



Quarterly Performance Report

2021-2025 Council Plan and Budget
Year Two | Quarter Three | January to March 2023





Acknowledgement

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

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

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

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

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





Message from the Chief Executive Officer



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

Frankston City is required under the *Local Government (Planning and Reporting) Regulations 2020* to review the performance of the Council against the Council Plan, at least every six months. Our quarterly performance report details Frankston City's progress on initiatives for 2022-2023 identified to work towards the six outcomes identified in the Council Plan.

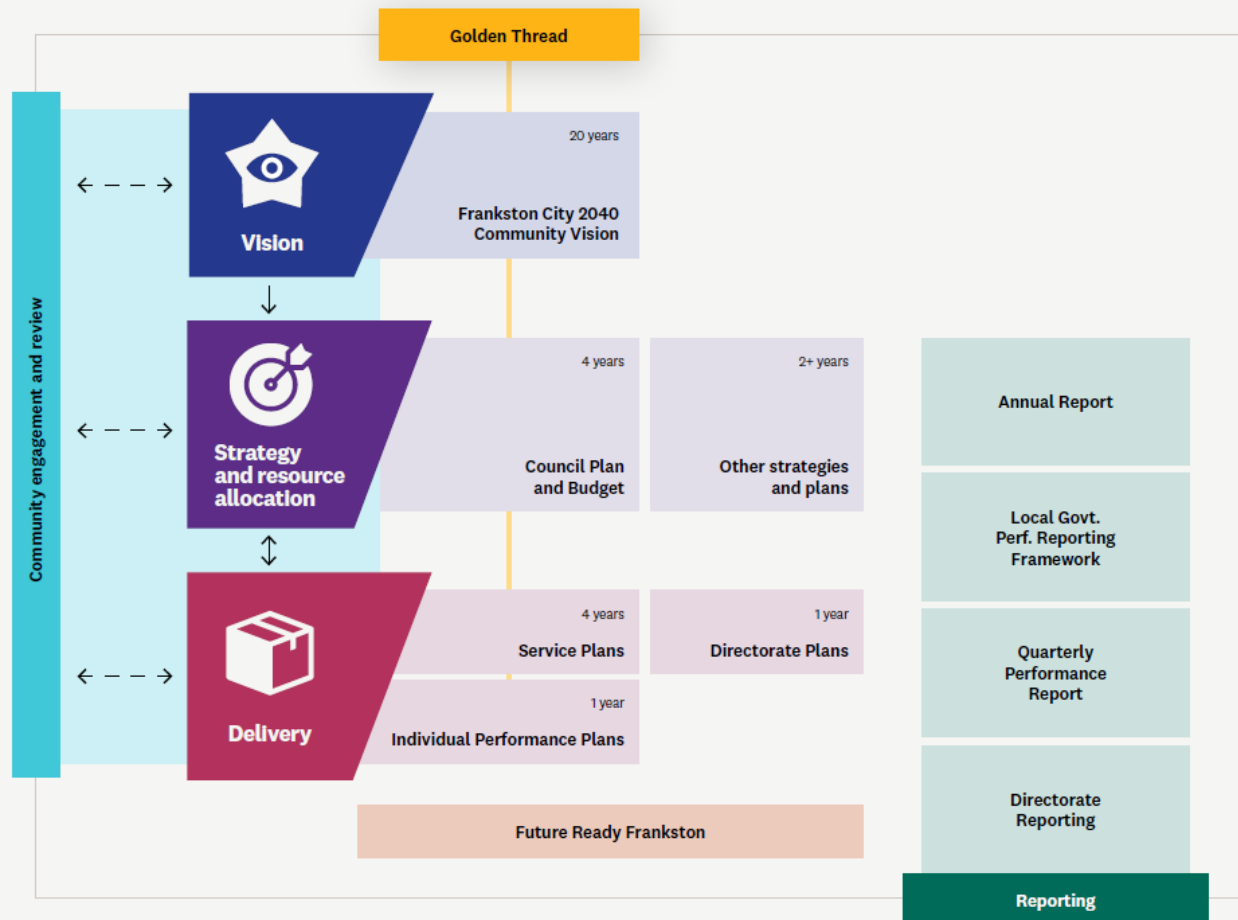
To address the Governance principles in the *Local Government Act 2020*, Frankston has developed an Integrated Planning and Reporting Framework. The green boxes identify the reporting structure. Progress and results are reported back to the community through the Quarterly Performance Report, Local Government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

Integrated Planning and Reporting Framework



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

Council Plan Outcomes

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



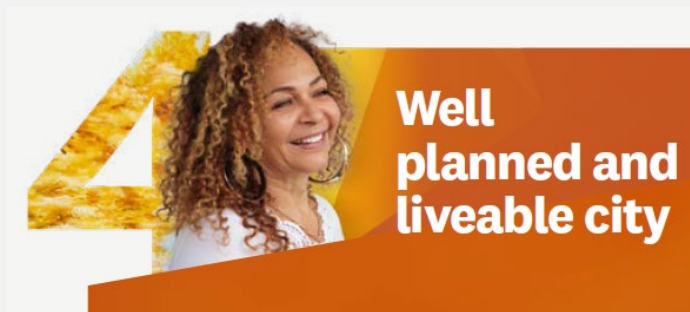
Health, safety and wellbeing of the community is improved through the reduction of harms and opportunities for individuals and families to adopt healthy lifestyles.



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



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



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



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



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

Our performance

Directorate highlights for Quarter three 2022-2023

Communities

It is pleasing to see that 90% of Council Plan actions for the Communities Directorate are tracking well, with a couple of actions completed. A number of 'at risk' actions should get back on track next quarter.

This quarter, key highlights for the Directorate include:

A review and update of the Invest Frankston Business Grants which has seen the introduction of new grant categories and the creation of a two-stage process. These changes reflect feedback from the business community and other stakeholders and a much higher number of grant applications have been received this year. The total quantum of the Business Grants is \$180,000.

The Frankston Metropolitan Activity Centre (FMAC) Submitters Committee was held on 15 March 2023 to hear from submitters to the draft Structure Plan. Council was also extensively briefed on height and setback controls – existing and proposed under the draft Structure Plan – at the end of March 2023. Councillors were also given an introductory briefing to the municipal wide Housing Strategy work.

The delivery of the Frankston City Centre Revitalisation Action Plan continues to be impacted by delays, largely caused by external parties, causing this Action to be classed as critical. The Monash Greenlink project and the Nepean Highway median lighting project have been delayed by the need to obtain external approval for aspects of these projects. The Stiebel Lane Revitalisation project is also running behind time but is expected to be delivered in October 2023.

The Frankston City Strategic Housing and Homelessness Alliance, chaired by Council, met on 7 March 2023 with fifteen agencies represented. Preparation for a workshop with the Alliance next quarter is underway to review the strategic work plan of the group.

Council continues to provide free Mental Health Training to the community. This has proven a successful initiative for a second year in a row. The training ranges from 90 Minute webinars, half and full day workshops, to an accredited two-day course.

It is also pleasing to see that the Family Health Support Services team have formed a new relationship with Peninsula Aquatic Recreation Centre (PARC) around provision of a supported playgroup for Young Parents. This helps to promote participation in physical activity and promote self-care.

The Pop Up playgroup has recently expanded, with a new baby group now operating weekly for families with children under 12 months.

Infrastructure and Operations

Great progress has been made this quarter toward Council's Year 2 Actions. The annual Capital Works Program is tracking well towards another outstanding result. In December, Council endorsed a review of 2022/23 Capital Works Budget as part of Council's strategy to manage cost escalations and unfavourable market conditions due to COVID-19. The Adjusted Capital Works Budget reflects the changes resulting from this program review.

Council has secured State Government funding for Monterey Recycled Water Scheme and construction is expected to be completed late 2024. The Integrated Transport Strategy has been adopted and implementation of actions is being formulated.

Council continues its advocacy efforts through regional partnerships and alliances to deliver environmental and climate change action. Council recently signed the Climate Positive Commonwealth Games Greenhouse

Alliances letter to the State Government and a joint statement on fuel efficiency standards to the Federal Government via the Cities Power Partnership. Street lighting LED upgrades in Sandarra and Sandhurst Estates have been completed and rooftop solar systems on Peninsula Aquatic & Recreation Centre (PARC) and the Civic Centre have also been completed this quarter.

Customer, Innovation and Arts

During quarter three our team continued implementing our Corporate Strategy and Vision that strengthens the foundations of the organisation to deliver strong service and performance outcomes for customers, community and teams.

A 'Future Ready Frankston' roadshow was created to raise awareness and celebrate the transformational journey Council has been on over the past three years while ensuring the organisation continues to focus on improving Customer Experience for the community into the future.

A number of events were delivered this quarter including the Waterfront Festival, Big Picture Festival and Block Party bringing the total amount of street art in Frankston's CBD to 70+. Arts Access Program Artwell, art for mental health and wellness, resumed at FAC. A sold out pilot program of Frankston BAM (all abilities dance and drama classes), commenced alongside the resumption of DialysArt, a visual arts program in partnership with Peninsula Health. The Early Years literacy Library programming returned with large audiences seen at all locations.

Two themes have been of interest to the community recently - the Long Street Reserve proposed kindergarten and Frankston Metropolitan Activity Centre (FMAC) draft structure plan. Communication on our long term FMAC vision has been a key priority to ensure community awareness, engagement and understanding.

Community engagement levels continue to be extremely high. Visits to Engage Frankston have been over 8,973, and there has been over 700

contributions to projects including the Budget 2023-2024; Langwarrin Kindergarten project; Review of the E-bike trial; and Seaford Wetlands. The Frankston Business Collective (FBC) is now an independent entity and continues its success with 130 registered members (an increase of 20) and one new Strategic Partner member, the Lona Hotel. Discussions continue with several other businesses.

The systems review project, which has been identified as a critical initiative in the ICT Strategy, started in this quarter. A technical workshop was conducted with the Business and Information Technology team, and a number of engagement workshops have occurred with different teams across the organisation to gain an understanding of the current state of the systems landscape. The next steps are to analyse the feedback, and develop a systems architecture roadmap for Frankston City Council.

Corporate and Commercial Services

The Directorate has launched into 2023 with enthusiasm to drive continuous improvements as well as delivering on day to day objectives. The 2023-2024 planning cycle continues to progress with service initiatives reviewed and included within the draft annual budget. The introduction of Service Governance groups has ensured that this year's process was further streamlined and effective.

The Property Strategy implementation continues to be rolled out with the primary focus this quarter on the development of a new suite of template documents (long and short form leases and licenses) as well as service level agreements. The enhancement of procurement practices is progressing at a fast pace across the organisation, showcasing the transformation project that has included implementation of agile processes and revised templates. Council has been involved in collaborative tendering processes and future shared service arrangements across the South East.

The Draft Waste Circularity Plan has been designed ready for future consideration by Council and then community consultation. Significant planning has been underway for an education campaign on the four bin kerbside collection service and awareness of food waste minimisation at

community centres, primary schools and future Council events. A community education campaign is also underway on the new kerbside separate glass collection service which is commencing in early 2023-2024.

The uptake of the kerbside food waste collection service is below target. Increased awareness programs were carried out in quarter three, including kerbside bin audits. Service information was distributed to residents who did not have food waste within bin contents. An in-depth analysis of multi-unit developments was conducted to assist with the development of a plan to extend this service.

Council Plan summary

In 2022-2023 there are 121 Initiatives listed in the Council Plan. As at the end of March 2023, 95% per cent were considered on track or completed.

The table below provides a summary of the status of each of the 2022-2023 Council Plan Initiatives by outcome:

	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ■
Healthy and safe communities	1	16	-	-	-
Community strength	1	24	-	-	-
Sustainable environment	-	25	1	-	-
Well planned and liveable city	-	10	-	1	1
Thriving economy	-	16	2	-	-
Progressive and engaged city	-	22	1	-	-
TOTAL %	1.6%	93.4%	3.3%	0.85%	0.85%

Refer to Appendix A for progress updates on each initiative.

Financial summary










The March consolidated deficit of \$0.237 million for the underlying operating result reflects a favourable variance of \$0.591 million compared to the year to date 2022-2023 budget deficit position of \$0.828 million.

Consolidated Income Statement for March 2023




Description	Year to Date		(Fav)/Unfav Variance \$'000
	March-23 Actual \$'000	March-23 Budget \$'000	
<i>Operating</i>			
Revenue	143,493	144,887	1,394
Expenditure	144,006	146,101	(2,095)
Gain/(Loss) on disposal of assets	276	386	110
Underlying operational result	(237)	(828)	(591)
<i>Capital</i>			
Revenue	11,752	10,433	(1,319)
Operational surplus/(deficit)	11,515	9,605	(1,910)

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

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

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

Legend

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

Refer to Appendix B for detailed financial statements.



