocate to the regional controller and clean up the resulting debris afterwards. No residents were displaced from their homes despite the level of damage sustained. Relief needs were primarily identified as green waste disposal for debris.		
	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	As per the Emergency Management planning arrangements each municipality is to test their plans to identify any gaps in capability and capacity. The Emergency Relief Centre Set up Exercise held in August tested the relief and recovery section of the Municipal Emergency Management Plan and was professionally evaluated to detail areas of learning and potential solutions. Further training and resources will be developed/purchased in line with the report provided.	Communities	
	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	A 'smoke alarm project' collaboration with local CFA brigades saw the question of "do you have smoke alarms installed?" added to the script for Meals on Wheels recipients to enable a referral where Council handyman services were not applicable. The emergency management team have met with local radio station 3RPP to identify how we can partner with them during emergencies to disseminate urgent messaging both in English and in other locally used languages to raise awareness and promote effective and timely community response. Mornington Peninsula Shire have been invited to collaborate on this project alongside Frankston City.	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-1.2.4	Deliver Emergency Management training and exercise	The emergency management training e-modules were rolled out to members of the Emergency Support Team (50 willing individuals from across Council) to enhance their awareness of Council roles and responsibilities during disasters. These e-modules accompanied by function briefings for team leaders were a pre-learning opportunity prior to a practical Emergency Relief Centre Set up Exercise held at Jubilee Park stadium in August. The exercise focused on providing good relief outcomes for those residents most at risk during emergencies such as youth, elderly, CALD, those with a disability, experiencing family violence and other complex needs.	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 remains committed to implementing relevant legislation to address amenity and safety concerns within the community. Currently, we are undertaking a comprehensive review of our processes and service standards to enhance our effectiveness and set clear expectations for the future.	Communities	
	CP-1.3.2	Promote and deliver more diverse play and leisure opportunities for residents of all ages to encourage active lifestyles	Council has promoted and delivered a range of diverse play and leisure opportunities for residents of all ages, encouraging active lifestyles. This initiative includes upgrading local parks, expanding recreational programs, and collaborating with community groups to ensure inclusive, accessible activities that foster physical health and social engagement across the community. One example of this has been a new fitness program being delivered at the Frankston North Community Centre which has achieved positive take up and has made an important contribution to the wellbeing of participants.	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	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	Council continues its commitment to 'The Community Plate,' a project with Peninsula Health to improve local food systems. Council hosted workshops with the waste circularity team, teaching how to cook with edible food that may otherwise go to waste, helping reduce household food waste and save money. Relationships with the Community Garden Network are strengthened through bi-monthly meetings, free mulch, and compost to enhance garden capacity.	Communities	
	CP-1.3.4	Implement year four actions for Council's Health and Wellbeing Plan	The Year Four Action Plan for Council's Health and Wellbeing Plan was adopted by Council on 9 September 2024.	Communities	
	CP-1.3.5	Continue the 'Can Swim' program of initiatives the Peninsula Leisure operators of PARC	The 'Can Swim' Coordinator role has been recruited and appointed. The Dryland 'Incursion' Water Safety Program has been developed with one incursion being delivered to-date, three planned for Term 4 2024, resulting in a total of 1542 / 6000 'Can Swim' touch points to-date at the following locations - Frankston East Primary, Mahogany Rise (Frankston North), Belvedere Park Primary (Seaford) and Kananook Primary (Seaford). A 'Can Swim' promotional video has been completed which is ready to launch and provide exposure of the program to community and prospective partners. The summer program planning nears completion.	Corporate and Commercial Services	
Advocate for programs and support to reduce harms from family violence, gambling, alcohol and other drugs	CP-1.4.1	Implement Year one Actions of the Family Violence Prevention Action Plan (2024-2028)	Year one actions are underway, with actions being led by various Council departments. Progress will be reported and monitored on the corporate reporting system.	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	Council officers attended a Site Partnership Group workshop to reconnect with the vision of the Frankston North Education Plan and to better understand the purpose and capabilities of each of the partners within the group. It was established	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			that the current structure of the Site Partnership Group requires review and refining to ensure the groups size and focus are more strategic and effective to provide the best possible outcomes in the future.		
	CP-1.5.2	Deliver Youth Services outreach, in-reach and engagement programs	Frankston Youth Services deliver a broad range of youth programs to support the needs of local young people. 242 programs were delivered across a broad range of topics in Quarter One, including lunchtime programs at a local secondary school, attending a local alternative school's wellbeing day, and youth pathways programs for disengaged young people.	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. Frankston Youth Services request feedback from participants after each program and event, and this feedback contributes to program planning. 517 distinct pieces of feedback and input have been received in Quarter One.	Communities	
	CP-1.5.4	Deliver the Work Ready Program providing work experience, traineeships and student placement opportunities	Council provided the forward plan and outline of program with the team receiving endorsement to widen the trainee pool to applicants of all ages. The current program is at full capacity with 3 Trainees and 1 apprentice. The workplace placements have increased substantially with the introduction of online applications. A webpage dedicated to the program has been launched on the Council website.	Customer Innovation and Arts	
	CP-1.5.5	Provide grants to support students in participating in formal education and recreational programs	Council has continued to deliver its Child and Youth Inclusion grants which provides assistance for low income applicants to get support to participate in educational and recreational opportunities. Through renewed engagement efforts with schools and other relevant stakeholders there has been a	Communities	



Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			significantly increased uptake of these grants in during quarter one.		
	CP-1.5.6	Implement year three actions for Council's Youth Action Plan	Year three actions for the Youth Action Plan are on track. Frankston Youth Services work closely with local employment service providers to ensure young people are supported to achieve their education or employment goals. Youth Services continues to support the delivery of the Child and Youth Inclusion Grant for young people and their families.	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	SI-1.1.1	Proportion of residents reporting long-term health conditions (ABS Census)	Indicator reported annually	Communities	-
Increased active and healthy lifestyles that support residents living independently for longer	SI-1.1.2	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	SI-1.2.1	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	SI-1.3.1	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	SI-1.3.2	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	SI-1.3.3	Rate of reported family violence incidents (Crimes Statistics Agency)	Indicator reported annually	Communities	-
Improved education outcomes through better engagement of young people	SI-1.4.1	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-2.1.4	Develop sculpture and eclectic street art culture	During quarter one, three sculptures have been installed and illuminated at Ballam Park, while another sculpture was placed at the Skye Road upgrade site. Five fiberglass sculptures were also installed at Karingal Place Reserve, with significant progress toward fabricating and installing First Nations sculptures at Sweetwater Creek. One leased sculpture from Sculpture by the Sea has been acquired for the permanent collection, and the artist for the Mile Bridge Gateway project has been selected. The Dreaming Poles at George Pentland Gardens have been decommissioned and removed. Progress continues on the restoration of the Sentinel sculpture, working closely with the artist's estate to determine the restoration method. Significant strides have been made for the Frankston Street Art Festival, securing approvals for mural artwork on several building exteriors. Additionally, efforts are underway to create an art exhibition featuring affordable works from both local and national street artists to increase visitation.	Customer Innovation and Arts	
	CP-2.1.5	Implement year two actions of Council's Public Art Strategy	During quarter one of the year, significant progress has been made toward the Frankston Street Art Festival, with approvals secured from a few local building owners to use their external walls for mural artwork as part of the event. Efforts are also underway to establish an art exhibition aimed at increasing visitation by	Customer Innovation and Arts	






Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			<p>offering affordable works from both local and national street artists.</p> <p>Public art has been integrated into the Council's capital works program this quarter, with installations at the Skye Road intersection and the Sandfield Reserve multi-function court surface. Additionally, site-specific art commissioning is in progress at Frankston Special Development School, where engagement with school stakeholders is ongoing to define capabilities and expectations. The Frankston Art Trail has also advanced, with meetings following on from the breakfast briefing held for relevant stakeholders to discuss site-specific requirements. The first Expression of Interest (EOI) for the trail was released within this quarter.</p>		
	CP-2.1.6	Implement year two actions of Council's Destination Events Strategy	<p>Oversaw commencement of the Destination Events Attraction Program (DEAP) event season. Implemented improvements to the strategic brief and content library for events. Initiated cross-council meetings with members of other metro councils to improve how we approach new and challenging event concepts, as well as exploring opportunities for collaboration. Drafted new creative brief for both Christmas Festival and Waterfront Festival, elevating the perception of these events and appealing to new demographics. Found significant cost savings and revenue opportunities for the Major events season through new models of operating as well as working with new suppliers.</p>	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	<p>The planning for the 2024 Senior's Festival is all complete and ready to go with bookings now open and filling up fast. Officers have worked closely with many groups and organisations</p>	Communities	



Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			across Frankston to ensure there is a wide range of free and low cost events so that there will be something for everybody. The headline event this year is 'The Piano Men — The Songs of Elton John and Billy Joel!' which will celebrate the timeless music of these legendary artists.		
	CP-2.2.2	Support organisations that are providing valued services to older residents	Council's Positive Ageing Team continue to work closely with Seniors Groups across Frankston who provide important services and connection for older residents. Many of these Seniors Groups operate from Council facilities with a peppercorn rent and in this past quarter have also received their annual grant from Council to support their operations.	Communities	
	CP-2.2.3	Implement year four actions for Council's Disability Action Plan	Council has worked closely with the Pathways for Carers program participants to plan National Carers Week celebration event scheduled for October 10. Planning is also underway in collaboration with Brotherhood of St Laurence NDIS and Orwil Street Community Centre and a lived experience working group for International Day of People with Disability on December 3rd, 2024. During quarter one Council completed the first round of community engagement to inform the development of the renewed Diversity Inclusion Action Plan, which will integrate the Disability Action Plan, Positive Ageing Action Plan and other plans to support carers, LGBTIQ+ and CALD communities.	Communities	
	CP-2.2.4	Facilitate improved access for people with disabilities to services and transport options	Some members of the Disability Access and Inclusion Committee participated in an engagement with the Department of Transport to provide feedback on the needs for people with a disability. Work also began with Monash University Occupational Therapy students on	Communities	





Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			placement to prepare an accessible events guide.		
	CP-2.2.5	Support and promote Culturally and Linguistically Diverse (CALD) and seniors' groups	Council is actively supporting and promoting CALD groups through regular meetings focused on information sharing, event promotion, and community networking. Members have expressed interest in expanding Council's diversity mandate to better advocate for vulnerable, underrepresented groups, including those affected by domestic violence and lacking access to public services. The group also supported increasing the number of meetings to three or four annually, to be formalised in the Terms of Reference next year.	Communities	
	CP-2.2.6	Volunteer Week - Combined Council - Volunteer celebration event	Preliminary planning for the combined Council Volunteer event has been undertaken, with the event scheduled for May 2025.	Communities	
Targeting community needs through development programs and grants	CP-2.3.1	Design Community Development programs to meet resident needs	Council facilitated Governance training for community group committees at Frankston North Community Centre in July 2024. This provided committee members with an understanding of the roles of committees, what good governance means, effective committees and meetings, conflict resolution and policy development. The training was attended by 12 committee members of various community groups. Council delivered 3 of a series of 5 'Mental Health and Wellbeing' workshops from August to September 2024 to address unmet needs for volunteers of community groups supporting homeless people.	Communities	
	CP-2.3.2	Deliver Council's grants program	Council has distributed the final year of the 3-year Partnership Grants to relevant organisations, and an EOI has been opened for organisations to be considered for the next	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			tranche of these 3-year grant commitments. Council has also received applications for the 2024/25 Annual Grants which has been assessed by a community panel and is presently being finalised. In addition to this, Council delivered a new \$200,000 grant targeting capacity building support for Emergency Relief Organisations, with was assessed and announced during quarter one.		
	CP-2.3.3	Build connections between volunteers and volunteer organisations through Impact Volunteering	Council's Volunteering Frankston program (formerly Impact Volunteering) has been managing the recent introduction of an online volunteering portal, ironing out any teething issues and ensuring it is a positive experience for volunteers and organisations who are using the portal. The new portal is already showing improved access and increased uptake in volunteering participation.	Communities	
	CP-2.3.4	Implement year four actions from Council's Library Action Plan	Preliminary work has commenced to review the Collection Development Guidelines this quarter. Frankston City Libraries have continued to offer library resources and services to the community and have seen an increased demand this quarter. The student social worker initiative commenced in late September, with student social workers onsite for two days per week at Frankston library, to support the community to access services.	Customer Innovation and Arts	
	CP-2.3.6	LGBTQI Alliance Facilitation	Council has continued to co-facilitate the Frankston-Mornington LGBTQIA+ Alliance which brings together stakeholders, community members and allies from across Frankston and Mornington Peninsula to work together to strengthen connections with and enhance health and wellbeing outcomes for LGBTQIA+ communities. The group has played an	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			important role in helping Council engage the local community in recent consultations on matters relating to diversity and inclusion.		
	CP-2.3.7	Social inclusion action group delivery	Having completed the initial training and development processes as a group, the Social Inclusion Action Group (SIAG) have now commenced forming place-based project groups and are actively engaging stakeholders in key areas in order to inform their planning and prioritisation for action. The SIAG have also recently contributed funds to support the provision of a 'Sign and Shine Playgroup' which will host monthly Auslan playgroups throughout 2025.	Communities	
	CP-2.3.8	Continue to support the work of Community Support Frankston	Council support of Community Support Frankston remains ongoing via the provision of two permanent full time Council employees, Council building, printing and telephone services and other in-kind support.	Communities	
	CP-2.3.9	Support of the Langwarrin Community Centre	Council officers have continued to work closely with Langwarrin Community Centre, supporting them in the planning and transition process in preparation for the integration of Langwarrin Kindergarten on the site. Council also allocated Langwarrin Community Centre an additional \$22,000 in recognition of the interim financial impacts during this transition phase.	Communities	
Work with community organisations and groups to develop our future leaders and evolve a diverse culture and gender equality	CP-2.4.1	Continue to build volunteering diversity in community organisations	Council hosted a recent training session for local organisations with a focus on providing supportive environments for volunteers and ensuring organisations are aware and responsive to their diverse needs. The session was well attended and received positive feedback.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-2.4.2	Expand participation in the culture change program for sporting clubs to achieve greater gender equity in participation and board membership	Successful implementation of Council's Fair Access to Sport policy has been used as the basis for delivering and supporting gender equality in sporting clubs. This has included provision of a recent workshop to help organisations understand the policy/plan and implement actions to improve gender equality within their own clubs.	Communities	
	CP-2.4.3	Work with schools and disengaged young people to build relationships awareness and enable them to choose respectful relationships	The Respectful Relationships learning module was delivered to two primary schools in quarter one, with positive feedback received. Minor adjustments are being made based on feedback from school staff and students, and the learning module will continue to be offered to schools in quarter two.	Communities	
	CP-2.4.4	Promote leadership and governance training opportunities for community members	Frankston Youth Services' two main leadership groups are Youth Council and the Fresh Committee. Quarter one saw a total of nine Youth Council meetings and eight Fresh Committee meetings. Eight young people from the Fresh Committee attended training. Youth Council, alongside the Youth Advisory Group (NexGen), delivered a youth-led awards night which was attended by 100 community members and received very positive feedback.	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	Council's annual subscription to id. online demographic resources assisted to inform the community panel established to undertake the deliberative engagement for the Community Vision, Council Plan, Asset Plan and Financial Plan and the preparation of grant applications, including the Healthy Communities Grant.	Communities	
	CP-2.5.2	Provide financial support for material aid through eligible emergency relief and recovery organisations	Financial support including material aid provided to Frankston City residents struggling with housing and cost of living pressures. Current statistics for residents assisted by	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Community Support Frankston (CSF) are exceeding service plan KPI's. CSF remains as Frankston City's only specialist Emergency Relief provider, also supporting local Emergency Food providers. Requests for housing related supports (removal and storage costs), essential travel (car registrations and fuel) plus essential medical needs are notable.		
	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	<p>Council's client base and community care workforce remains stable across all services. Domestic assistance continues to be at capacity and the My Aged Care Portal is currently closed for this service type. The gutter cleaning service resumed with a variety of feedback from clients regarding the service itself and the increased cost, this may be attributed to the slight reduction in home maintenance requests overall.</p> <p>The new Bus Outings brochure for October - March 2025 was developed and distributed, again providing an excellent variety of outings to cater for different interests and abilities. In August, Council and its employees celebrated Aged Care Employee Day in recognition of the hard work, dedication and care aged care workers provide in supporting older residents.</p>	Communities	
	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	The Strategic Housing & Homelessness Alliance met on 30 July 2024 to host a consultation workshop to provide input into the rebuilding and transforming of Peninsula Health's mental health and wellbeing crisis services (CATT) so that people who experience psychological distress and mental health crises, their families, carers, and supports receive the best possible, safe, compassionate, effective treatment, care, and support.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-2.5.5	Provide referral services through our Neighbourhood House programs and youth services	Youth Services made a total of 121 formal referrals during quarter one. These included referrals to mental health services, homelessness assistance services, educational services, and programs being delivered through Community Centres.	Communities	
	CP-2.5.6	Winter Shelter Project Concierge	The 2023-2024 Winter Shelter operated five nights a week across two churches, supported by 160 volunteers. A total of 44 guests registered for the shelter, with 30 attending, including three returning guests. While non-attendance remained a planning challenge, it improved compared to 2023. The average nightly attendance was 8, with a maximum capacity of 10, and many nights were fully booked. Council provided a dedicated 'Concierge' to assist shelter organisers and churches, offering workshops on conflict management and mental health for volunteers. Financial support included \$43,250 for accessible facilities, \$7,200 for kitchen upgrades, and waiving of permit fees.	Communities	
Build acknowledgement and respect for Aboriginal and Torres Strait Islander cultural heritage and history	CP-2.6.1	Implement year three initiatives for Council's Reconciliation Action Plan (RAP)	Progressing on Council's Reconciliation Action Plan with the support of the Reconciliation Action Plan Advisory and Working Group members. Cultural training is being planned and finalised for 2025 together and currently creating a strategy to advance Council staff in their cultural knowledge. A Calendar of events for stakeholder engagement and community engagement has been put together as a guide.	Communities	
	CP-2.6.2	Contribute to the advocacy and planning for the redevelopment of the Nairn Marr Djambana gathering place	Ongoing support has been provided to Nairn Marr Djambana for the redevelopment, which most recently included provision of support for Stage 1B construction being applied for via the Thriving Suburbs application, along with a	Communities	




Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			reaffirmation of Council's \$2M commitment to the project.		




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	SI-2.1.1	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	SI-2.1.2	Proportion of residents reporting a mental health long-term health condition (ABS Census)	Indicator reported annually	Communities	-
Improve accessibility of services to enhance social inclusion and mental wellbeing	SI-2.1.3	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	SI-2.2.1	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	SI-2.3.1	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 five actions for Council's Urban Forest Action Plan	The final trees have been planted through Street tree planting and Capital Works programs to reach the target of 20,000 trees for the 2023/24 planting program. This milestone contributes significantly to the city's canopy cover. The Environmental Sustainability community grant is now open to landowners, supporting tree planting on private land. Planning is underway for a program aimed at increasing private tree planting. This program will focus on encouraging residents to contribute to the city's canopy cover, promoting the environmental and health benefits of trees on private land. The Urban Forest Policy is under review.	Communities	
	CP-3.1.2	Planting 20,000 additional trees as part of the annual municipal wide planning program	The 20,000 trees planting program for 2024 has been completed concluding this bulk planting program. Tree planting lists for 2025 are still under development, returning to standard planting number of minimum 4000 trees per year and ensuring more trees are planted than removed for total net gain.	Infrastructure and Operations	
Protect and enhance the natural and coastal environments	CP-3.2.1	Implement year one actions of the Coastal and Marine Management Plan	Council adopted the new Coastal and Marine Management Plan at its 22 July 2024 meeting after 2 years in development and 4 engagement stages. Adoption of the Plan provides direction for the future local management of an area of marine and coastal Crown land where Frankston City Council is an appointed Committee of Management. The Plan has been referred to the Department of Energy, Environment and Climate Action seeking a ministerial approval. Work has	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			commenced on the Year one actions which focus on growing our understanding of Aboriginal cultural values through engagement with the Bunurong Land Council; continuing work on the management and monitoring of the ecological function of our coastal reserves; water quality improvements; as well as understanding the extent and impact of current and future coastal hazards.		
	CP-3.2.2	Implement year four actions for Council's Biodiversity Action Plan	Consultants have been engaged for the development of the Fauna Connectivity Review. A desktop review and site visit have been conducted and preparation is being made for the Community and Internal Stakeholder engagement. The Koala signs have been installed for the beginning of the spring period where Koalas are on the move. The Biodiversity Policy is currently under review.	Communities	
	CP-3.2.4	Maintain natural and coastal reserves	2024/25 Conservation maintenance programs have commenced in accordance with revised annual works plans. Maintenance activities have focused on controlling spring weed growth, preparing planting lists for 2025 and responding to storm events to restore presentation and safety standards, particularly in coastal areas.	Infrastructure and Operations	
	CP-3.2.5	Review and update priority master plans for Open Space	In quarter one, Officers prepared and submitted a grant funding application to the Victorian Government through the 'Growing Healthy Communities' program to assist with a review of the Frankston Open Space Strategy 2016 which is due for review. Officers also continued due diligence activities to assist with the open space planning of a new district level open space for Skye. A cultural heritage management plan was initiated to assist with planning activities for the site.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-3.2.6	Develop and implement formalised monitoring process for park tree maintenance	Parks tree monitoring program is on track. Volume of hazards identified have decreased from previous years as a result of improved routine inspection/maintenance standards, however September storms resulted in tree damage throughout the municipality which will take some time to identify and rectify.	Infrastructure and Operations	
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 two actions for Council's Climate Change Strategy and Action Plan including the delivery of the Regional Electric Vehicle (EV) Charging Roadmap	Year two actions for Council's Climate Change Strategy 2023-2030 are underway, including works program development for the electrification of Council facilities, continued progress with the conversion of street lights to LED technology and the continued progress of the transition of Council's fleet to electric vehicles (EVs).	Infrastructure and Operations	
	CP-3.3.2	Ensure Environmentally Sustainable Design (ESD) principles are achieved for new developments, buildings, public realm and places	All new developments requiring a planning permit are assessed to make sure their proposal has considered ESD requirements including water, energy, IEQ, waste, urban ecology, stormwater, transport, management. In quarter one, Council received and assessed 65 ESD development applications with an increase of 10% compared to 2023. Council is a member of the Council Alliance for a Sustainable Built Environment (CASBE) committed to positive change to Victoria's built environment through collaborative, local government led action. CASBE is working towards Elevating ESD Targets Project Stage 2 in the pursuit of zero-carbon buildings and urban places. Officers attended 8 CASBE network meetings to ensure Council is up to date with the most current ESD knowledge and aligned with other Victorian Councils. CASBE continued a modelling research project regarding Daylight levels in Victorian buildings Stage 2 to further	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			enable the development of revised effective daylight requirements for planning applicants.		
	CP-3.3.3	Implement energy efficient upgrades to Council assets	<p>Energy efficiency upgrades to Council assets for 2024/25 have not yet commenced.</p> <p>Electrification works are planned for a number of Council facilities, in particular, a solar system installation is planned for the Healthy Futures Hub and electrification works at the Frankston Arts Centre is currently being designed. Officers will be preparing a grant application to support the works planned for the Frankston Arts Centre later this financial year.</p>	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	Collaborative procurement process progressing as planned.	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	Service Standards clarifying material content and delivery dates for all Councils to deliver a new four bin system to their community is yet to be released by the Victorian Government.	Corporate and Commercial Services	
	CP-3.4.3	Implement year two actions for Council's Waste Circularity Plan	Early development and planning work has commenced for year two actions. A number of year-one actions are ongoing and continue to be delivered.	Corporate and Commercial Services	
	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 Food Organics Garden Organics (FOGO) starter kits has increased to 32% of the community due to municipal wide education and events held throughout the year. With the onboarding of Council's new Community Education Officer - Kerbside Reform, Council has been able to reach out to the community directly and provide education on the new four bin system, increase	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			awareness and uptake of the FOGO service in this area.		
	CP-3.4.5	Continually monitor the presentation levels of the kerbside separate glass collection service	The glass collection service is currently averaging at 27 per cent presentation. The presentation rate seems to be seasonal with higher levels of presentation around the peak periods and public holidays. The community is now aware of the new Container Deposit Scheme and are utilising this service in conjunction with the separate glass service.	Corporate and Commercial Services	
	CP-3.4.6	Progress the implementation of food waste minimisation initiatives	A range of community education workshops have been planned with a small number of community workshops completed in quarter one.	Corporate and Commercial Services	
Increase opportunities to experience native flora and fauna	CP-3.5.1	Support Frankston Environmental Friends Network	Council continues to support the Environmental Friends Groups in the organising of their monthly meetings. Action Sweetwater Creek have progressed to the first round of judging for the Grassroots category in the 2024 Volunteering Awards. 3198 Seaford Beach Patrol's 'Plastic Pellet Project - Nurdle Anymore' is shortlisted for Tidy Towns Award. Council also nominated two individual volunteers for the Volunteering Frankston Awards. Council is working to support new Friends of Long Street Reserve in their first working bee scheduled for October. The stakeholder group continue to collaborate in the development of the Environmental and Friends Volunteer Manual.	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	National and School tree day were held at the end of July. Over 2,635 plants went to 51 schools and centers for School tree day and over 80 people attending National tree day planting over 500 plants at Seaford Wetland continuing on from the efforts in 2022, Gardens for Wildlife program visited 32 residents. Two events were	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			held in September as part of the Biodiversity Backyard Series; an online event Urban Microbats which was attended by 100 participants and an in-person event Attract and support Local Birds attended by 30 residents. Council prepared for the commencement of the Citizen science Biodiversity Blitz for Biodiversity month in September. The School Holiday Ranger was held on July 3rd exploring the science of indigenous plants at George Pentland Botanical gardens.		
	CP-3.5.3	Ensure reserves are accessible while still protected	All reserves are accessible, and tracks are maintained to required standard other than a few exceptions. Gulls way beach access was temporarily closed due to unsafe structure from September storm damage and has now been rectified. Track 22 in Seaford has been temporarily closed due to storm erosion of dunes, however nearby alternative tracks remain 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	<p>Council has been working with South East Water to develop the Monterey Recycled Water Scheme in Frankston North.</p> <p>The project is to design and implement a new pipeline to deliver recycled water to three key sites in Frankston North. The new 2.3 km pipeline will deliver a climate resilient water source of 73ML each year to 3 public sites, including football/cricket and soccer grounds and The National Golf Course - Long Island. There are also opportunities in the future to support local schools and additional community spaces and sporting facilities.</p> <p>Investment in sustainable sources of recycled</p>	Infrastructure and Operations	



Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			<p>water will keep green spaces healthy to support the livability of a growing population while saving our precious drinking water.</p> <p>The delivery and construction phase of the project is expected to commence in October 2024.</p>		
	CP-3.6.2	Develop a Frankston Flood and Stormwater Management Framework, and commence implementation of key actions	Engineering Strategy have developed a draft Frankston City Flood and Stormwater Management Framework document and is currently procuring a specialist consultant to review and finalise the framework. The expected completion timelines for Council adoption is June 2025.	Infrastructure and Operations	
	CP-3.6.3	Revitalisation and improving connection to Kananook Creek by supporting Dandenong Catchment	Council has been successful in including de-silting of the body of Kananook Creek as action through the Dandenong Catchment's Catchment Scale Integrated Water Management Forum. Its inclusion was supported by all Councils in the Dandenong Catchment Group and Melbourne Water who are stakeholders of the forum.	Infrastructure and Operations	

Strategic indicators

If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased climate emergency response and leadership	SI-3.1.1	Council greenhouse gas emissions (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI-3.1.2	Community greenhouse gas emissions per capita (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI-3.1.3	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	SI-3.2.1	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	SI-3.2.2	Proportion of community satisfied with Open space, natural reserves and foreshore (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased diversion of waste from landfill	SI-3.3.1	Proportion of collection waste diverted from landfill (LGPRF)	Indicator reported annually	Corporate and Commercial Services	-
Increased tree canopy over reduced urban heat	SI-3.4.1	Percentage of tree canopy cover (DELWP)	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	A major revitalisation project for this year is the Nepean Boulevard, which will commenced with early works (planting) along the central median strip of Nepean Highway. A funding agreement variation was sought for the Nepean Highway central median revitalisation project to enable works to be delivered by June 2025 as part of the Nepean Boulevard Early Works program. MTM approvals were provided and works commenced for improvements to the Monash Greenlink that will better connect the Health and Education Precinct to the Frankston City Centre.	Communities	
	CP-4.1.2	Deliver year one actions of the Frankston Housing Strategy	A preliminary draft has been prepared but is on hold due to extensive policy changes that the State Government is undertaking which will have a significant impact on how housing is planned across the municipality. Two (2) written submissions have been made by Council to the proposed future Plan for Victoria and to the Draft Frankston Activity Centre Plan and its associated catchment area. Once State Government Policy has been finalised and implemented, the parameters of the project will be known, and Council will be able to recommence (including re-doing background work). It is anticipated that the State Government will release more information about their work at the end of December 2024.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-4.1.3	Deliver year one actions of the Frankston Metropolitan Activity Centre (FMAC) Structure Plan	The Frankston Metropolitan Activity Centre Structure Plan - September 2024 and Planning Scheme Amendment C160fran have been considered and adopted by Council on 16 September 2024 and on 18 September 2024, were submitted to the Minister for Planning for approval, which is anticipated 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	Statutory Planning and other teams with access, continue to trial the use of the Vic3D platform. The platform has been effective for spatial analysis and visualisation of major development proposals with the Frankston Metropolitan Activity Centre (FMAC) area, and therefore a good assessment and Councillor briefing tool. All models of proposed and approved buildings (at a point in time) have been inserted in the platform. All new and amended models will be uploaded into the platform as ongoing work. The next stage is to investigate if a publicly available development activity model can be provided.	Communities	
	CP-4.1.5	Develop a landscape guide for developers	The Landscape Guidelines were completed and endorsed at Council September 9th meeting. The guidelines are available on Councils Website.	Communities	
Improve connectivity and movement and provide transport choices to the community, including walking trails and bike paths	CP-4.2.1	Implement year two 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	Frankston City Bike Riding Strategy 2024-2039 has been completed and was adopted by Council at its meeting in September 2024. Progressing with the Integrated Transport Strategy actions - Frankston City Council's partnership with Bicycle Network is continuing to provide and deliver the Active Paths Initiative to a number of primary schools in the Local Government Area that have expressed interest in delivering a walk to school program. Furthermore, a partnership with Peninsula	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Health's Health Promotions team has been initiated, and they have made allowance to provide financial support towards the program in 2024/25. They will be funding an Active Path project for Kingsley Park Primary in 2024/25.		
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	Implementation of the Local Park Action Plan and Frankston Play Strategy deliver priority upgrades for open space and play spaces across Frankston. Contract was awarded for planting and fence improvements to the Ballarto link in Skye. Planning commenced for minor improvements to Korina Link and Govan Reserve, Langwarrin. Construction commenced at Monique Reserve - Langwarrin and East Seaford Reserve - Seaford. Tenders were advertised for upgrades to Brunel Reserve - Seaford, Lucerne Reserve - Karingal and Heysen Reserve - Skye. Tender was awarded for upgrades at Sandfield Reserve - Carrum Downs. Design of playspace and park upgrades commenced for Lloyd Park/Pindara Reserve - Langwarrin, Ferndale Reserve-Frankston, Heritage Reserve-Skye, Lipton Reserve-Frankston, Rotary Park-Carrum Downs, Gamble reserve - Carrum Downs, Alicudi Reserve - Frankston South. Due diligence activities commenced for Burgess Reserve - Langwarrin, Cavill Reserve - Langwarrin and Myrtle Reserve – Langwarrin.	Communities	
	CP-4.3.2	Deliver annual capital works program including key major projects	The annual capital works program is tracking well, with forecast expenditure of \$67.27M and 44% of the total program budget committed with contractors. Major projects are progressing as scheduled. The Ballam Park Storm Water Treatment & Park	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			<p>Improvements project is complete, with a new lake and associated features available for use. The Kananook Commuter Car Park construction is progressing well, with works scheduled for completion in November 2024. The Frankston Basketball & Gymnastic Centre project will be advertised for design & construction in quarter two of 2024/25.</p> <p>Kindergarten reform projects are also progressing well with Baden Powell Kindergarten scheduled for completion in November 2024. The Langwarrin and Seaford Child & Family Centres construction tenders have been awarded with works to commence in quarter two of 2024/25.</p>		
	CP-4.3.3	Implement year one actions of the Public Toilet Action Plan	<p>Implementation of the Public Toilet Action Plan progressed in quarter one with design underway for the Seaford Foreshore toilet upgrades at Seaford Road and Armstrongs Road. Design for renewal of the Witternberg Reserve public toilet was completed. The Baxter Park bluestone public toilet, identified as surplus, planning for decommissioning progressed. Scoping commenced for the potential decommissioning of the surplus bluestone toilet at Baxter Park. Tender documentation was completed for the new public toilet at Sandfield Reserve. The new Carrum Downs playspace public toilet was officially opened. A review of the public toilet renewal program was also commenced in an effort to better prioritise renewal works and align with adequate budgets.</p>	Communities	
	CP-4.3.4	Review maintenance and asset renewal programs to enhance safety and presentation of the city	<p>Infrastructure continues with the refurbishment of existing timber seating in the Central Activity Area (CAA). New replacement seating to various</p>	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			locations is currently being installed. Drainage's proactive maintenance programs continue to keep relevant infrastructure clear. The September storm had minimal impact to the network affirming appropriate programs are in place. The team recently completed quarterly cleansing of pits in CAA. They're currently supporting Engineering Services to the proposed Argyle Street easement drain renewal. Roads continue with scheduled Zonal inspections. Approximately 900 new street blades have rolled out this quarter. Roads are currently preparing for their regulatory dust suppression program to our unsealed road network in November. City Works continue with scheduled Zonal inspections, recently completed an audit to the Shared User Path (SUP) network and currently finalising scope of works with relevant stakeholders for vegetation and maintenance work to the Baxter trail SUP anticipated for October.		