Council Plan progress



Healthy and safe communities

Priorities

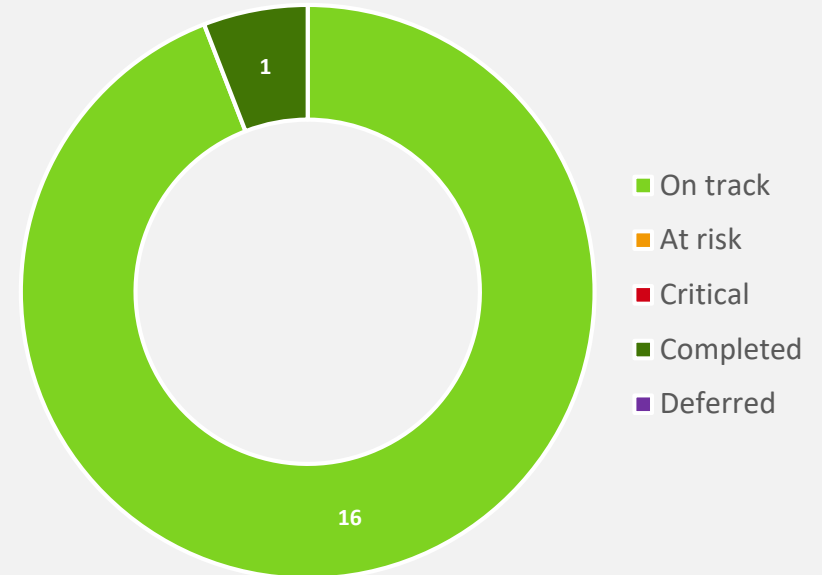
- ✓ Active and healthy lifestyles that support residents living independently longer
- ✓ Long-term health and learning outcomes established in early childhood
- ✓ Reduction of harms from family violence, gambling, alcohol and other drugs
- ✓ Value and support young people

Community Vision 2040 Theme 1
Healthy families and communities

Quarter Three Overview

How we performed

100 per cent of initiatives completed or on track (17/17)



Highlights

- ‘Pop up playgroup’ expansion with a new weekly babies group
- Breast feeding support group commenced in February
- Launch of the Wingham Park older adults exercise equipment volunteer trainers
- ‘Men as Role Models’ projected now consists of 15 trained mentors
- Council delivered three rounds of grants supporting 42 children and young people



Community strength

Priorities

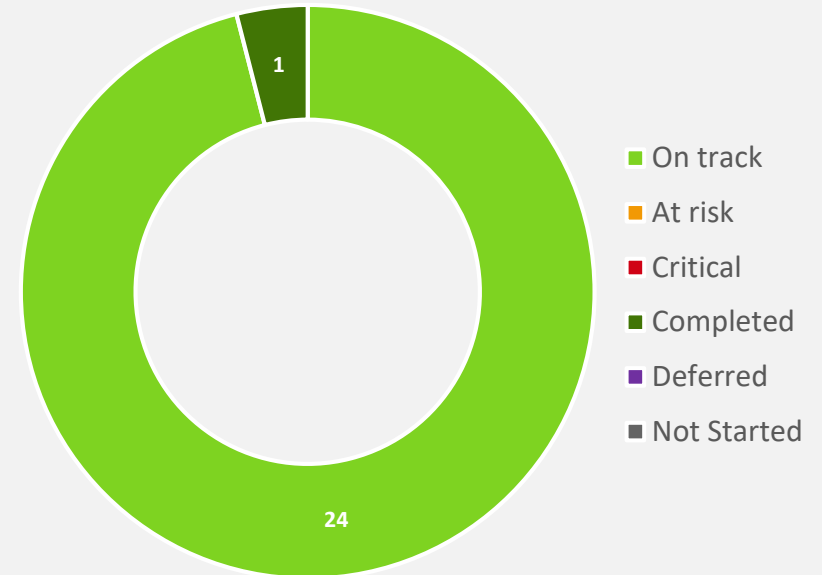
- ✓ Accessibility of services to enhance social inclusion and mental wellbeing
- ✓ Volunteering to build connections and resilience within the community
- ✓ Frankston City's arts and cultural identity

Community Vision 2040 Theme 2
Vibrant and inclusive communities

Quarter Three Overview

How we performed

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



Highlights

- Waterfront Festival (45,000 attendees), Big Picture Festival and Block Party held in this quarter
- Locally written and produced musical 'BEARDED' performed three sell out shows at Cube 37
- Redesign of Carrum Downs library commenced
- Architect has been appointed to develop concept plans for Nairn Marr Djambana



Sustainable environment

Priorities

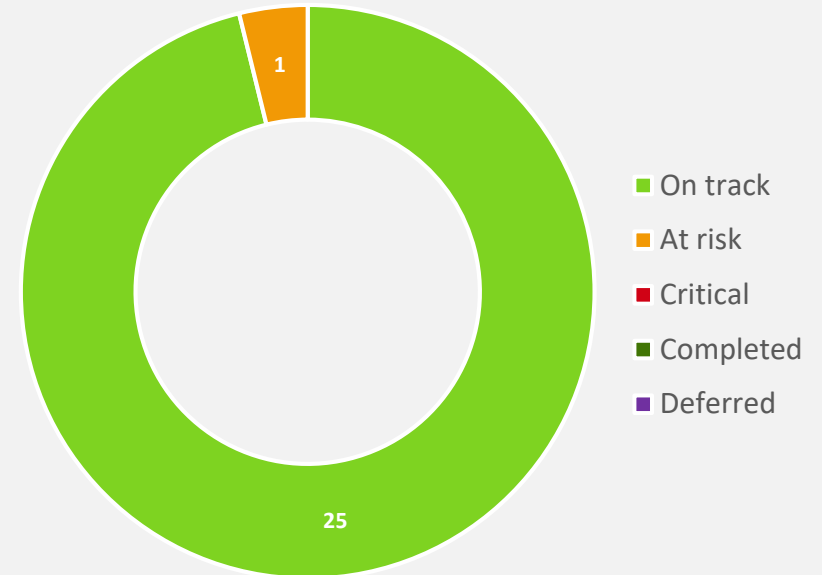
- ✓ Climate emergency response and leadership
- ✓ Green canopy cover to reduce urban heat
- ✓ Diversion of waste from landfill
- ✓ Protection, access and connection to the natural environment

**Community Vision 2040 Theme 3
Natural environment and climate action**

Quarter Three Overview

How we performed

96 per cent of initiatives completed or on track (25/26)



Highlights

- Street tree planting program commenced at end of March.
- Monterey Reserve Final Master Plan was finalised based on stakeholder and community feedback
- Street lighting LED upgrades in Sandarra and Sandhurst Estates have been completed
- Rooftop solar systems on the Peninsula Aquatic & Recreation Centre (PARC) and the Civic Centre have also been completed this quarter
- Council has secured funding for Monterey Recycled Water Scheme



Well planned and liveable city

Priorities

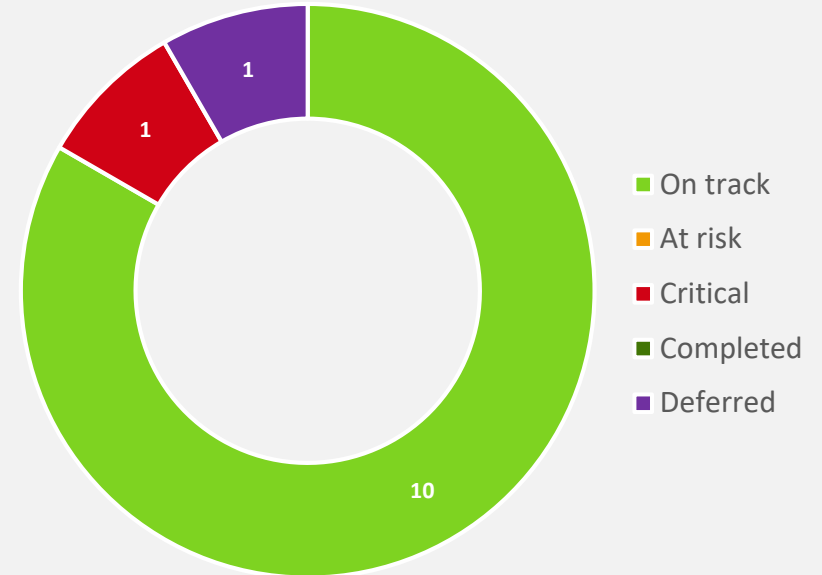
- ✓ Urban design renewal of public places and spaces
- ✓ Connected, accessible, smart and safe travel options
- ✓ Frankston City's identity as a liveable city

Community Vision 2040 Theme 4
Connected places and spaces

Quarter Three Overview

How we performed

75 per cent of initiatives completed or on track (9/12)



Highlights

- Community engagement and submissions were received on the draft Frankston Metropolitan Activity Centre Structure Plan
- Integrated Transport Strategy was approved
- Playspace construction has commenced at Yarralumla Reserve - Langwarrin
- Two additional sites were installed with smart parking



Thriving economy

Priorities

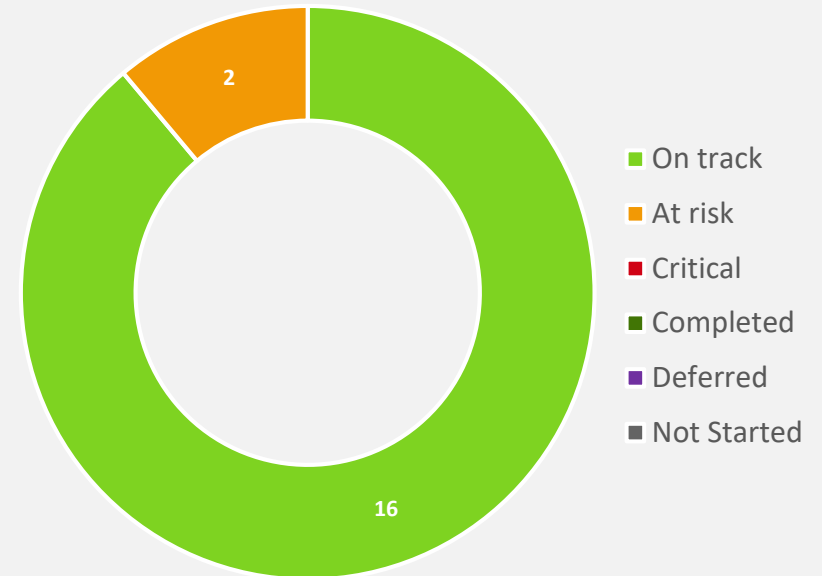
- ✓ Business and industry investment attraction
- ✓ Activity centre precincts
- ✓ Local employment, education and training opportunities for all people

Community Vision 2040 Theme 5
Industry, employment and education

Quarter Three Overview

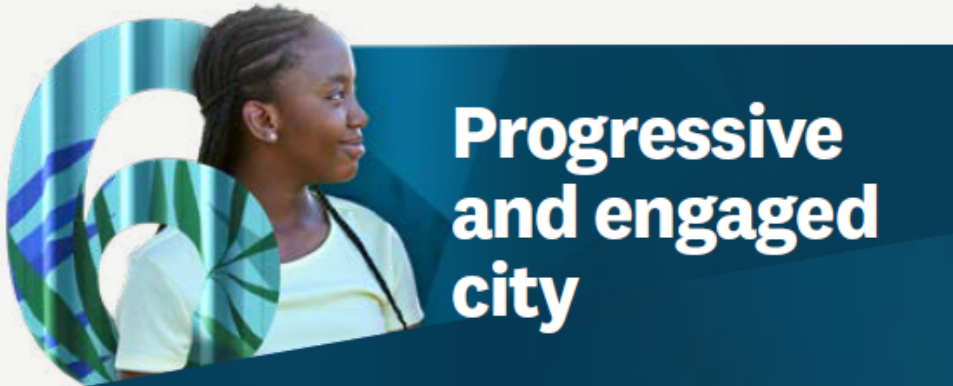
How we performed

83 per cent of initiatives completed or on track (15/18)



Highlights

- 70 businesses were supported through the business concierge service
- The Destination Events program launched in March for applications for the 23/24 event season
- The Frankston Business Collective (FBC) has now become an independent entity with over 120 members



Progressive and engaged city

Priorities

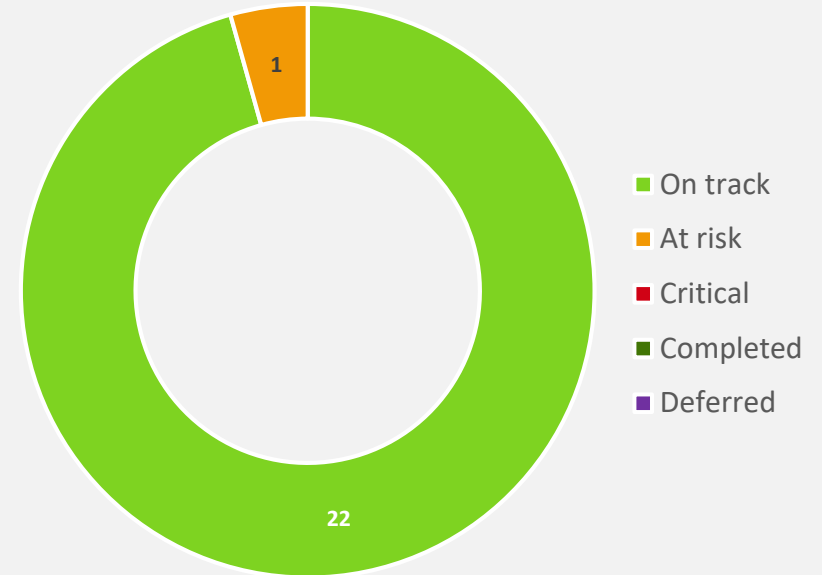
- ✓ Engagement with our community in communication and decision making
- ✓ Future ready service delivery through changes to culture, capability, connectivity and customer experience
- ✓ Sound governance to build trust in the integrity and transparency of Council

Community Vision 2040 Theme 6
Advocacy, governance and innovation

Quarter Three Overview

How we performed

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



Highlights

- Risk reports were tabled with the Audit and Risk Committee at the meeting held in February 2023
- Council's Invest Frankston website has been scoped for transformation
- Phase one delivery commenced consisting of a review of Council's customer request management solution
- Councillor Planning Day was held in March to help shape the service initiatives of the 2023-2024 Council Plan and Budget
- Stage one Community engagement on the 2023-2024 Council Plan and Budget commenced in March



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 nine months to March 2023. The report is designed to ensure consistency with the 2022-2023 adopted budget, compliance with statutory requirements and to measure Council's overall financial performance.

Financial results for Frankston City Council excluding Peninsula Leisure Pty Ltd

Summary - Income Statement

Description	Year to Date		(Fav)/Unfav Variance \$'000
	March-23 Actual \$'000	March-23 Budget \$'000	
<i>Operating</i>			
Revenue	137,188	134,246	(2,942)
Expenditure	138,071	136,752	1,319
Gain/(Loss) on disposal of assets	276	386	110
Underlying operational result	(607)	(2,120)	(1,513)
<i>Capital</i>			
Revenue	11,752	10,433	(1,319)
Operational surplus/(deficit)	11,145	8,313	(2,832)

The underlying operating result for March 2023 reflects a positive variance of \$1.513 million. Council's third quarter underlying operating position is indicating a deficit of \$0.607 million, this is a \$1.513 million favourable variance compared to the third quarter 2022-2023 budget position of \$2.120 million deficit.

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

The consolidated result including Peninsula Leisure is a deficit \$0.237 million which is \$0.591 million favourable compared to budget.

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

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

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

A summary of the key financial data is as follows:

	Mar-23 YTD Actual \$'000s	Mar-23 YTD Budget \$'000s	Variance \$'000s	Variance %
Underlying operating result (1)	(607)	(2,120)	1,513	71.37%
Accumulated Cash Position	500	500	-	-
Cash and investments	73,979	58,736	15,243	25.95%
Capital works expenditure	53,466	64,201	(10,735)	(16.72)%

() Denotes negative result

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

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

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

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

Description	Year to Date			Full Year		
	March-23	March-23	(Fav)/Unfav	2022-2023	2022-2023	(Fav)/Unfav
	Actual	Budget	Variance	Forecast	Budget	Variance
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Operating</i>						
Revenue	137,188	134,246	(2,942)	189,868	187,236	(2,632)
Expenditure	138,071	136,752	1,319	194,704	191,295	3,409
Gain/(Loss) on disposal of assets	276	386	110	686	605	(81)
Underlying operational result	(607)	(2,120)	(1,513)	(4,150)	(3,454)	696
<i>Capital</i>						
Revenue	11,752	10,433	(1,319)	27,248	25,238	(2,010)
Operational surplus/(deficit)	11,145	8,313	(2,832)	23,098	21,784	(1,314)

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

Council's third quarter underlying operating position is indicating a deficit of \$0.607 million, this is a \$1.513 million favourable variance compared to the expected third quarter 2022-23 budget position of a deficit of \$2.120 million.

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

Grants – operating – \$1.7 million favourable variance. The increase in government funding relates to the following areas:

- \$0.9 million in Waste Circularity for an unbudgeted grant from State Government for Glass Transition.
- \$0.2 million in Family Health Support grants received earlier than budgeted however this is expected to be on budget by the end of the year.
- \$0.2 million extra grant received in Safer Communities for the provision of School Crossing Supervision service.
- \$0.2 million increase in Community Strengthening related to Planning and Positivity grants timing.
- \$0.1 million increase in Operations due to additional funding of \$0.047 million for Beach Cleaning Program and \$0.017 Natural Disaster Funding.

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

- a. \$1.1 million increase in income received earlier than planned in Waste Circularity for increased demand for services such as at call waste collection and additional bins. This is expected to balance out by the end of the year.
- b. \$0.2 million increase in income in Family Health Support Services due to the increased demand and delivery of meals for the Meals on Wheels service.
- c. Offset by \$0.5 million lower car parking fees and \$0.3 million lower than expected Centenary Park Golf Course green fees.

Other income - \$1.0 million favourable variance. The favourable position in other income is mainly due to:

- a. \$0.7 million increased income received on cash investments due to increasing interest rates offered by banks.
- b. \$0.2 million increase in Lease income received due to new lease agreement for temporary car park and greater than anticipated income for telecommunication towers.

Employee Costs - \$0.03 million unfavourable variance. The unfavourable position in Employee costs is mainly due to:

- a. \$0.7 million increase in expenditure in Development Services due to a restructure to improve service delivery and long term absences requiring backfill in statutory planning and health services. A portion of this additional expenditure within Statutory Planning is offset by increased revenue. The improved service delivery has been demonstrated by a significant reduction - of more than one hundred – in the number of undecided planning applications, and overall improvements in the percentage of applications decided in the statutory timeframe.
- b. The increases in staffing costs mentioned in the point above have been offset by reductions where staff vacancies have existed and have been forecast to potentially continue. Areas most affected by staff vacancies are Safer Communities, Operations, Governance, Capital Works Delivery and City Futures.

Materials and services - \$0.3 million unfavourable variance. The unfavourable variance in materials and services is mainly due to:

- a. \$0.9 million unbudgeted expenditure for the purchase of glass waste bins (funded by unbudgeted grant received)
- b. \$0.2 million increase in expenditure in Procurement, Property & Risk due to costs associated with insurance payments under excess, third party cost recovery, lease negotiations, property valuations and acquisition of land.
- c. Offset by \$0.2 million lower than expected Utilities, \$0.3 million lower than budgeted consultancy costs in Business Transformation and People and Culture and \$0.2 million Contract expenses for Condition Audits in Sustainable Assets. These are expected to be spent by the end of the financial year.

Depreciation - \$0.2 million unfavourable variance. The unfavourable variance in depreciation is mainly due to:

- a. \$0.2 million unbudgeted depreciation for Other Structures

Other Expenses - \$0.8 million unfavourable variance. The unfavourable variance in other expenses is mainly due to:

- b. \$0.8 million unbudgeted write-offs for buildings demolished (e.g. Eric Bell Pavilion) to make way for the construction of replacement buildings.

Operating Result: The operating result for the first nine months to March 2023 indicates a surplus of \$11.145 million, this is a \$2.832 million favourable variance compared to the adopted third quarter 2022-2023 budget position of \$8.313 million surplus. This favourable variance is due to the reasons as described above plus an increase of \$1.319 million for capital grants.

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

	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
Total property	30,613	32,459	(1,846)	43,326	44,469	1,143
Total plant and equipment	4,581	5,626	(1,045)	11,061	8,239	(2,822)
Total infrastructure	18,272	26,117	(7,845)	37,014	38,898	(1,552)
Total capital works expenditure	53,466	64,202	(10,736)	91,401	91,606	(3,231)
Funding:						
External						
Government grants	10,257	9,133	1,124	24,997	21,364	(3,633)
Contributions	18	-	18	(263)	1,260	1,523
Proceeds from sale of assets	413	724	(311)	1,466	1,055	(411)
Other income	1,000	2,425	(1,425)	6,030	9,110	3,080
Total external funding	11,688	12,282	(594)	32,230	32,789	559
Internal						
Reserve funds	19,380	18,027	1,353	28,264	24,771	(3,493)
Loan borrowings	-	-	-	-	-	-
Rates funding	22,398	33,892	(11,494)	30,907	34,046	3,139
Total internal funding	41,778	51,919	(10,141)	59,171	58,817	(354)
Total funding	53,466	64,201	(10,735)	91,401	91,606	205

After nine months of the year, expenditure is \$53.466 million against a year to date adopted budget of \$64.201 million. The Capital Works Program is tracking well with under expenditure due to minor delays of larger projects.

The delivery of the 2022-2023 Capital Works Program is on track, with a full year adopted budget of \$91.606 million. Refer to **Appendix B Attachment B**.

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

The balance sheet as at 31 March 2023 indicates a continued satisfactory result. Council's net assets are valued at \$2.147 billion at the end of March 2023 and are forecast to be \$2.169 billion at the end of June 2023.

A comparison of total current assets of \$96.128 million with total current liabilities of \$44.358 million (working capital ratio YTD of 2.17 to 1) depicts a satisfactory financial position.

Schedule of reserves as at 31 March 2023

	Opening Balance 01/07/2022 \$'000	Transfer to reserve \$'000	Transfer from reserve \$'000	Closing balance 31/03/2023 \$'000
Statutory reserves				
Public resort and recreation	7,227	1,453	(1,688)	6,992
Subdivision roadworks	133	-	-	133
Infrastructure assets	74	-	-	74
Car parking	10	-	-	10
Total statutory reserves	7,444	1,453	(1,688)	7,209
Discretionary reserves				
Strategic asset reserve	23,404	417	(19,354)	4,467
MAV LGFV fund	12,707	623	-	13,330
Unexpended grant reserve	8,484	-	(5,351)	3,133
PARC asset management sinking fund	11,048	563	(713)	10,898
Capital projects reserve	3,931	-	-	3,931
Resource efficiency reserve	77	4	-	81
Total discretionary reserves	59,651	1,607	(25,418)	35,840
Total other reserves	67,095	3,060	(27,106)	43,049

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	2021-22	2022-23
	\$'000	\$'000
Current receivables		
Ratepayer receivables	14,619	14,493
Special rates & charges	227	225
Infringements	5,793	6,443
Provision for doubtful debts - infringements	(2,825)	(3,037)
Other receivables	3,512	1,592
Provision for doubtful debts - other debtors	(130)	(113)
	21,196	19,603
Non-current receivables		
Special rates & charges	568	513
Total receivables	21,634	20,003

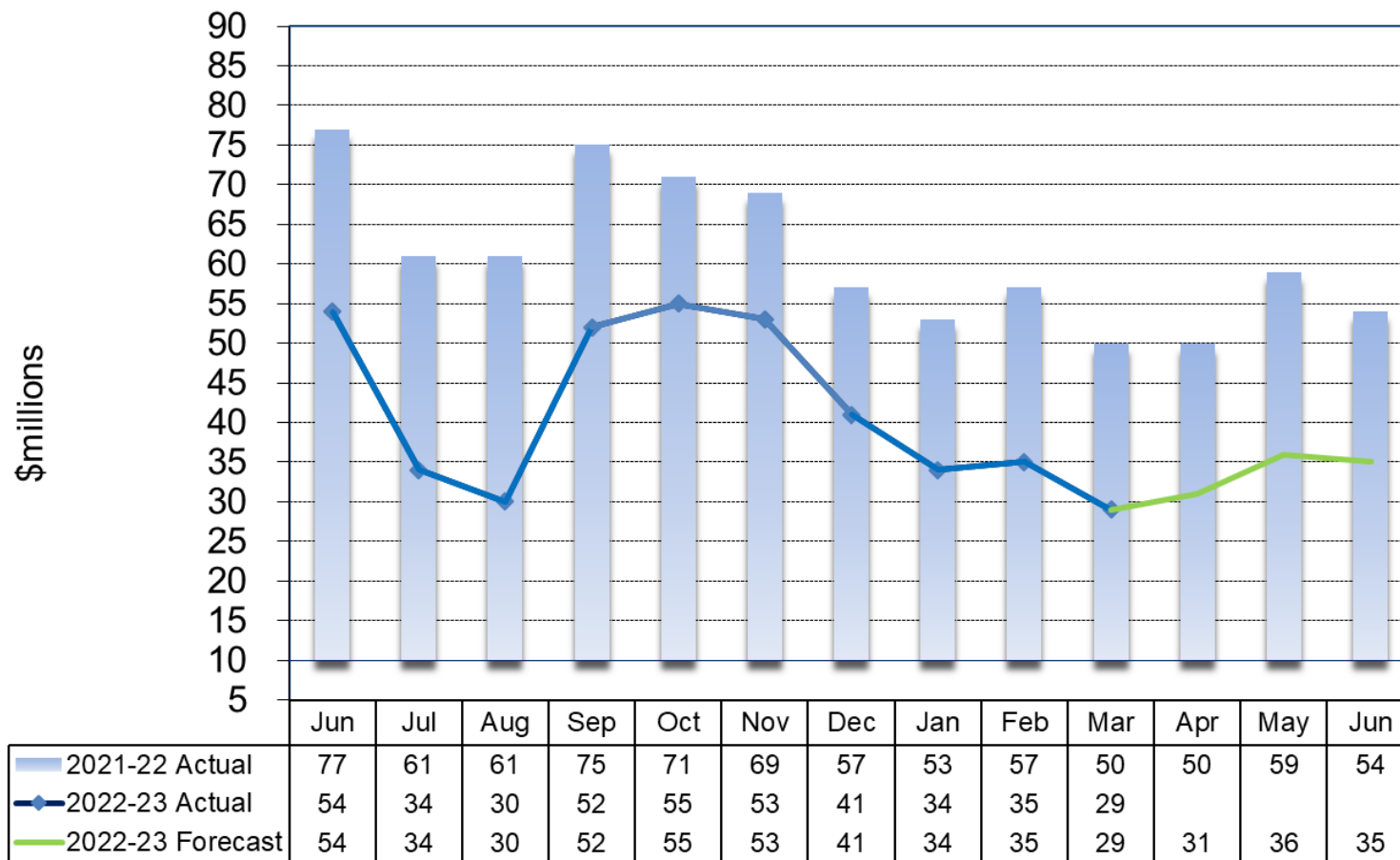
Accounts receivable balances were \$20.003 million as at 31 March 2023, down from \$21.634 million as at 31 March 2022.

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

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

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

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



Loans (Frankston City Council excluding Peninsula Leisure Pty Ltd)

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

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Expense \$'000	Balance 30 June \$'000	Liquidity (CA/CL)	Debt Commit (Debt / Total Rates)	Debt Serv (Serv Costs / Total Revenue)
2020-21	2,930	345	1,452	30,334	2.24	23.20%	1.4%
2021-22	-	3,250	1,427	27,084	1.94	19.98%	3.5%
2022-23	9,030	392	1,401	35,722	1.71	25.13%	1.3%
2023-24	6,065	1,354	1,542	40,433	1.64	28.00%	2.0%
2024-25	12,870	2,045	1,652	51,258	1.33	34.47%	2.5%
2025-26	15,460	18,820	1,640	47,898	1.42	31.36%	13.4%
2026-27	13,500	5,096	1,773	56,302	1.41	35.90%	4.4%
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%