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	Review underway of all current data sources being captured from the approximate 47 sensors across the Municipality. Preparing a pipeline of future data needs to support the liveability of the city.	Customer Innovation and Arts	
	CP-4.4.2	Implement smart parking technologies following Frankston Metropolitan Activity Centre (FMAC) smart parking trials undertaken	Data collected are being reviewed and analysed. It is expected that the other areas within the municipality as part of broader smart parking project will be considered including making minor adjustments to existing parking restrictions in the FMAC area aimed at enhancing turnover.	Infrastructure and Operations	
	CP-4.4.3	Increase collection of various Smart Cities data sets to create insightful	Review is underway of all smart city datasets and development of future pipeline being developed	Customer Innovation and Arts	




Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
		reports to help facilitate data driven decision making for Council	to align with the new Smart Cities Road Map and Strategy.		



Strategic indicators





If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Urban design renewal of places and spaces	SI-4.1.1	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	SI-4.2.1	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	SI-4.2.2	Proportion of residents living within 400m of public transport (Geographic Information Systems - GIS)	Indicator reported annually	Infrastructure and Operations	-
Frankston City's identity as a liveable city	SI-4.3.1	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-5.1.2	Review empty shops in the FMAC and the strategies to encourage occupancy	Economic Development officers continued to support the activation of empty shops in the Frankston Metropolitan Activity Centre (FMAC) area. This includes supporting the delivery of the Young Street Action Plan Action 1.2: Council to fund improvements of business frontages along Young Street. An audit of Young Street frontages was completed, and recommendations are being developed for Council funded shop frontage improvements.	Communities	
Remove complexity and provide planning certainty to attract economic investment	CP-5.2.1	Promote Invest Frankston and precinct opportunities	Council's Economic Development Team exhibited at the two-day Melbourne Franchising & Business Opportunities Expo in August 2024, which attracted 2,400 visitors. The expo was held at the Melbourne Exhibition and Convention Centre, where Council Officers spoke to more than 165 attendees. 44 current and/or potential business owners signed up to receive the Frankston City Business eNewsletter. In addition, Council's Investment Attraction program made outreach cold approaches to 79 unique potential business operators and responded to 45 unique inquiries and referrals this quarter. 21 businesses were provided with research, solutions and investment opportunities for consideration that matched their unique needs.	Communities	
	CP-5.2.2	Continue to deliver business improvements to improve statutory planning processes and customer experience	Statutory Planning have made good progress towards updating all planning assessment workflows end to end within the core application management system (Pathway), with final workflows at the back end of the planning	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			application process being worked on. Specifically, changes have been made to the advertising workflow which are in testing phase. Following this, the final workflow to be completed is the decisions phase. Following the finalisation of all workflows, an online planning application tracking system will be created. Issues with the Pathway and ReM integration has impacted on system improvement progress.		
	CP-5.2.3	Maintain and promote Councils business concierge service	Council's Business Concierge service responded to a total of 79 new inquiries from July-September, a slight drop from the previous quarter. The highest number of Business Concierge requests continue to be regarding food and beverage operations with beauty, particularly home-based hair salons and commercial barbers, also being common. The Business Concierge has also continued to provide support to several current businesses undertaking expansion.	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	Council's 2024-25 Business Grants launched this quarter, supported by the delivery of two information sessions and a new Grants Information instructional video. A range of promotions and over 1500 targeted emails were sent to businesses. Council's Annual Business Survey was delivered this quarter, open from 2 - 16 September, it received 101 responses. Findings from the survey will be included in Councils July-September Economic Scorecard and used to inform program delivery. Economic Development Officers, in partnership with Council's Waste team, continued to promote the Trim Your Bin program and Circular Economy opportunities including the new 'ASPIRE' program, allowing local businesses free access to an online marketplace	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			to buy, sell or trade unwanted materials and products.		
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	Commenced work on the 2024/2025 season of the Destination Events Attraction Program (DEAP), which includes high profile events, major corporate sponsors and partnerships with State Government programs. Briefed and engaged an event publicist for the season which will assist in attracting organic, earned media partnerships and improved metro coverage. Arranged and completed Digital Marketing Strategy training with the Events, Tourism marketing and Content & Brand teams to elevate the web and digital marketing strategy for Destination Events and City Positioning.	Customer Innovation and Arts	
	CP-5.3.2	Engage a diverse range of artists and creatives to enhance Frankston as an arts hub	Throughout quarter one, a range of diverse artists engaged with Programming activities at Frankston Arts Centre. Joshua Searle, a local artist, presented an exhibition in the Glass Cube gallery. In the annual Theatre Season, two plays both led and performed by culturally diverse artists were presented in the theatre. 'The Visitors' by Jane Harrison and 'Guards at the Taj' by Rajiv Joseph, speaking about and to First Nations and Indian cultures, respectively.	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	Imagine Frankston is a full brand that is now operational in Frankston City - this is also the concept for numerous campaigns aimed at highlighting Frankston as a key location for events and arts. This program markets to not only the community but also event providers across the state. There are a number of new events now happening in Frankston City which are being supported by this marketing.	Customer Innovation and Arts	
Elevate Frankston City's identity as an innovation hub and business-friendly city	CP-5.4.1	Implement the Sustainable Economy and Skilled Community Strategy	Council resolved to adopt the Frankston City Economic Development and Skilled Community	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Strategy at the 13 May 2024 Council Meeting. A Strategy Action Plan addresses each of the three Priority Areas of the Strategy: Supporting local business; Investment attraction and economic activation of places; and Council as an enabler and Officers continue to implement this.		
	CP-5.4.2	Deliver year one of the Frankston Industrial Strategy	Planning Scheme Amendment C148fran has concluded exhibition and will be taken to Council in quarter three to request that the Minister for Planning appoint an independent Planning Panel to consider the submissions received during exhibition.	Communities	
	CP-5.4.3	Continue to support the Frankston Business Collective	Imagine Frankston has now been launched to the whole community. This brings together Council's commitment to developing the local economy, arts precinct and all issues associated with revitalising Frankston. This work is also being supported by the recently endorsed Young Street Action Plan with key actions on improvement the retail area around the railway station and the CBD. There is extensive community information being shared on these projects.	Customer Innovation and Arts	
	CP-5.4.4	Further develop the partnership with Frankston Social Enterprise Hub	Regular meetings with the Frankston Social Enterprise Hub (FSEH) have continued throughout the year including discussions regarding the hosting of workshops/training and having a representative from speak at other workshops to promote the FSEH co-working space and social enterprises in general.	Communities	
	CP-5.4.5	Work with Frankston Suburban Revitalisation Board to position Frankston City for economic growth and development opportunities	The Frankston Suburban Revitalisation Board is now managed by a Frankston City Council Secretariat at local level. A vision for the program has now been identified with key stakeholders engaged in the process. Key discussion has included how key stakeholders in Frankston can work towards common goals of improvement.	Communities	






Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			One of the projects to support this work in the recently endorsed Young Street Action Plan. Work is now commencing on a Work Plan.		
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 of Master plan	The Nepean Boulevard Master Plan progressed in quarter one with Council adoption of the draft plan for engagement in 2025. Early Works median planting and gateway signs were completed at (2) locations in the north and south of the project corridor.	Communities	
	CP-5.5.4	Deliver the Frankston Local Shopping Strip Action Plan through a priority program of development and renewals	Local Shopping Strip Action Plan implementation continued in quarter one with concept design underway for Mahogany Avenue Shops in Frankston North and Kareela Road Shops in Frankston. Upgrades were completed at Fairway Street Shops in Frankston.	Customer Innovation and Arts	




Strategic indicators

If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased business and industry investment	SI-5.1.1	Number of commercial building approvals (ABS)	Indicator reported annually	Communities	-
Rejuvenated activity centre precincts	SI-5.2.1	Gross local product of the municipality (\$m) (.id)	Indicator reported annually	Communities	-
Rejuvenated activity centre precincts	SI-5.2.2	Percentage of retail vacancy rates (Economic Development Scorecard)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI-5.3.1	Proportion of residents who are unemployed (.id)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI-5.3.2	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	SI-5.3.3	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 2025-2029 budget cycle.	Corporate and Commercial Services	
	CP-6.1.2	Seek alternative revenue sources through service planning and engagement with relevant stakeholders	Service plans have been updated and any identified revenue items will be reflected in the forecast for 2024-25 and next year's budget cycle as appropriate.	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	Implementation of Property Strategy is ongoing, with a streamlined fee structure and policy for leasing and licensing progressed. Work on identifying under utilised assets, and those which are potentially surplus to Council requirements, is continuing.	Corporate and Commercial Services	
	CP-6.1.4	Enhance procurement processes and practices that support collaboration, innovation, efficiency and agility	Contracts and Procurement continue to provide support across Council along with identifying process efficiencies, cost savings and building relationships.	Corporate and Commercial Services	
	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	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			provided their performance overview to the Audit and Risk Committee and Council.		
	CP-6.1.6	Service Planning framework enhancements	Enhancements for service planning this quarter include the draft development of service plan training modules. Management continues to enhance the framework by collaborating with business transformation and IT on the automation of Service Planning for effective organisational strategic planning.	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	Implement the Integrated Planning & Reporting Framework for an enhanced Service Governance approach	Management is developing training modules for all staff to increase awareness and understanding of the organisation's integrated strategic planning approach. Support material such as the Strategic Documents Process guide is being developed to support strategic planning in the creation of new documents. All strategic documents that are reviewed during this year will have a clear nexus to the Integrated Planning and Reporting Framework.	Corporate and Commercial Services	
	CP-6.2.2	Review Council's assets to ensure they meet community needs	Council's works plan for the development and renewal of its assets is detailed in the Long Term Infrastructure Plan (LTIP). The projects and programs of asset renewal works are currently being reviewed and reprioritised based on the latest asset renewal requirements and strategic service planning. The work on the LTIP informs the development of the 2025/26 Capital Works Program for the 2025/26 Council Budget.	Infrastructure and Operations	
	CP-6.2.3	Continue to enhance the organisations risk maturity through embedding effective risk management and opportunity awareness	A review of the risk management framework has commenced, with the initial focus on revising and updating the risk evaluation matrix and risk appetite statement. In conjunction with the OHS Contract	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Compliance officer, reviews of the processes of teams regarding management of independent contractors OH&S systems has commenced.		
	CP-6.2.4	Ongoing implementation of the Workforce Plan to encourage a high performing, inclusive and engaged workforce	As per the internal audit of Workforce Planning, the team have engaged Ninety Mile Consulting to assist with the development of a compliant Workforce Planning document to replace the current Workforce Plan Strategy. It is scheduled (and on track) to be delivered by December 2024. Endorsement is expected by the new Council in early 2025.	Customer Innovation and Arts	
	CP-6.2.5	Continue with the implementation of the new child safe standards	The child safe standards have been implemented into current practices as reflected in the most recent audit. Continuous improvement and innovation in this area is covered by the Child Safety Action Plan.	Customer Innovation and Arts	
	CP-6.2.6	Implement year three actions for Council's Gender Equality Action Plan	Year 3 actions close to complete with work on Year 4 actions and the development of the next Gender Equality Action Plan underway. The progress audit conducted early in 2024 has been reviewed by the Commission returning full compliance across all aspects of gender equality.	Customer Innovation and Arts	
	CP-6.2.9	Community engagement - Affordable Housing Strategy	Council's Draft Affordable Housing Policy was endorsed by Council for community engagement at the Council Meeting of 9 September 2024. Planning is now underway to commence the community engagement following caretaker in early 2025.	Customer Innovation and Arts	
	CP-6.2.10	Community engagement - Community Vision, Council Plan, asset plan and financial plan	Extensive community engagement for the Council's four key strategic plans - the Community Vision, Council Plan, Long Term Financial Plan and Asset Plan is taking place over 2024/25. This work is progressing very well with key deliverables for the Community Vision well under way and planning for updates for Council Plan occurring.	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
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	The delivery of the long term advocacy campaign continues with recent successes for a number of projects including Sandfield Reserve precinct revitalisation. The community is kept well informed about key projects and there is regular discussion with State and Federal Government. A recent application to the Federal Government's Thriving Suburbs program was completed with the support of the Federal Member for Dunkley.	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	Development of the digital platform enhancements pipeline of work for the 24/25 financial year. Business Directory was launched in quarter one, this will support Frankston's local small to medium businesses. The volunteering portal also went live on the corporate website, this will enable the community to seamlessly engage with volunteering opportunities across the municipality. Enhancement of online Dumped rubbish requests has been completed and work has progressed reviewing the residential parking permits process and opportunity to digitise.	Customer Innovation and Arts	
	CP-6.4.3	Enhance opportunities for community participation in decision making through the Community Engagement Framework	There continues to be various ways for the community to participate in Community Engagement. This includes online and in person opportunities. The recent engagement on the Community Vision performed very well during face-to-face meetings with strong feedback on the availability and the investment made to meet with community.	Customer Innovation and Arts	
	CP-6.4.4	Implement year four actions from the IT Strategy to support customer experience and the transformation of processes	This initiative is progressing while we continue to investigate and implement digital processes and solutions that provide an improved customer experience when the community transacts with Council.	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-6.4.5	Increase efforts on cleaning and maintaining our Name and Address register	A Name and Address register data analysis has commenced where information that may be inaccurate or out of date will be identified. The next step would be the cleansing of the dataset.	Customer Innovation and Arts	
	CP-6.4.6	Digitisation of grave site information at Frankston Memorial Park (the Cemetery)	The project was finalised and delivered in August 2024, which enables management of grave site data through Council's Geographical Information System.	Corporate and Commercial Services	
	CP-6.4.7	Prepare for the Council election period following the VEC's Electoral Structure Review	Preparation for Council's election period is complete. Two candidate information sessions were held, with the Municipal Association of Victoria and Frankston City Council. An Election Period guide was provided to Councillors and staff to educate them on their obligations and the restrictions in place. Internal requests for publications and/or events were certified in accordance with the Election Period Policy.	Corporate and Commercial Services	
	CP-6.4.8	Relaunch of Frankston City News	Frankston City News has been redesigned and launched to the community. This work will continue with the new Council to be elected in October 2024.	Customer Innovation and Arts	
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 2023-24 consolidated financial report and performance statement was adopted by Council on 30 September 2024 and published as part of the annual report.	Corporate and Commercial Services	
	CP-6.5.2	Enhance the transparency hub system to improve customer experience, trust and confidence in Council	As part of the Fit for the Future program, the Transparency Hub is being migrated to the corporate website in monthly sprints. Demo sessions are being held with stakeholders at the end of each month. Target completion end of March 2025.	Customer Innovation and Arts	
	CP-6.5.3	Proactively increase access to Council's open data to maximise new opportunities for release of records	The Azure Data platform has been implemented and pipeline of key datasets has been developed. In quarter one work was initiated to automate	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			data sources with Councils service planning platform. The migration of the Transparency Hub to the corporate website along with the public facing datasets and registers has been a priority in quarter one.		
	CP-6.5.4	Progress the data protection and security plan	This action is progressing as we continue to add important Council data to the Transparency Hub to provide the community that demonstrates transparent decision making processes.	Customer Innovation and Arts	
	CP-6.5.5	Corporate Reporting (Pulse) ongoing upgrades	Management is currently exploring the most financially sustainable way forward in conjunction with IT and Risk areas.	Corporate and Commercial Services	