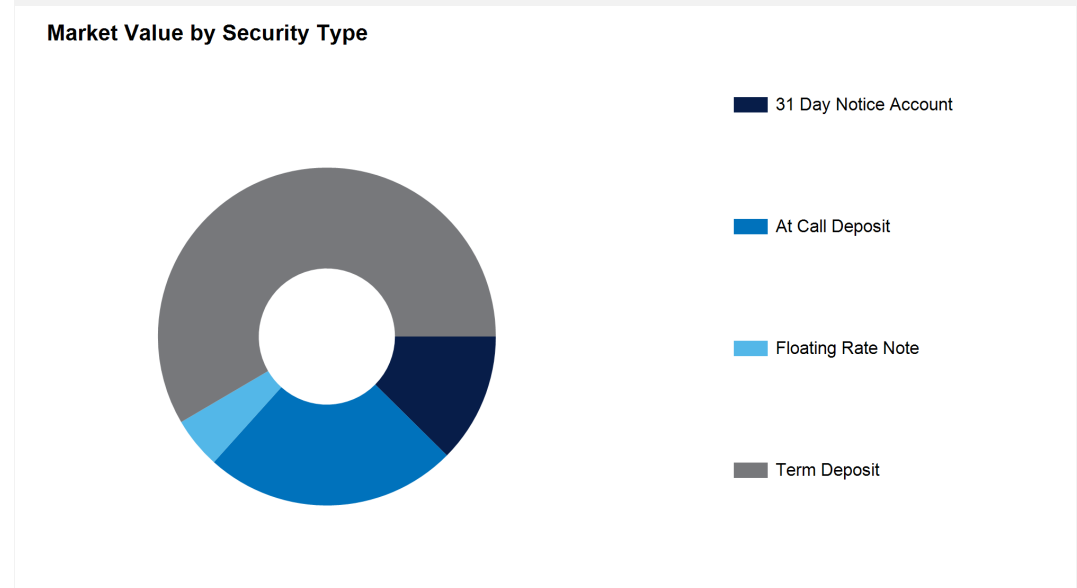
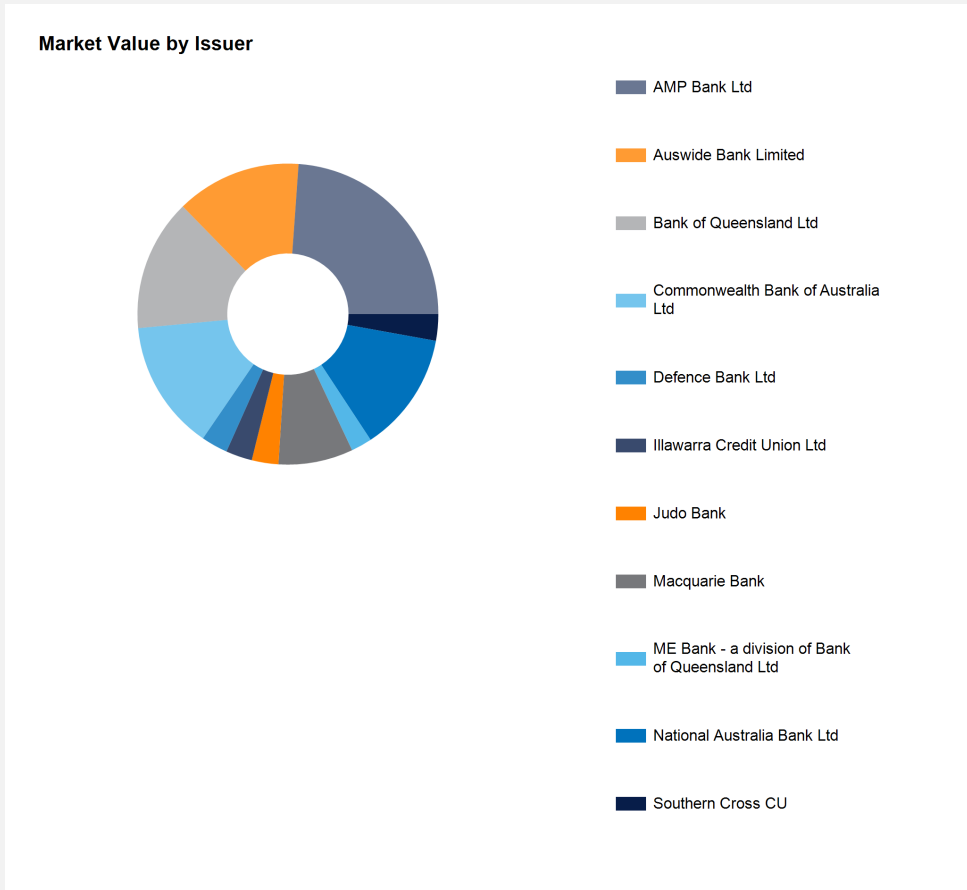
The status of Council's loan borrowings as at the 31 March 2023 are listed in the table below:

Financial Institution	Debt principal @ 30-06-2022 \$'000's	Principal repaid \$'000's	New borrowings \$'000's	Debt principal @ 31-03-2023 \$'000's	Interest \$'000's	Loan repayments due over next 12 months \$'000's
National Australia Bank	11,492	296	-	11,195	591	1,183
National Australia Bank - MAV	15,542	-	-	15,542	462	-
Treasury Corporation Victoria	50	-	1,000	1,050	7	-
Total	27,084	296	1,000	27,787	1,060	1,183

Investments (Frankston City Council excluding Peninsula Leisure Pty Ltd)

Council is complying with its Investment Policy (adopted by Council on 16 December 2019) that ensures effective and responsible utilisation of Council’s surplus cash funds within the government legislative framework and applicable Federal and State regulations. Council’s investment holdings as at 31 March 2023 were \$74.642 million.

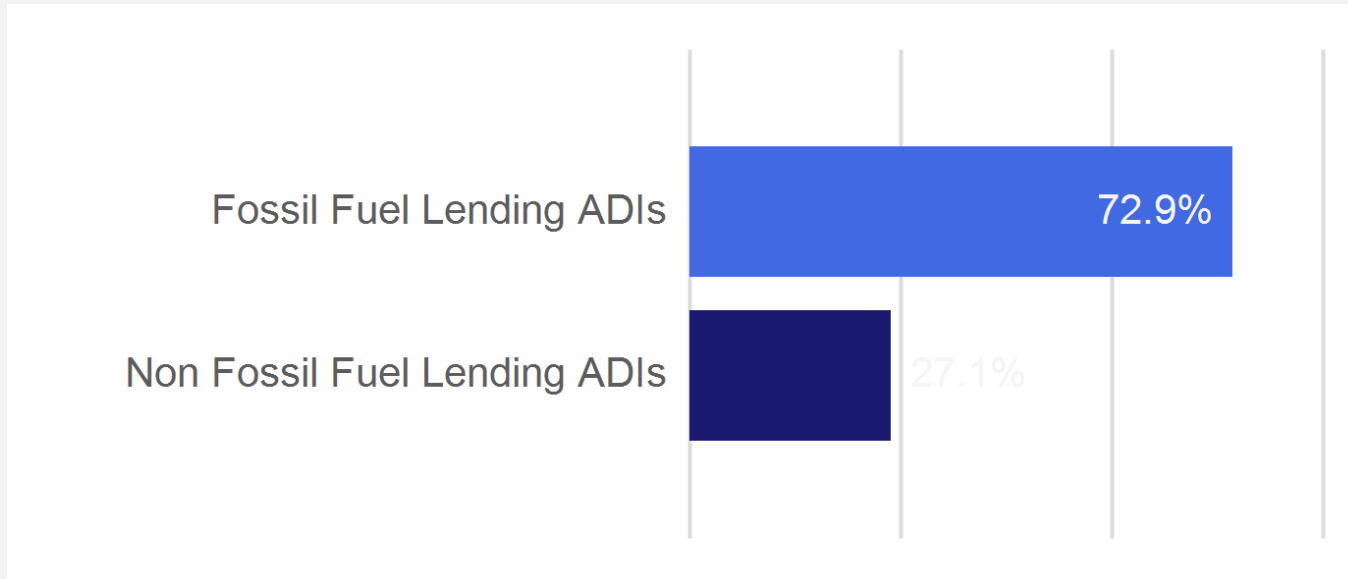
Council’s investments as at the 31 March 2023 are listed in the tables below.



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

Portfolio Fossil Fuel Summary

Council's portfolio comprises 27.10% of investments with non-fossil fuel lenders with the remainder still funding fossil fuel related organisations or programs.



ADIs (Authorised deposit-taking institutions)

19.5%

Appendix A – 2022-2023 Council Plan Performance: Quarter three

Annual Council Plan initiatives are adopted each year in conjunction with the adoption of the Budget. These Initiatives 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 initiative a progress comment is provided quarterly along with a status update.

Strategic indicators for each outcome are reported annually.

Status update key:

- ✓ Completed Initiative completed
- On track Initiative is underway and tracking well against time frames
- At risk Initiative is behind by 10% or more, but will meet target time frames
- Critical Initiative is delayed by 25% or more, or needs attention to meet target time frames
- Deferred Initiative has been deferred for completion in 2022-2023

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 three 2022-2023)*

	2021-2022	2022-2023	2023-2024	2024-2025
✓ Initiatives completed	123	2	-	-
■ Completion deferred to following year	11	1	-	-

January-March 2023 Council Plan Initiatives



In 2022-2023 there are 121 Initiatives listed in the Council Plan. As at the end of March 2023, 93.2 per cent were considered on track or completed.



The table below provides a summary of the current status of each of the 2022-2023 Council Plan Initiatives by outcome:





	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ■
Healthy and safe communities	1	16	-	-	-
Community strength	1	24	-	-	-
Sustainable environment	-	25	1	-	-
Well planned and liveable city	-	10	-	1	1
Thriving economy	-	16	2	-	-
Progressive and engaged city	-	22	1	-	-
TOTAL %	1.6%	93.4%	3.3%	0.85%	0.85%





1 Healthy and safe communities




Initiative progress comments

Four-year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Engage families to promote the importance of early childhood education and health	CP-1.1.1	Deliver Maternal and Child Health and early childhood services and programs including immunisation and supported playgroups	<p>Maternal & Child Health (MCH) have now filled all leadership positions. The MCH service is almost at operating at full capacity.</p> <p>A recent change to the National Immunisation Schedule for Human Papilloma Virus is changing from a two dose course to one dose. This impacts the secondary school immunisation program delivery to year seven students, we anticipate a higher rate of full coverage due to the reduce number of doses required.</p> <p>A new relationship between Family Health Support Services and Peninsula Aquatic Recreation Centre (PARC) has provided an opportunity for the Young Parents supported playgroup to have access to programs provided by PARC that support participation in physical activity and promote self-care.</p> <p>The Pop Up playgroup has recently expanded, with a new baby group now operating weekly. This group is specifically for families with children under 12 months. Family support agencies are now attending all Pop Up playgroups to provide information about their service and support referrals.</p>	Communities	
	CP-1.1.2	Coordinate central registration of enrolments for community kindergartens	Three- and four-year-old registrations for 2024 opened in February. Currently, 348 registrations have been received for three year old and 591 registrations for four year old. Offers are on track to be made mid-July.	Communities	

Four-year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-1.1.3	Implement Council's year two initiatives for Council's Early Years Plan	<p>The breast feeding support service commenced in February at two locations across the municipality. The locations have been determined based on accessibility. Positive feedback is already being received and appointments are fully booked. Anecdotal evidence of parents who have accessed the service, has indicated a strong appreciation of the breastfeeding service and resulted in positive outcomes.</p> <p>The new Kindergarten Reform Project Officer role has commenced, this role supports the planning and community engagement for upcoming kindergarten infrastructure projects. Work has commenced on developing timelines for the Kindergarten Strategy and this work is due to commence from July 2023. The strategy will be used to determine community needs and identify priorities for the Long Term Infrastructure Plan.</p>	Communities	
Maintain systems and capacity to manage and respond to emergency events	CP-1.2.1	Monitor and mitigate key emergency risks to the community	The key emergency risk to the community is lack of effective preparedness in residents most at risk. The Community Emergency Risk Assessment was reviewed for "fire" with all relevant agencies participating and working through their agency risk, responsibilities, and mitigation strategies. The Emergency Management team at Council has increased to two staff members, effectively doubling the capacity to manage and respond to emergency events.	Communities	
	CP-1.2.2	Maintain up-to-date emergency management plans and test them to identify and mitigate capability and capacity gaps through training and awareness	The Frankston Municipal Emergency Management Plan has had additional content added to amalgamate fire risk into one concise document. Due to the changes, the document will be resubmitted to the Regional tier of planning for assurance under the emergency management planning legislation. A bid for additional Council	Communities	

Four-year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			funding of \$20,000 was successful, primarily to be used for training and exercising.		
	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	Partnerships are maintained and strengthened through regular stakeholder meetings. This reporting period, Coordinator Emergency Management has approached a number of In home care organizations and presented to their Executive and support staff to raise awareness of the Emergency Planning Advice Service and have them consider implementation and referral.	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	Another year of success with Beach patrol, Vicpol and Rapid Response combining forces to make the beach safe during the summer months. Variable Message Signs (VMS) boards were also incorporated this season to notify people that drinking on the foreshore is prohibited.	Communities	
	CP-1.3.2	Promote and deliver more diverse play and leisure opportunities for residents of all ages to encourage active lifestyles	The recreation team continue to promote activities through the Frankston City News and other relevant publications. The team worked closely with our Active ageing team to deliver the Wingham Park older adults exercise equipment and have National Ageing Research Institute (NARI) undertaking research and local mentors trained to support residents using the equipment. U3A are also active in using the equipment.	Communities	
	CP-1.3.3	Work in partnership with health, education and community organisations including sporting clubs and community gardens to enhance opportunities	Council continues to work closely with sporting clubs and also the Community Garden Network meeting along with the 9 independent community gardens.	Communities	

Four-year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
		for improved primary health and participation in passive and active recreation	Council has been supporting the Downs Estate Community Project in regards to solar battery issues, horticulture and the potential funding for the renovation of the farm homestead site.		
	CP-1.3.4	Deliver second year actions for Council's Health and Wellbeing Plan	Work to progress the Year Two Action Plan has commenced in 2023. The Family Violence Action Plan and Healthy Eating Action Plan are in development and expected to be adopted in 2023, and the CALD network was officially inaugurated on 27 March 2023.	Communities	
Advocate for programs and support to reduce harms from family violence, gambling, alcohol and other drugs	CP-1.4.1	Embed Council's Stronger Families Policy and implement year four actions for Council's Family Violence Action Plan	A key action in the Family Violence Action Plan is the implementation of the 'Men as Role Models' project (MARM). This delivery has been continuing as has been extended until 31 August 2023. 15 mentors have been recruited and trained. 8 Mentees are currently matched with mentors and are participating in the program.	Communities	
	CP-1.4.2	Partner with Monash University, Peninsula Health and other key advocacy organisations to raise awareness of risks associated with gambling and Alcohol and Other Drug (AOD) use and improve access to support services	This action has been largely facilitated through external organisation, RAD-FMP (Responding to Alcohol and Drugs - Frankston Mornington Peninsula). Due to a change in the funding of this organisation, the focus of RAD-FMP has moved from AOD to strengthening employment pathways for young people. Council remains a part of this work, even though it is at an early stage. It is expected that an update on this new project will be received in Quarter 4. Council remains a project partner in Monash University's study into enhancing pharmacist involvement in opioid dependence.	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	The Frankston North Education Partnership team all met face to face to review the Roadmap for 2023. The priorities are for children to grow up healthy and happy; students are engaged in learning; and families are happy, healthy and well. Maternal and Child Health, Supported Playgroups	Communities	

Four-year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			and the Mahogany Rise Child Care all have a role to play to deliver services that contribute to this partnership strategy.		
	CP-1.5.2	Deliver Youth Services outreach, in-reach and engagement programs	<p>Frankston Youth Services have continued to deliver a broad range of youth programs to support the needs of local young people. Engagement with young people through in-reach and outreach activities has offered guidance towards a path that will allow them to pursue their goals, including education.</p> <p>The WHAT Bus has been in demand, with consistent enquiries received by schools and community groups.</p> <p>Project-Y assertive outreach continues to be provided with delivery partners, offering positive connections and support to 'at-risk' young people, which will allow them to pursue their individual goals, including maintaining/furthering/or re-engaging in education.</p>	Communities	
	CP-1.5.3	Enable young people to have a voice through Youth Council and youth events	Frankston Youth Services continues to successfully deliver programs which enable young people to have their voices heard. Youth Council, NexGen Advisory, and Fresh Entertainment (FReeZA) are just three of the numerous programs that have provided 517 young people with the opportunity to input their views and ideas into how Frankston Youth Services are delivered year to date.	Communities	
	CP-1.5.5	Increase work experience, traineeships and student placement opportunities	This action completed in quarter one 2022-2023.	Customer Innovation and Arts	


Four-year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-1.5.6	Provide grants to support students in participating in formal education and recreational programs	<p>Council has continued to provide support for students through the Child & Youth Inclusion Grant.</p> <p>Council successfully delivered 3 rounds of grants in this quarter, supporting 42 children and young people access education and recreational programs.</p>	Communities	




Strategic indicators




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




2 Community strength






Initiative progress comments





Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Build Frankston City's reputation as an arts, culture and tourism destination	CP-2.1.1	Deliver Arts and Culture Strategic Plan	A number of events were delivered through this quarter including the Waterfront Festival, Big Picture Festival and Block Party bringing the total amount of street art in Frankston's CBD to 70+. Arts Access Program Artwell, art for mental health and wellness, resumed. A sold out pilot program of Frankston BAM (all abilities Dance and drama classes), commenced alongside the resumption of DialysArt, a visual arts program in partnership with Peninsula Health. Local musical theatre group PLOS presented a highly attended season of the 'The Boy From Oz' as well as performances at FAC from Chocolate Starfish, Richard Clapton, The Black Sorrows, Diesel and the Victorian State Ballet. The Early Years literacy Library programming returned with large audiences seen at all locations. Destination Event Attraction Program (DEAP) 2023/2024 round launched in March, with guidelines, criteria and assessment matrix revised. Media partnerships with Time Out, Concrete Playground and Beat magazine leveraged event coverage and destination positioning.	Customer Innovation and Arts	
	CP-2.1.2	Build capacity and partner with creatives and the community to deliver high quality events and art experiences	'BEARDED', a locally written and produced musical by Nick Waxman and Sean Donehue was presented for a four show season in Cube 37. The production had over 660 patrons attend, with three of the four shows selling out. Kristina Kraskov, a local photographer	Customer Innovation and Arts	



Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			commenced their Artist Grant project with the outcome being a long term exhibition to be displayed in Frankston City Library. The ongoing Ventana program has delivered Artist Talks and workshops from Marynes Avila and Sara Lindsay. Workshops and talks have been well attended. The successful project 'Poetic Portraits', a partnership with RMIT, has been renewed for the year and will run in the later part of 2023.		
	CP-2.1.3	Deliver festivals and events that build upon Frankston as an Arts and Culture destination	The Waterfront Festival was delivered to record crowds of 45,000. Destination Event Attraction Events continue to be delivered alongside other commercial and community events. Planning is ongoing for Party in the Park and Pets' Day Out for April delivery.	Customer Innovation and Arts	
	CP-2.1.4	Develop sculpture and eclectic street art culture	Successful delivery of the annual street art festival in March produced nine new artworks around the CBD. An exhibition, The Big Picture Fest Gallery Takeover in Cube37 was delivered for the first time this year and was received well by the community. Past and present artists were asked to submit their studio work for sale to the public. A new Night Walk was developed as part of the elevation funding whereby a projection by artist Filip Roca was on display throughout the nighttime hours. The Block Party had record crowds with popular bands being programmed, again with help of the elevation fund. Sculpture by the Sea sculpture plinths and lighting is underway for two sites, the third site is pending site approvals.	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	Planning for Council's 2023 Seniors Festival has commenced, with an information session delivered to local senior clubs and groups on	Communities	




Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			how to apply to run events as part of the festival. Additional support is being provided on how to adhere to changes in food safety and handling requirements. A volunteer program has launched at the newly established Wingham Park Seniors Exercise Park. Volunteers 'champions' now host free weekly drop in sessions for seniors wanting to learn how to safely and confidently use the equipment to improve their fitness.		
	CP-2.2.2	Support organisations that are providing valued services to older residents	The National Ageing Research Institute (NARI) recently delivered a training session to local Occupational Therapists and Physiotherapists on how to safely use equipment at the new Wingham Park Older Activity Zone, with support from the Positive Ageing team. This will further encourage use of the free outdoor equipment specifically tailored for seniors.	Communities	
	CP-2.2.3	Deliver year two actions Council's Disability Action Plan	Working with community groups and services to explore ways to improve beach accessibility in Frankston City. Supporting VALID Peer Action Group in preparing to deliver peer led projects for people with disability in Frankston City. Sponsored a new All Abilities Basketball Competition thorough Frankston District Basketball Association commencing in in Quarter four. Consulting on a range of Council and external projects to improve disability access and inclusion. Commenced recruitment for Disability Access and Inclusion Committee as some member tenures are ending in 30 June 2023.	Communities	
	CP-2.2.4	Facilitate improved access for people with disabilities to services and transport options	Continuing to provide support and information to people with disabilities to report barriers to accessibility on pathways, roads, parking and public transport to the relevant authorities.	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			Preparing to invite some of these authorities to an upcoming DAIC meeting to discuss barriers and learn about plans in place to improve accessibility.		
	CP-2.2.5	Support and promote Culturally and Linguistically Diverse (CALD) seniors groups	Council hosted the quarterly in person 'meet and greet' session with CALD senior's groups. This session focused on supporting groups to explore different ways of providing activities for their members in light of rising cost of living pressures. Two CALD senior's groups (Chinese and South American Seniors) were recently rehomed with support from Council. These groups were displaced due to their previous facility undergoing renovations. These two groups have now formed a good working relationship and plan to deliver an event in partnership for the 2023 Seniors Festival.	Communities	
Work with community organisations and groups to develop our future leaders and evolve a diverse culture and gender equality	CP-2.3.1	Deliver an online seasonal tenancy system to ease the burden on club volunteers	This has been completed and has streamlined the process of ground allocations	Communities	
	CP-2.3.2	Continue to build volunteering diversity in community organisations	L2P continues to develop channels to promote the service to all by delivering new promotional activities such as Council hold messaging about the program. Video promotions has also been delivered to the community at customer service at the Civic center. Furthermore, the program has targeted community events and facilities and delivered promotional workshop and training session within community settings. The services has created a new partnership with Asuria (who deliver Transition to Work program) to engage with hard to reach community groups.	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-2.3.3	Expand participation in the culture change program for sporting clubs to achieve greater gender equity in participation and board membership	Work is continuing on the development of a women's leadership program within community sporting club committees. The collection of data from sports club surveys remains a high priority as it provides evidence based data about the changes in club culture.	Communities	
	CP-2.3.4	Work with schools and disengaged young people to build relationships awareness and enable them to choose respectful relationships	The Respectful Relationships tool is now very near completion. Feedback has been provided to the developers which they are incorporating into a final version that will be made available to Youth Services staff for comment imminently.	Communities	
Targeting community needs through development programs and grants	CP-2.4.1	Design Community Development programs to meet resident needs	Mental Health training is continuing after a successful year in 2022 where we ran a total of 53 sessions which were attended by 455 people (388 Female, 67 Male) in our community. These ranged from 90 Minute webinars, half day & full day workshops facilitated by Red Cross to Mental Health First Aid Australia Accredited 2 day courses run by you group with. A Food Action Plan / Food Framework is in development to inform the community and improve access to healthy, affordable and nutritious food within the municipality. A working group of key community stakeholders are contributing to this.	Communities	
	CP-2.4.3	Deliver Council's grants program	Council has continued to successfully deliver grants to the community with majority of grant funding pools expended. Program is preparing for 2023/24 financial year program.	Communities	
	CP-2.4.4	Build connections between volunteers and volunteer organisations through Impact Volunteering	Impact volunteering is continuing to support organisations to access community volunteers. The program has also prepared for nominations for this years Impact Volunteering Awards and planned for this year's Volunteer Week to	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			celebrate all organisations and volunteers who access the service.		
	CP-2.4.5	Deliver year two actions from Council's Library Action Plan	Initiatives progressed including: Six month roster review consultation undertaken - now complete Redesign of Carrum Downs library commenced. Funding received from state government for digital literacy for seniors. Partnerships strengthened with a number of departments and services engaging the community within the library spaces, including the launch of Justice of the Peace signing station. The library saw 160,702 loans by the community in the last quarter.	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 engaged .id Consulting Pty Ltd for a further 4 years to provide Online Demographic Resources to Council staff and the community. Training and demographic briefings have been delivered across Council and to the community to assist in service planning and raise awareness of the products publicly available for use.	Communities	
	CP-2.5.2	Deliver the funded job advocacy program including provision of employment support, training and referrals to improve employment outcomes	Council's Job Advocates continued providing support to people seeking assistance to overcome employment barriers, with 886 community members received individual support this quarter. 118 outreach programs or activities were delivered in quarter two.	Communities	
	CP-2.5.3	Provide financial support for material aid through eligible emergency relief and recovery organisations	The Community Support Frankston (CSF) team continued to deliver essential advocacy, support, referral, and Emergency Relief (ER) to residents in Frankston. There were more than 2,000 referrals made and 4,500 unique cases or ER assistance provided to individuals and families during the quarter, both were in increase on the previous quarter. This increase	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			is due to increases in the cost of living and housing pressures being faced by already disadvantaged community members. CSF commenced new outreach initiatives with both the Victorian Public Tenants Association (VPTA) and the Mental Health Legal Centre (MHLC). Both initiatives have had positive housing and legal related outcomes for Frankston residents. CSF has also seen an increase in local residents, aged 65 years and over, accessing the free hot lunches program that continued to operate.		
	CP-2.5.4	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	Progress continues in readiness for the Aged Care Reforms including identifying actions and timeframes for effective planning to continue to deliver high quality services to the community. In-home services have now transitioned to paperless rosters, direct care workers now use electronic devices for their rostering. The significant benefit to this new system is an increase in privacy, accuracy and efficiency. The client base remains stable, with additional direct care workers having been recruited to meet in-home service demand. An additional 300 referrals are awaiting processing across all service types. The Meals on Wheels team continue to experience volunteer shortages for meal deliveries and staff are continuing to work to promote and advocate for new volunteers. The work undertaken to expand the bus outings for clients has resulted in increased service delivery hours and excellent customer feedback.	Communities	
	CP-2.5.5	Partner with the housing and homelessness sector to support the Frankston City Strategic Housing and	During the third quarter, there has been an effort to refresh the membership and reengage with member agencies that may have dropped off due to changes in staff and also, COVID-19.	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
		Homelessness Alliance Five-Year Strategic Plan	The Frankston City Strategic Housing and Homelessness Alliance met on 7 March 2023 with 15 agencies represented. Discussions included Frankston Zero update, the social and affordable housing factsheet, the report from the Frankston City Housing and Homelessness forum, and the next steps for the Strategic Alliance. A workshop for the Strategic Alliance is scheduled for 2 May 2023 with an external facilitator. The purpose of the workshop is to review the strategic plan and the MoU.		
	CP-2.5.6	Provide referral services through our Neighbourhood House programs and youth services	The past quarter has seen 349 referrals made and received through Frankston Youth Services. Many of these referrals have been associated with specialist mental health support providers, homelessness assistance providers, educational institutions, and financial services.	Communities	
Build acknowledgement and respect for Aboriginal and Torres Strait Islander cultural heritage and history	CP-2.6.1	Deliver year one initiatives for Council's Reconciliation Action Plan (RAP)	Delivery of the RAP continues which has included several cultural training sessions across Council. NAIDOC Events are also currently being planned and finalised with Nairm Marr Djambana (NMD). A search is presently on to recruit to the recently vacated Reconciliation Project Manager position.	Communities	
	CP-2.6.3	Project manage the redevelopment of the Nairm Marr Djambana gathering place	Work has continued on the NMD Masterplan project. Following panel assessments, an architect has recently been appointed to develop the necessary concept plans and costings.	Communities	