Strategic indicators

If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased engagement with our community	SI-6.1.1	Community satisfaction with Council's community consultation and engagement (Community Satisfaction Survey)	Indicator reported annually	Customer Innovation and Arts	-
Increased engagement with our community	SI-6.1.2	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	SI-6.2.1	Proportion of resident's 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	SI-6.2.2	Proportion of resident's 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	SI-6.2.3	Percentage of capital works 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	SI-6.3.1	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	SI-6.3.2	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 2024

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	149,882	149,238	(644)	150,092	150,092	-
Government grants - operating	12,678	11,808	(870)	21,648	21,131	(517)
User fees and charges	4,730	4,236	(494)	17,782	17,624	(158)
Statutory fees and fines	1,224	1,201	(23)	6,803	6,833	30
Other Income	1,155	1,060	(95)	4,480	4,377	(103)
Proceeds from sale of property, infrastructure, plant and equipment	113	137	24	549	549	-
Total income	169,782	167,680	(2,102)	201,354	200,606	(748)
Expenditure						
Employee costs	21,268	22,392	(1,124)	88,243	88,215	28
Materials and services	16,681	17,781	(1,100)	76,358	75,763	595
Depreciation	9,377	9,368	9	36,671	36,671	-
Amortisation - intangible assets	340	340	-	1,359	1,359	-
Amortisation - right of-use assets	-	15	(15)	267	267	-
Finance costs	416	502	(86)	2,008	2,008	-
Finance costs - leases	-	-	-	9	9	-
Bad and doubtful debts	89	64	25	256	256	-
Other expenses	1,018	1,043	(25)	3,839	3,832	7
Total expenditure	49,189	51,505	(2,316)	209,010	208,380	630
Underlying surplus / (deficit)	120,593	116,175	(4,418)	(7,656)	(7,774)	(118)
Contributions - capital	27	3	(24)	555	515	(40)
Government grants - capital	1,226	3,115	1,889	21,449	18,693	(2,756)
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	558	500	(58)	2,087	2,000	(87)
Surplus / (deficit) for the period	122,404	119,793	(2,611)	17,235	14,234	(3,001)

Attachment B Capital Works Statement for the period ending 30 September 2024

	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
Property	-	-	-	-	-	-
Buildings	2,673	2,992	(319)	14,583	13,611	(972)
Total Property	2,673	2,992	(319)	14,583	13,611	(972)
Plant and equipment						
Plant, machinery and equipment	685	407	278	3,762	3,236	(526)
Fixtures, fittings and furniture	112	84	28	383	335	(48)
Computer and telecommunications	397	417	(20)	3,167	2,982	(185)
Library books	153	200	(47)	800	800	-
Total Plant and equipment	1,347	1,108	239	8,112	7,353	(759)
Infrastructure						
Roads	167	93	74	5,648	5,735	87
Bridges	5	2	3	310	100	(210)
Footpaths and cycleways	662	633	29	5,591	4,940	(651)
Drainage	35	108	(73)	2,129	2,093	(36)
Recreational, leisure and community facilities	696	495	201	6,783	5,999	(784)
Waste management	20	-	20	20	-	(20)
Parks, open space and streetscapes	2,365	1,530	835	18,470	14,619	(3,851)
Off street car parks	2,351	2,100	251	5,561	3,710	(1,851)
	-	-	-	-	-	-
Total infrastructure	6,301	4,961	1,340	44,512	37,196	(7,316)
Total Capital works expenditure	10,321	9,061	1,260	67,207	58,160	(9,047)
Represented by:						
Asset renewal expenditure	4,133	3,827	306	29,462	30,496	1,034
New asset expenditure	3,828	3,015	813	26,068	15,916	(10,152)
Asset upgrade expenditure	2,062	1,503	559	9,004	7,554	(1,450)
Asset expansion expenditure	298	716	(418)	2,673	4,194	1,521
Total Capital works expenditure	10,321	9,061	1,260	67,207	58,160	(9,047)

Attachment C Balance Sheet for the period ending 30 September 2024

	Prior Year Full Year \$'000	Year to date Actual 2024-2025 \$'000	Full Year Budget 2024-2025 \$'000		Prior Year Full Year \$'000	Year to date Actual 2024-2025 \$'000	Full Year Budget 2024-2025 \$'000
Assets				Liabilities			
Current assets				Current liabilities			
Cash and cash equivalents	54,851	55,298	28,309	Trade and other payables	24,805	8,880	20,005
Trade and other receivables	34,937	161,288	25,645	Trust funds and deposits	6,638	24,433	7,151
Other financial assets	8,547	8,629	27,049	Unearned income	19,218	18,713	3,134
Inventories	202	224	169	Provisions	17,632	17,735	16,971
Non-current assets held for sale	-	-	-	Lease liability	34	34	179
Other assets	4,332	935	5,070	Interest-bearing loans and borrowings	1,260	1,206	17,762
Total current assets	102,869	226,374	86,242	Total current liabilities	69,587	71,001	65,202
Non-current assets				Non-current liabilities			
Trade and other receivables	414	397	221	Provisions	4,257	4,588	1,499
Investment in subsidiary	300	300	300	Interest-bearing loans and borrowings	36,555	36,368	28,755
Other financial assets	3,507	3,507	-	Lease liability	11	11	180
Intangible assets	3,016	2,677	3,829	Total non-current liabilities	40,823	40,967	30,434
Right of Use	28	28	342	Total liabilities	110,410	111,968	95,636
Property, infrastructure, plant and equipment	2,113,274	2,114,090	2,226,720	Net assets	2,112,998	2,235,405	2,222,018
Total non-current assets	2,120,539	2,120,999	2,231,412	Equity			
Total assets	2,223,408	2,347,373	2,317,654	Accumulated surplus	862,529	984,151	849,396
				Other reserves	1,250,469	1,251,254	1,372,622
				Total equity	2,112,998	2,235,405	2,222,018