Strategic indicators




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




3 Sustainable environment






Initiative progress comments






Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Increase urban forest and canopy coverage to create a greener and cooler city	CP-3.1.1	Implement year three actions for Council's Urban Forest Action Plan	Planting locations for this financial years 20,000 tree planting initiative are being identified for next planting season and will be delivered in quarter four this includes Skye Road and Seaford Road. Delivery of the Capital Works program for Major Road Boulevard planting program continues for Frankston Dandenong Road (Skye Road) and Cranbourne Road (including Karingal Drive) with planting to be undertaken in Quarter 4. Planning is underway for National Tree Day July 2023	Communities	
	CP-3.1.2	Develop precinct planting plans to identify opportunities for planting in high priority areas	Consultants continue to work on the Urban Forest Precinct Plans for Frankston, Frankston Heights, Karingal and the Frankston Metropolitan Activity Centre (FMAC) to determine opportunities for increasing canopy cover and develop a 10 year planting plan.	Communities	
	CP-3.1.3	Implement the tree protection local law	The Tree Protection Local Law and relevant planning scheme controls have been implemented to protect trees throughout the Municipality. 64 Local Law applications were received and completed during quarter three and 13 application received and completed for Council tree removal.	Communities	
	CP-3.1.4	Planting 20,000 additional trees as part of the annual municipal wide planning program	Plants have been grown and are ready for planting, with street tree planting program commenced at end of March. Majority of Planting will occur between April and August 2023	Infrastructure and Operations	
Protect and enhance the natural and coastal environments	CP-3.2.1	Review and update the Coastal Management Plan	Community consultation on the Coastal Marine Management Plan Values, Issues and Opportunities report concluded on the 16th January. The information collated was reviewed	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			and used to further develop the spatial plans, vision statements and implementation plan for each precinct. Officers have commenced internal stakeholder review of the actions. Bunurong Land Council has been engaged to develop a Coastal Cultural Values report to inform the final development of the management plan.		
	CP-3.2.2	Implement year two actions for Council's Biodiversity Action Plan	The recommended revised mapping of Frankston City's areas of environmental significance to inform the Planning Scheme overlay mapping has been provided by the consultants and is being reviewed by Council officers. Council officers are reviewing the potential for Virtual Fencing (Capital Works project- fauna crossing) to be installed along McClelland Drive and Robinsons Road to protect local fauna such as the Black Wallaby and reduce risk of collision. The Koala breeding season has completed, and temporary Koala protection signs were removed. Council officers are in discussion with local wildlife careers and environmental groups to evaluate the effectiveness of the signage.	Communities	
	CP-3.2.3	Deliver the Native Vegetation offset Program	Councillors were updated at the 20th February Council meeting on the Witternberg Reserve as a Native Vegetation Offset and request the commencement of community consultation on the proposed fencing of the reserve. A report will be presented to Council in Quarter 4 at the conclusion of the community consultation.	Communities	
	CP-3.2.4	Review and update management plans for natural reserves	No further progress has been made this quarter as other projects have taken priority. Work on the development of the Natural Reserve Management templates and a framework for Management plan preparation and review will continue Quarter 4.	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-3.2.5	Maintain natural and coastal reserves	<p>Fire management zones met prescription throughout the fire danger period. Maintenance of conservation areas fell behind during summer as a result of high growth/workload for fire management during a long wet summer. Works programs have been reprioritised to try and catch back up in April-June 2023.</p> <p>2022/23 Rehabilitation capital works projects at Oliver's Hill, Seaford Wetlands and Seaford foreshore are progressing well and have achieved good improvement in conservation outcomes.</p>	Infrastructure and Operations	
	CP-3.2.6	Review and update priority master plans for Open Space	<p>The Draft Baxter Park Master Plan is underway based on stakeholder and community feedback. Work continues on a further fauna assessment, hockey feasibility and events feasibility which will inform the final plan for Council endorsement in 2023/2024 quarter two.</p> <p>Monterey Reserve Final Master Plan was finalised based on stakeholder and community feedback and ready for final review and endorsement by Council in quarter four.</p> <p>Equestrian Master Plans have progressed with further detailed stakeholder input and site assessments following community consultation in June that will inform a final Plan for Council endorsement in 2023/2024 quarter two.</p> <p>Ballam Park Master Plan has progressed with preliminary traffic, stakeholders and landscape issues and opportunities complete.</p>	Communities	
Lessen the severity of climate change through action that enable Council and the community to reduce greenhouse gas emissions	CP-3.3.1	Develop Climate Change Strategy and implement year one Action Plan projects	<p>Community consultation and internal stakeholder review of the draft Climate Change Strategy and Action Plan concluded on the 8th January. Submissions received from staff and the public informed changes to prioritisation and refinement of several actions. While the total number of</p>	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			actions remained unchanged. The final Strategy will be presented to Council on the 3rd April 2023 for adoption.		
	CP-3.3.2	Ensure Environmentally Sustainable Design (ESD) principles are achieved for new developments, buildings, public realm and places	Pre-application ESD meetings continued for major development proposals to help applicants consider ESD initiatives in their design. ESD principles are achieved for new developments, buildings, public realm and places. ESD reports & assessments, in accordance with Councils ESD Policy, are applicable for developments across Frankston and are being assessed by the Council.	Communities	
Protect and enhance the natural and coastal environments	CP-3.3.3	Work with local and regional partners to deliver environmental and climate action projects, including the uptake of electric vehicles across Frankston City	The South East Councils Climate Change Alliance (SECCCA) has updated its facility environmentally sustainable design assessment tool and is now in use by Council officers for building and facility projects. The Biosphere Foundation Blue Carbon project is now complete and is scheduled to be launched in April. Additionally, Council has recently signed the Climate Positive Commonwealth Games Greenhouse Alliances letter to the State government, as well as a joint statement on fuel efficiency standards to the Federal government via the Cities Power Partnership. Council continues its advocacy efforts through its regional partnerships and alliances to deliver environmental and climate change action.	Infrastructure and Operations	
	CP-3.3.4	Implement energy efficient upgrades to Council assets	Street lighting LED upgrades in Sandarra and Sandhurst Estates have been completed. Rooftop solar systems on the Peninsula Aquatic & Recreation Centre (PARC) and the Civic Centre have also been completed this quarter. Lighting efficiency upgrades of the Frankston Arts Centre, Frankston Library, Youth Central and Cube	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			37 are nearing completion. Further lighting efficiency upgrades are scheduled to commence in April at the Carrum Downs Library, Lyrebird Community Centre, Frankston South Recreation Centre, and Council's Operations Centre.		
	CP-3.3.6	Introduce and support programs to enable the community to upgrade their buildings to be more sustainable and climate resilient	Council has promoted various grants and funding opportunities (Port Phillip Bay Fund, Environmental Upgrade Finance) to community groups and businesses through the Environmental Volunteer Support Officer and the Economic Development team via monthly meetings and the Invest Frankston newsletter. In addition, Council promoted the recent global Earth Hour event via social media and has scheduled the launch of the SunSPOT Solar Tool and Home Energy Saver Toolkit, two tools available for community use to enhance climate resilience, for April and May respectively.	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	Request for tender to select Development Partner commenced with closing date for tender on 19 April 2023.	Corporate and Commercial Services	
	CP-3.4.2	Deliver a waste and recycling system to all households by providing standardised bin lid colours and a consistent understanding of acceptable materials for recycling	Planning for an education campaign has been completed for community centres, primary schools and future council events on the four bin kerbside collection service.	Corporate and Commercial Services	
	CP-3.4.3	Develop, set the direction and engage with the community on the Waste Circularity Plan	A Draft Waste Circularity Plan has been designed ready for future consideration by Council and then community consultation.	Corporate and Commercial Services	
	CP-3.4.4	Increase uptake of the kerbside food waste collection service in single-unit developments and develop a plan to extend this service to multi-unit developments	The uptake of the kerbside food waste collection service is below target. Increased awareness programs were carried out in quarter three, including kerbside bin audits. Service information was distributed to residents who did not have	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			food waste within bin contents. An in-depth analysis of multi-unit developments was conducted to assist with the development of a plan to extend this service.		
	CP-3.4.5	Progress the implementation plan for the kerbside separate glass collection service	The remainder of the separate glass bins have been ordered. An education campaign is underway to provide information relating to the new service which is commencing in early October 2023.	Corporate and Commercial Services	
	CP-3.4.6	Progress the implementation of food waste minimisation initiatives	Completed community engagement sessions at customer service centres and council events to raise awareness in relation to food waste minimisation.	Corporate and Commercial Services	
Increase opportunities to experience native flora and fauna	CP-3.5.1	Support Frankston Environmental Friends Network	Officers continued to support the Frankston Environmental Friends Network through distribution of relevant information, attendance at monthly meetings, provision of tools and equipment and training. A review and update of the Environmental Friends Network Manual commenced.	Communities	
	CP-3.5.2	Develop and deliver environmental programs that promote behavioural change and positive environmental outcomes	Frankston City Council is collaborating with 27 Councils across metropolitan Melbourne to represent Greater Melbourne on the global stage in the City Nature Challenge. Planning commenced for two events to occur during the challenge in collaboration with Parks Victoria at the Frankston Nature Conservation and Pines Flora and Fauna Reserves. Volunteers completed eight Gardens for Wildlife visits to help residents provide an area of habitat in their garden to support local wildlife. Promotion and planning continued for the Indigenous Nursery Open day to be held first weekend of May	Communities	
	CP-3.5.3	Ensure reserves are accessible while still protected	All reserves are accessible and monitored routinely to protect them from impacts and promptly rectify vandalism, anti-social behaviour	Infrastructure and Operations	





Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			and visitor impacts on reserve condition. Impacts are currently minimal and under control through regular maintenance. Storm erosion of dunes/beach track at Seaford Foreshore track 22 has resulted in temporary closure of this track which is being rectified through 2022/23 capital works program by end of June 2023		
Improve the management of water including flooding risk, water quality of creeks and waterways and the efficient use of water	CP-3.6.1	Advocate to State Government and negotiate improvements to Kananook Creek Management Plan	The finalised Project Plan will be presented to the next Governance Group meeting for feedback, and its use for further advocacy. In the meantime, advocacy to include Kananook creek in the statewide dredging program (mainly mouth of the creek) was successful and waiting for the necessary agreements to be developed and implemented.	Infrastructure and Operations	
	CP-3.6.2	Progress Council's recycled water projects in partnership with key stakeholders	Council has now been successful in a securing funding from State Government for Monterey Recycled Water Scheme. Officers are now liaising with key stakeholders especially South East Water (SEW) and Long Island Golf Club to agree on the funding methodology and start construction which is expected to be completed in late 2024. Officers have advocated for two other priority Recycled Water Schemes, being Frankston Recycled Water Scheme and Tyabb-Somerville Recycled Water Scheme, through the DEECA Dandenong and Westernport Integrated Water Management Forums respectively.	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	SI3.1	Council greenhouse gas emissions (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI3.2	Community greenhouse gas emissions per capita (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI3.3	Community satisfaction with Council meeting its responsibilities towards the environment (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI3.4	Proportion of beach water quality samples at acceptable Environmental Protection Authority levels (EPA)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI3.5	Proportion of local biodiversity that is thriving and safeguarded (Flora and Fauna Surveys)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI3.6	Proportion of community satisfied with Open space, natural reserves and foreshore (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased diversion of waste from landfill	SI3.7	Proportion of collection waste diverted from landfill (LGPRF)	Indicator reported annually	Corporate and Commercial Services	-
Increased tree canopy over reduced urban heat	SI3.8	Percentage of tree canopy cover (DELWP)	Indicator reported annually	Communities	-
Increased tree canopy cover and reduced urban heat	SI3.9	Urban temperature (DWELP)	Indicator reported annually	Communities	-

4 Well planned and liveable city

Initiative progress comments

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Integrate land use planning and revitalise and protect the identity and character of the City	CP-4.1.1	Advocate for the delivery of the Frankston City Centre Revitalisation Action Plan	The Nepean Boulevard Vision is a priority strategic revitalisation action identified in the Frankston Metropolitan Activity Centre (FMAC) Structure Plan Action Plan. Council is taking the next step to deliver its bold city shaping vision to transform Nepean Highway as a boulevard through development of a Master Plan to guide prioritisation and advocacy. Advocacy activities are underway to generate support and develop partnerships with all tiers of government and state agencies to maximise potential delivery outcomes.	Communities	
	CP-4.1.2	Develop the Frankston Housing Strategy and commence year one implementation	Background information has been finalised and the draft Frankston Housing Strategy Discussion Paper is complete. Council will be briefed in Quarter 4 with community engagement to follow.	Communities	
	CP-4.1.3	Develop the Frankston Metropolitan Activity Centre (FMAC) Structure Plan and commence year one implementation	A Council Report on the community engagement program and the submissions received on the draft Frankston Metropolitan Activity Centre Structure Plan was presented at the 15 March 2023 (Quarter 3) Council Meeting. Council were briefed on height and setback controls at the 29 March Council Briefing (Quarter 3). A briefing on the final Frankston Metropolitan Activity Centre Structure Plan and Planning Scheme Amendment C160fran will occur in May (Quarter 4) with the formalisation of these recommendations at the June Council Meeting (Quarter 4).	Communities	
Improve connectivity and movement and provide transport choices to the community, including walking trails and bike paths	CP-4.2.1	Develop an Integrated Transport Strategy including review of Bicycle Strategy to improve transport choices and make walking, cycling and public	The Integrated Transport Strategy has been approved and implementation of action plan items is being formulated. Project Plan for the review of the bicycle strategy is being finalised.	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
		transport easy, safe and accessible. Advocate and implement year one strategy actions			
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 to optimise accessibility and activation of open space through a priority program of development and renewals for open space and play spaces	Progress continues on the Final Baxter Park Master Plan, Frankston Equestrian Master Plan and Ballam Park Open Space & Biodiversity Action Plan. The Monterey Reserve Landscape Master Plan was finalised for Council endorsement. The Play Strategy Implementation Program is underway for 2022-2023. Playspace construction has commenced at Yarralumla Reserve - Langwarrin, Rosemary Reserve - Frankston North. Playspace design has progressed for Willow Park - Karingal, Kareela Reserve Playspace - Karingal and East Seaford Reserve - Seaford and a multi-court upgrade at Pratt Reserve - Frankston South. Planning for community engagement progressed for the Sandfield Reserve, Carrum Downs 'Safety through Diversity' project funded through the Victorian Governments Creating Safer Place grant.	Communities	
	CP-4.3.2	Deliver annual capital works program including key major projects	The annual Capital Works Program is tracking well. 97% of the total adjusted program budget of \$91.5M is committed with contractors. In December, Council endorsed a review of 2022/23 Capital Works Budget as part of Council's strategy to manage cost escalations and unfavourable market conditions due to COVID-19. The Adjusted Capital Works Budget reflects the changes resulting from this program review. Major projects are progressing as scheduled. The Jubilee Park Stadium is near completion (95% complete). The Healthy Futures Hub (95% complete), Lloyd Park Pavilion (70% complete) and Eric Bell Pavilion (45% complete) are well progressed. The Monterey Reserve Soccer Pavilion	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			and Ballam Park Regional Playspace are complete.		
	CP-4.3.3	Implement year one actions for Council's Public Toilet Action Plan	Deferred to next year as Public Toilet Action Plan is under development	Communities	
	CP-4.3.5	Review maintenance and asset renewal programs to enhance safety and presentation of the City	We are well underway in progressing through a review of current asset inspections and maintenance schedule in line with Council's RMP. The review is aiming to ensure that we enhance the community safety in relation to existing assets whilst also enhancing the overall presentation of City to the community and visitors alike.	Infrastructure and Operations	
Innovate with smart technology and initiatives to increase the liveability of the city	CP-4.4.1	Capture real time data to gather insights into liveability	Real time data has been captured by the Smart Parking trial to provide insights into parking trends and habits; the E-bike trial; and people moving counters to help inform strategic decision making to enhance the livability of the area.	Customer Innovation and Arts	
	CP-4.4.2	Analyse Frankston Metropolitan Activity Centre (FMAC) smart parking trial to identify benefits for further implementation of smart parking technology	Additional two sites were installed with smart parking and integration of Arts Centre Parking with trail smart parking system is being explored. The data is now being collected on the use of parking within the trial area.	Infrastructure and Operations	
	CP-4.4.3	Support the installation of Electric Vehicle (EV) charging infrastructure in Frankston City including the delivery of the Regional EV Charging Roadmap	The 12-month pedal assisted e-bike trial was reviewed in January 2023 and a report is being prepared. Council continues to provide free charging stations to support e-bikes in the community, with data monitoring and evaluation of their uptake scheduled for the final quarter of the year. Council officers recently assessed the viability of electric ride-on mowers at the Operations Centre. Finally, a promotional event is scheduled for May with internal staff to increase awareness of Council's electric vehicles and other hybrid vehicles in operation in Council's fleet.	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-4.4.6	Smart Cities data collection, reporting and insights	Under the smart cities program Council is continuing to collect parking data on high demand areas. Council is also collecting extensive data on its e-bike trial as well as data relating to foot traffic along Wells Street and Stiebel Place. Further collections are taking place at Sandfield Reserve and George Pentland Botanical Gardens. Under this program a number of reports and insights are provided to senior leadership to help inform decision making.	Customer Innovation and Arts	