Attachment D Cash Flow Statement as at 30 September 2024

Description	2023-2024	Sep-24	2024-2025
	Actual \$'000	Actual \$'000	Budget \$'000
Cash Flow from operating activities			
Rates and charges	141,960	19,042	150,023
Grants - operating	11,749	12,719	21,529
Grants - capital	33,346	2,427	18,693
User fees	17,616	6,234	18,940
Statutory fees and fines	5,799	1,092	7,070
Contributions - monetary	4,155	584	2,528
Interest received	2,749	541	1,871
Other receipts	3,145	753	2,821
Net GST refund	(962)	2,095	10,820
Net movement in trust funds	1	17,795	235
Employees costs	(82,775)	(24,002)	(87,987)
Materials and services	(62,498)	(27,144)	(87,279)
Short-term, low value and variable lease payments	(403)	(130)	(299)
Other payments	(3,147)	(886)	(3,687)
Net cash provided by/(used in) operating activities	70,735	11,120	55,278
Cash flows from investing activities			
Payments for fixed assets	(83,389)	(10,321)	(56,660)
Proceeds from sale of assets	749	228	999
Payments for Investments with greater than three months maturity	23,503	(82)	2,500
Net cash provided by/(used in) investing activities	(59,137)	(10,175)	(53,161)
Cash flows from financing activities			
Finance costs	(1,468)	(257)	(2,008)
Interest paid - lease liability	(3)	-	(9)
Repayment of lease liability	(40)	-	(215)
Proceeds of borrowings	9,400	-	3,750
Repayment of borrowings	(427)	(241)	(1,893)
Net cash provided by/(used in) financing activities	7,462	(498)	(375)
Net increase (decrease) in cash and cash equivalents	19,060	447	1,742
Cash and cash equivalents at the beginning of the year	35,791	54,851	26,879
Cash and cash equivalents at the end of the year	54,851	55,298	28,621

Appendix C – Consolidated Income Statement including Peninsula Leisure Pty Ltd

Description	Year to Date			Full Year		
	Actual	Budget	(Fav)/Unfav	Forecast	Budget	(Fav)/Unfav
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue						
Rates and charges	149,882	149,238	(644)	150,092	150,092	-
Government grants - operating	12,855	11,808	(1,047)	21,648	21,131	(517)
User fees and charges	8,236	7,601	(635)	31,242	31,083	(159)
Statutory fees and fines	1,224	1,201	(23)	6,803	6,833	30
Other Income	1,566	1,499	(67)	6,232	6,129	(103)
Proceeds from sale of property, infrastructure, plant and equipment	113	137	24	549	549	-
Total income	173,876	171,484	(2,392)	216,566	215,817	(749)
Expenditure						
Employee costs	23,404	24,948	(1,544)	98,465	98,436	29
Materials and services	17,817	18,810	(993)	80,475	79,879	596
Depreciation	9,413	9,422	(9)	36,888	36,888	-
Amortisation - intangible assets	341	340	1	1,359	1,359	-
Amortisation - right of-use assets	-	15	(15)	267	267	-
Finance costs	416	502	(86)	2,008	2,008	-
Finance costs - leases	-	-	-	9	9	-
Bad and doubtful debts	89	64	25	256	256	-
Other expenses	1,146	1,212	(66)	4,523	4,515	8
Total expenditure	52,626	55,313	(2,687)	224,250	223,617	633
Underlying surplus / (deficit)	121,250	116,171	(5,079)	(7,684)	(7,800)	(116)
Contributions - capital	27	3	(24)	555	515	(40)
Government grants - capital	1,225	3,115	1,890	21,450	18,693	(2,757)
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	558	500	(58)	2,087	2,000	(87)
Surplus / (deficit) for the period	123,060	119,789	(3,271)	17,208	14,208	(3,000)

Appendix D – Consultant expenditure as at 30 September 2024

	Year to Date Actual	Full Year Adopted Budget	% of Budget Spent	Note
Corporate and Commercial Services				
Waste Circularity	11,890	211,500	6%	
Financial and Integrated Planning	14,123	74,245	19%	
Governance and Information	-	2,000	0%	
Procurement, Property and Risk	14,635	134,000	11%	
	40,648	421,745	10%	
Customer Innovation and Arts				
People and Culture	7,181	88,810	8%	
Business and Information Technology	7,320	100,000	7%	
Customer Experience & Transformation	7,640	170,000	4%	
Arts and Culture	204	113,500	0%	
Community Relations	-	78,812	0%	
	22,345	551,122	4%	
Communities				
Communities Directorate Management	-	6,500	0%	
Community Strengthening	19,030	65,000	29%	
Family Health Support Services	1,250	5,000	25%	
Safer Communities	-	7,200	0%	
Development Services	12,725	127,800	10%	
City Futures	34,157	425,100	8%	
	67,162	636,600	11%	
Infrastructure and Operations				
Engineering Services	11,821	264,500	4%	
Building Infrastructure	-	10,000	0%	
Sustainable Assets	28,420	21,500	132%	1
	40,241	296,000	14%	
Total expenditure	170,395	1,905,467	9%	

Notes

1. Consultants to support our asset management strategy initiatives, including the legislated deliberative engagement of the Asset Plan.

Appendix E – General Operating expenditure as at 30 September 2024

	Year to Date Actual	Full Year Adopted Budget	% of Budget Spent	Note
CEO				
Chief Executive Officer	72	-	0%	
	72	-	0%	
Corporate and Commercial Services				
Corporate and Commercial Services Directorate Manag	-	2,400	0%	
Waste Circularity	79	7,050	1%	
Financial and Integrated Planning	382	6,940	6%	
Governance and Information	673	2,600	26%	
Procurement, Property and Risk	7,624	31,300	24%	
	8,758	50,291	17%	
Customer Innovation and Arts				
People and Culture	3,874	22,598	17%	
Business and Information Technology	-	5,000	0%	
Customer Experience & Transformation	2,163	14,500	15%	
Customer Innovation & Arts Directorate Managemen	141	1,000	14%	
Arts and Culture	6,449	59,921	11%	
Community Relations	800	1,500	53%	
	13,427	104,519	13%	
Communities				
Communities Directorate Management	90	-	0%	
Community Strengthening	10,416	45,662	23%	
Family Health Support Services	1,326	24,291	5%	
Safer Communities	561	5,845	10%	
Development Services	215	6,830	3%	
City Futures	2,763	33,100	8%	
	15,372	115,728	13%	
Infrastructure and Operations				
Infrastructure and Operations Directorate Managemen	3,292	7,000	47%	
Operations	6,721	15,400	44%	
Engineering Services	461	1,000	46%	
Building Infrastructure	139	2,000	7%	
Capital Works Delivery	-	1,600	0%	
Sustainable Assets	-	6,432	0%	
	10,613	33,432	32%	
Total expenditure	48,243	303,970	16%	

How to contact us

Online:
frankston.vic.gov.au

In person:
30 Davey Street, Frankston VIC 3199
Australia

Telephone:

1300 322 322
+61 3 9784 1094
Business hours, Monday to Friday
(Public holidays excluded)

Fax:
+61 3 9784 1094

In writing:

Frankston City Council PO Box 490
Frankston VIC 3199

Interpreter services
We cater for people of all
backgrounds Please call 131 450

National Relay Service

If you are deaf, hard of hearing and/or
have a speech impairment you can
contact the Council using the National
Relay Service.

Teletypewriter (TTY) 133 677 Voice
Relay 1300 555 727
SMS Relay 0423 677 767