Strategic indicators





If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Urban design renewal of places and spaces	SI4.1	Proportion of open space and infrastructure that is fit for purpose (Internal report)	Indicator reported annually	Communities	-
Urban design renewal of places and spaces	SI4.2	Proportion of residents who are satisfied with the design of places and spaces (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased travel options that are connected, accessible, smart and safe	SI4.3	Proportion of residents who are satisfied with travel options around the municipality (Community Satisfaction Survey)	Indicator reported annually	Infrastructure and Operations	-
Increased travel options that are connected, accessible, smart and safe	SI4.4	Proportion of residents living within 400m of public transport	Indicator reported annually	Infrastructure and Operations	-
Frankston City's identity as a liveable city	SI4.5	Proportion of residents who are proud and enjoy living in their local area (Community Satisfaction Survey)	Indicator reported annually	Communities	-






5 Thriving Economy




Initiative progress comments

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Activate vacant commercial spaces and underutilised Council assets	CP-5.1.1	Strategically consider and deliver place activation through the municipality	<p>A Draft Frankston City Council strategic, municipality wide, Place Activation Plan has been developed.</p> <p>The purpose of the Draft Plan is to ensure Council works with the community to identify and implement a range of place activations and activities to improve the health and wellbeing of the community along with supporting businesses to enhance economic prosperity.</p> <p>The Draft Plan is currently on hold pending the finalisation and adoption of the 2023-24 Council Budget.</p>	Communities	
Remove complexity and provide planning certainty to attract economic investment	CP-5.2.1	Expand Council's Business Investment Attraction Program	Work commenced to review and update Council's Economic Scorecard and Economic Prospectus documents to ensure that Frankston can be promoted to potential business operators and investors both accurately and positively. The new Economic Prospectus will be promoted at a Small Business Expo and made available online in the next reporting period.	Communities	
	CP-5.2.2	Promote Invest Frankston and precinct opportunities	<p>Proactive communications to promote Invest Frankston and other precinct opportunities were regularly provided through Council's Economy, Invest and Activation's monthly Invest Frankston Business eNewsletter which had 2326 active subscribers as at the end of the quarter with an average open rate of 35%.</p> <p>Other promotional activities via social media platforms; Facebook, LinkedIn, Instagram and Twitter, reached more than 73,000 social media</p>	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			accounts and had a 5.73% engagement rate with users such as likes, tweets and comments.		
	CP-5.2.3	Complete the Statutory Planning Business Improvement Program projects related to the streamlining of planning permit applications to improve the time it takes to decide a planning application	Progression of remaining Statutory Planning Business Improvement projects has been delayed due to the Pathway upgrade and loss of the Department's Business Improvement Officer. Notwithstanding, various improvements have been achieved to date. In quarter three, Council endorsed efficiency improvements in respect to mediation and engagement processes and continued discussions with the DTP in relation to gaining access to their advanced 3D city model, with a service initiative progressed. In partnership with the Business Improvement Team, updates to the Pathway module have been developed and tested which will enable the electronic lodgement of additional application types. Work has commenced on redevelopment of the Statutory Planning workflow, which will enable better application processing and reporting. A new Major Development Operating Framework and Planning Assessment Team was created for effective and efficient processing and decision making on major development proposals and has been implemented.	Communities	
	CP-5.2.4	Maintain and promote Councils business concierge service	Council's Business Concierge service continues to provide existing and new business operators with valuable information and support. 70 businesses were supported this reporting period including home-based business operators and commercial and industrial businesses. The largest percentage of these (58%) were businesses located in, or looking to locate to, the Frankston City Centre.	Communities	
	CP-5.2.5	Foster and maintain relationships that assist, signpost and guide investors and businesses, providing excellent	Council's 2022-23 Invest Frankston Business Grants were reviewed and updated to reflect feedback from Frankston City business operators	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
		customer service and building Frankston City's reputation as a place to invest and do business	as well as from an internal audit. The grants were launched this reporting period with new grant categories offered, reflective of this feedback. The new grant categories were 'Relocation or Expansion to Frankston City'; 'Capital Investment'; 'Business Expansion'; and 'Home-based or mobile business (to vacant commercial, industrial or retail space). 45 Stage 1 grant applications were received, with 37 progressed through to the Stage 2 application process, to be delivered in the next reporting period.		
	CP-5.2.6	Proactively engage with industry, investors and the commercial sector to develop relationships, unlock opportunities and realise integrated economic outcomes for Frankston City	Engagement with both existing and potential Frankston City business operators continued, with a range of new and interested business operators holding discussions with, and supported by, Council officers.	Communities	
Strengthen Frankston City as a destination for events and creative arts industries	CP-5.3.1	Expand and deliver a reputation for engaging major and seasonal events	A number of festivals and events were delivered over this quarter including the Waterfront Festival, Big Picture Festival and diverse programs and events at the Frankston Arts Centre. The Destination Events program launched in March for applications for the 23/24 event season.	Customer Innovation and Arts	
	CP-5.3.2	Research and develop opportunities for a vibrant night time economy	Work continued on the Night Time Activation Grants for local businesses.	Communities	
	CP-5.3.3	Engage local and international creatives to enhance Frankston as an arts hub	Artist Grant recipient Kristina Kraskov has begun the production of their project, which will culminate in an exhibition of photography in the Frankston Library. The South Side Festival program itself has been launched and will bring a number of national and internationally recognised artists to Frankston in 2023. Visual artists Skunk Control, internationally recognised and Academy Award winning artist Shaun Tan and audio visual artists Mandylights, who are returning for a second year.	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-5.3.4	Highlight Frankston as destination city through a robust marketing campaign that highlights the importance of events, development, investment in a city on the move	The first phase of the positioning work has commenced with a full marketing campaign about the Frankston Metropolitan Activity Centre (FMAC) which is being highlighted as a way to bring change the Frankston CBD and surrounds. Work has also commenced on a brand alignment project which looks to highlight the importance services Council provides across the municipality.	Customer Innovation and Arts	
Elevate Frankston City's identity as an innovation hub and business-friendly city	CP-5.4.1	Develop the Sustainable Economy and Skilled Community strategies and implement year one actions	Work has commenced to analyse the most recently available economic and social demographic data to inform the review and development of the Draft Sustainable Economy and Skilled Community Strategy.	Communities	
	CP-5.4.2	Develop the Frankston Industrial Strategy and commence year one implementation	The draft Frankston Industrial Strategy and the Draft Frankston Industrial Guidelines have been finalised and are being presented to Council in Quarter four with community engagement to be undertaken on both documents.	Communities	
	CP-5.4.5	Establish the Frankston Business Collective and pursue partnership and innovation opportunities	The Frankston Business Collective (FBC) has now become an independent entity which will continue to work alongside Frankston Council and be financially supported for 2023/24. There are now over 120 members and keen interest in the full business support and education series that is being run on a monthly basis. The FBC has also worked with Council to provide advice on major business initiatives, including Kerbside Guidelines. The first Annual Awards will be announced in October 2024.	Customer Innovation and Arts	
Leverage the emerging connection between Frankston City's café and dining culture through the revitalisation of public spaces	CP-5.5.1	Improve the urban design, pedestrian appeal and activation of the Nepean Highway	The Nepean Boulevard Vision was completed for advocacy purposes. Regular meetings underway with Department of Transport to progress a Movement and Place assessment of Nepean Highway and the broader Frankston Metropolitan Activity Centre in order to inform the future functional design. Councillors were updated at the	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			29 April Councillor briefing. Procurement process underway for development of a Master Plan in association with broad community and stakeholder engagement. Advocacy activities are underway to generate support and develop partnerships with all tiers of government and state agencies to maximise potential delivery outcomes.		
	CP-5.5.2	Explore support for permanency of outdoor dining initiatives	The new Footpath Trading and Parklet Guidelines were developed for Community consultation. The Guidelines will assist businesses to apply for extended, outdoor dining and trading areas.	Communities	
	CP-5.5.3	Embed place-making and activation programs in key precincts	New draft Mobile Food Van Procurement guidelines have been developed and feedback from commercial mobile food van operators and the community will be sought in the next reporting period. The new draft guidelines aim to ensure that a fair and transparent application and assessment procurement process is followed and that current and potential activation sites, timelines and length of license tenure, fee structure and communication with Council officers meets the needs of both commercial operators and the community.	Communities	
	CP-5.5.4	Program improvements to precinct streetscapes	The Local Shopping Strip upgrade program continued in quarter three. Design public realm upgrade concepts and consultation for Fairways Street Local Shops (Frankston) continued. Planning for Kareela Rd Local Shopping Strip upgrade commenced. Minor improvements, including TGSI's and DDA car park, were planned at various local shopping strips across the municipality.	Communities	




Strategic indicators

If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased business and industry investment	SI5.1	Number of commercial building approvals (ABS)	Indicator reported annually	Communities	-
Rejuvenated activity centre precincts	SI5.2	Gross local product of the municipality (\$m) (.id)	Indicator reported annually	Communities	-
Rejuvenated activity centre precincts	SI5.3	Percentage of retail vacancy rates (Economic Development Scorecard)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI5.4	Proportion of residents who are unemployed (.id)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI5.5	Proportion of residents who are underemployed (ABS)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI5.6	Proportion of residents who hold either a vocational qualification, diploma/advanced diploma, bachelor degree or higher degree (.id)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI5.7	Proportion of residents employed locally in Frankston City (.id)	Indicator reported annually	Communities	-






6 Progressive and engaged city






Initiative progress comments

Four Year Initiatives	Code	What will we do in 2022-2023	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 has been updated and included as part of the Draft Budget 2023-2027 and 2023-2024 Council Plan Initiatives. The draft budget process is on track.	Corporate and Commercial Services	
	CP-6.1.2	Seek alternative revenue sources through service planning and engagement with relevant stakeholders	Service budget initiatives were reviewed and the successful ones included as part of the draft 2023-2024 annual budget.	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 the Property Strategy Plan has continued with the primary focus on the development of a new suite of template documents (long and short form leases and licenses) as well as service level agreements. This is a substantial piece of work which when complete will allow the majority of agreements currently in over holding to be renewed.	Corporate and Commercial Services	
	CP-6.1.4	Enhance procurement processes and practices that support collaboration, innovation, efficiency and agility	Testing has commenced for the upgrade of Council's Contract Management System (Open Windows). Officers participated in the Future Ready Frankston Roadshow, showcasing the work that has been undertaken as part of the Procurement Transformation program, including agile processes and revised forms and templates. Officers have been working with Councils in the South East on a collaborative tender process for the development of a miscellaneous valuations panel, as well as discussing the potential of a future shared service arrangement for Animal Management Services.	Corporate and Commercial Services	
	CP-6.1.5	Oversee the reporting and governance of Council's subsidiary Peninsula Leisure	Council's Director Corporate and Commercial Services is represented on the Peninsula Leisure Board and has direct oversight of the operations of	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
		Propriety Limited to ensure recovery and future growth	the subsidiary. The financial challenges experienced over the last three years has turned the corner with healthy membership numbers and attendance at both PARC and Pines Aquatic facilities. The Board continue to regularly brief Councillors, the Executive Management Team and the Audit and Risk Committee, advising that operations are recovering better than anticipated.		
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	Enhance integrated planning and strategy alignment across the organisation through the establishment of a Service Governance approach	Service Governance Groups have helped to define the 2023/2024 budget initiatives put forward by Service owners. This aided the prioritisation of initiatives, enhanced the process and ultimately resulted in a streamlined list of initiatives heading into the Councilor Planning Day in March 2023.	Corporate and Commercial Services	
	CP-6.2.2	Review Council's assets to ensure they meet community needs	Council's works plan for development and renewal of its assets is detailed in the 2022-2032 Long Term Infrastructure Plan (LTIP) which was adopted by Council on 12 December 2022. Work on the development of the 2023-2033 LTIP is well underway with the 2023/24 Capital Works Program developed and included in the 2023/24 Draft Budget. A review of future project priorities and costings over the 10-year LTIP is well progressed, taking into account recent cost escalations on construction and materials. The LTIP is scheduled to be presented to Council in July 2023.	Infrastructure and Operations	
	CP-6.2.3	Continue to enhance the organisations risk maturity through embedding effective risk management and opportunity awareness	Risk reports were tabled with the Audit and Risk Committee at the meeting held in February 2023. This included a review and endorsement of the Strategic Risk Register. Work has continued on operational risk reviews with the respective departments, which is now 50 per cent complete.	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-6.2.4	Develop and embed a Governance and Integrity Framework to enhance community trust and transparency	The Governance and Integrity Framework is under development. The foundation of the framework is based on governance principles in local government and aims to support Council deliver outcomes for the community.	Corporate and Commercial Services	
	CP-6.2.5	Implement an ongoing program to review Council's policies and ensure their effectiveness	An Organisational Policy Register has been developed and work has commenced to review the effectiveness of Council policies.	Corporate and Commercial Services	
	CP-6.2.6	Ongoing implementation the People and Culture Strategy and Workforce Plan to encourage a high performing, inclusive and engaged workforce	The actions within the Frankston City Council Workforce Plan 2021-2025 continue to be implemented. The ongoing development outlined in the SMART, SAFE and ENGAGED actions in the workforce plan are contributing to continuing to drive a high performing, inclusive and engaged workforce. The plan has provided a strong focus on development, retention and attraction of all staff. The larger outstanding tasks remain on track and will continue to advance in quarter four.	Customer Innovation and Arts	
	CP-6.2.7	Implement the new child safe standards action plan	Key actions of the Child Safety Action Plan have been delivered to meet requirements of the new Child Safe Standards which are enforceable from 1 January 2023. Delivery of the Plan will continue to enhance our approach to child safety and progress will continue to be overseen by the Child Safe Committee and reported to Executive Management Team and the Audit and Risk Committee.	Customer Innovation and Arts	
	CP-6.2.8	Implement year one actions from Council's Gender Equality Action Plan	This quarter has seen significant progress of the GEAP, with the ongoing delivery of the Inclusive Gender Equality Leadership Training Program, an event for International Women's Day and delivery of Gender Equality and Sexual Harassment education to our workforce through team meetings and communication pathways. For year one, 89 percent of actions are complete or are in progress and 11 are pending. For year two of the	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			GEAP 32 percent of actions have been commenced ahead of time with 9 percent complete.		
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	Work continues on the implementation of the 2021-2025 Advocacy Campaign. It has now moved on from election campaigning and we are concentrating on key projects such as the Frankston Metropolitan Activity Centre draft structure plan and the delivery of election funding in key locations such as Sandfield Reserve and the Frankston Basketball and Gymnastics Stadium.	Customer Innovation and Arts	
	CP-6.3.2	Implement a diverse range of communication methods to engage with key stakeholders and people in our community	Expansion of Council's transparency hub has commenced allowing the community and key stakeholders to consume Council data to better inform engagement and decision making. There are further enhancements planned for Council's official engagement platform.	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	Council's Invest Frankston website has been scoped for transformation within this reporting period, ready for implementation next reporting period..	Customer Innovation and Arts	
	CP-6.4.2	Implement phase one of the Customer Experience Strategy to make it as simple and convenient for customers to access information and services	Phase one delivery commenced consisting of a review of Council's customer request management solution and improvements to call handling performance within the call center. Within this reporting period Customer Service exceeded its KPI's with a significant focus on reducing call wait times and abandonment rates.	Customer Innovation and Arts	
	CP-6.4.3	Enhance opportunities for community participation in decision making through the Community Engagement Framework	Community Engagement is now a clear planning priority in the majority of Council initiatives. Key projects such as the Frankston Metropolitan Activity Centre (FMAC) draft structure plan have now been to the community twice, first as an engaging ideas paper and then as a draft strategy. Other projects include the Early Years Reform, which will allow for the State Government's free	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			kindergarten to be rolled out prior to 2032. Work with the community panel - the Mini Frankston City, continues to develop as we engage with them on projects such as the formation of a CALD network.		
	CP-6.4.4	Implement year one actions from the IT Strategy to support customer experience and the transformation of processes	Cyber security remains the focus for this quarter, with work conducted in Azure to raise Frankston City Council's security profile. The systems review initiative has kicked off during this quarter and is expected to be completed by the end of quarter four.	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 and report on Council's Council Plan and Financial performance in a way that is meaningful and easy to understand	The Quarter Two report on Council performance was received by Council and adopted on 20 February 2023.	Corporate and Commercial Services	
	CP-6.5.2	Enhance the transparency hub system to improve customer experience, trust and confidence in Council	Additional data sets are in final draft for publishing in the next reporting period including Councillor information to the Transparency Hub Portal.	Customer Innovation and Arts	
	CP-6.5.3	Proactively increase access to Council's open data to maximise new opportunities for release of records	Additional data sets have been identified, and work is continuing to release these data sets as well as centralising all data sets through the transparency hub.	Customer Innovation and Arts	
	CP-6.5.4	Progress the data protection and security plan	The working group for the actions arising from the Data Protection and Security Plan have been meeting regularly, and the prioritised list of recommendations and actions are being worked on and progressing as expected.	Customer Innovation and Arts	

Strategic indicators

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

Appendix B – Financial Statements – Frankston City Council

Attachment A Income Statement for the period ending 31 March 2023

Description	Year to Date			Full Year		
	Actual	Budget	(Fav)/Unfav	Forecast	Budget	(Fav)/Unfav
	\$'000	\$'000	Variance \$'000	\$'000	\$'000	Variance \$'000
Revenue						
Rates and charges	105,375	105,187	(188)	142,134	142,135	1
Government grants - operating	11,490	9,767	(1,723)	20,971	19,530	(1,441)
User fees and charges	12,830	12,332	(498)	17,168	16,625	(543)
Statutory fees and fines	4,421	4,863	442	6,300	6,287	(13)
Other Income	3,072	2,097	(975)	3,296	2,660	(636)
Proceeds from sale of property, infrastructure, plant and equipment	276	386	110	686	605	(81)
Total income	137,464	134,632	(2,832)	190,555	187,842	(2,713)
Expenditure						
Employee costs	60,505	60,475	30	82,059	82,348	(289)
Materials and services	47,435	47,145	290	73,475	70,210	3,265
Depreciation	24,908	24,686	222	32,915	32,915	-
Amortisation - intangible assets	760	760	-	1,013	1,013	-
Amortisation - right of-use assets	204	155	49	207	207	-
Finance costs	1,059	1,073	(14)	1,431	1,431	-
Finance costs - leases	9	8	1	16	10	6
Bad and doubtful debts	145	171	(26)	225	225	-
Other expenses	3,047	2,279	768	3,363	2,936	427
Total expenditure	138,072	136,752	1,320	194,704	191,295	3,409
Underlying surplus / (deficit)	(608)	(2,120)	(1,512)	(4,149)	(3,453)	696
Contributions - capital	18	-	(18)	(283)	1,260	1,543
Government grants - capital	10,257	9,133	(1,124)	24,997	21,444	(3,553)
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	1,477	1,300	(177)	1,734	1,734	-
Surplus / (deficit) for the period	11,144	8,313	(2,831)	23,099	21,785	(1,314)

Attachment B Capital Works Statement for the period ending 31 March 2023

	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
Property						
Land	387	-	387	-	-	-
Buildings	30,226	32,459	(2,233)	43,699	44,469	770
Total property	30,613	32,459	(1,846)	43,699	44,469	770
Plant and equipment						
Plant, machinery and equipment	2,134	2,103	31	4,466	2,772	(1,694)
Fixtures, fittings and furniture	136	607	(471)	1,159	770	(389)
Computers and telecommunications	1,767	2,388	(621)	4,664	3,947	(717)
Library books	544	528	16	750	750	-
Total plant and equipment	4,581	5,626	(1,045)	11,039	8,239	(2,800)
Infrastructure						
Roads	2,256	5,302	(3,046)	6,305	6,304	(1)
Bridges	3	100	(97)	-	100	100
Footpaths and cycleways	2,062	2,463	(401)	2,934	3,862	928
Drainage	217	1,000	(783)	1,315	2,255	940
Recreational, leisure and community facilities	6,988	7,237	(249)	10,992	9,237	(1,755)
Waste management	795	965	(170)	1,085	1,067	18
Parks, open space and streetscapes	5,636	7,783	(2,147)	12,518	13,192	(674)
Off street car parks	95	275	(180)	80	1,008	(928)
Other infrastructure	220	991	(771)	1,434	1,873	(439)
Total infrastructure	18,272	26,116	(7,844)	36,663	38,898	2,235
Total capital works expenditure	53,466	64,201	(10,735)	91,401	91,606	205

	Prior year full year	Year to date actual	Budget full year
	\$'000	2022-2023 \$'000	2022-2023 \$'000
Assets			
Current assets			
Cash and cash equivalents	54,110	28,929	27,219
Trade and other receivables	29,449	19,743	24,032
Other financial assets	45,507	45,050	31,517
Inventories	146	191	132
Non-current assets held for sale	-	-	-
Other assets	2,832	2,215	2,938
Total current assets	132,044	96,128	85,838
Non-current assets			
Trade and other receivables	560	513	363
Investment in subsidiary	300	300	-
Other financial assets	3,507	3,507	-
Intangible assets	1,775	1,015	3,153
Right of Use	282	80	70
Property, infrastructure, plant and equipment	2,093,247	2,119,639	1,849,611
Total non-current assets	2,099,671	2,125,054	1,853,197
Total assets	2,231,715	2,221,182	1,939,035
Liabilities			
Current liabilities			
Trade and other payables	32,671	6,514	20,134
Trust funds and deposits	5,898	9,612	7,027
Unearned income	13,156	12,197	2,233
Provisions	15,324	15,591	16,256
Lease liability	235	31	32
Interest-bearing loans and borrowings	392	413	1,463
Total current liabilities	67,676	44,358	47,145
Non-current liabilities			
Provisions	1,247	1,488	1,525
Interest-bearing loans and borrowings	26,692	27,374	36,175
Lease liability	83	69	45
Total non-current liabilities	28,022	28,931	37,745
Total liabilities	95,698	73,289	84,890
Net assets	2,136,017	2,147,893	1,854,145
Equity			
Accumulated surplus	764,727	800,650	824,166
Other reserves	1,371,290	1,347,243	1,029,979
Total equity	2,136,017	2,147,893	1,854,145

Attachment D Cash Flow Statement as at 31 March 2023

Description	2021-2022 Actual \$'000	Mar-23 Actual \$'000
Cash Flow from operating activities		
Rates and charges	133,565	109,099
Grants - operating	23,055	11,894
Grants - capital	11,508	9,473
User fees	11,951	15,346
Statutory fees and fines	4,881	3,911
Contributions - monetary	2,103	1,495
Interest received	413	986
Other receipts	2,588	1,599
Net GST refund	(2,692)	4,663
Net movement in trust funds	(807)	3,714
Employees costs	(76,375)	(63,730)
Materials and services	(54,334)	(69,588)
Other payments	(2,553)	(2,290)
Net cash provided by/(used in) operating activities	53,303	26,572
Cash flows from investing activities		
Payments for fixed assets	(62,090)	(52,195)
Proceeds from sale of assets	754	413
Payments for Investments with greater than three months maturity	(12,497)	458
Net cash provided by/(used in) investing activities	(73,833)	(51,324)
Cash flows from financing activities		
Finance costs	(1,430)	(905)
Interest paid - lease liability	(30)	(9)
Repayment of lease liability	(373)	(219)
Proceeds of borrowings	-	1,000
Repayment of borrowings	(370)	(296)
Net cash provided by/(used in) financing activities	(2,203)	(429)
Net increase (decrease) in cash and cash equivalents	(22,733)	(25,181)
Cash and cash equivalents at the beginning of the year	76,843	54,110
Cash and cash equivalents at the end of the year	54,110	28,929

Appendix C – Consolidated Income Statement including Peninsula Leisure Pty Ltd

Description	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	(Fav)/Unfav Variance \$'000	Forecast \$'000	Budget \$'000	(Fav)/Unfav Variance \$'000
Revenue						
Rates and charges	105,375	105,187	(188)	142,134	142,135	1
Government grants - operating	11,374	10,781	(593)	20,971	19,530	(1,441)
User fees and charges	18,563	20,885	2,322	28,520	28,028	(492)
Statutory fees and fines	4,421	4,863	442	6,300	6,287	(13)
Other Income	3,761	3,172	(589)	4,731	4,093	(638)
Proceeds from sale of property, infrastructure, plant and equipment	276	386	110	686	605	(81)
Total income	143,770	145,274	1,504	203,342	200,678	(2,664)
Expenditure						
Employee costs	64,240	66,855	(2,615)	90,346	90,855	(509)
Materials and services	49,262	49,464	(202)	76,783	73,302	3,481
Depreciation	24,994	24,866	128	33,148	33,154	(6)
Amortisation - intangible assets	788	760	28	1,013	1,013	-
Amortisation - right of-use assets	204	274	(70)	365	365	-
Finance costs	1,059	1,073	(14)	1,431	1,431	-
Finance costs - leases	9	11	(2)	20	14	6
Bad and doubtful debts	145	171	(26)	225	225	-
Other expenses	3,306	2,628	678	3,772	3,402	370
Total expenditure	144,007	146,102	(2,095)	207,103	203,761	3,342
Underlying surplus / (deficit)	(237)	(828)	(591)	(3,761)	(3,083)	678
Contributions - capital	18	-	(18)	(283)	1,260	1,543
Government grants - capital	10,257	9,133	(1,124)	24,997	21,444	(3,553)
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	1,477	1,300	(177)	1,734	1,734	-
Surplus / (deficit) for the period	11,515	9,605	(1,910)	23,487	22,155	(1,332)

Appendix D – Consultant expenditure as at 31 March 2023

	2022-2023 July - March	Full year adopted budget	% of budget spent	Note
CEO				
Chief Executive Officer	-	100	0%	
Total CEO	-	100		
Corporate and Commercial Services				
Corporate and Commercial Services Direct	2,400	-		
Waste and Recycling Services	206,099	176,300	117%	
Financial and Integrated Planning	42,570	40,999	104%	
Governance and Information	3,623	2,000	181%	
Procurement, Property and Risk	56,004	134,250	42%	
Total Corporate and Commercial Services	310,696	353,548		
Customer Innovation and Arts				
People and Culture	44,622	202,486	22%	
Business and Information Technology	106,225	400,000	27%	
Business Transformation	56,130	330,000	17%	
Arts and Culture	49,536	111,000	45%	
Community Relations	-	-		
Total Customer Innovation and Arts	256,514	1,043,486		
Communities				
Communities Directorate Management	5,600	25,000	22%	
Community Strengthening	9,647	18,000	54%	
Family Health Support Services	4,870	6,200	79%	
Safer Communities	14,745	7,200	205%	
Development Services	68,851	142,000	48%	
City Futures	435,627	415,100	105%	
Total Communities	539,341	613,500		
Infrastructure and Operations				
Infrastructure and Operations Directorate	400	-		
Engineering Services	33,288	44,500	75%	
Building Infrastructure	32,367	20,741	156%	1
Capital Works Delivery	-	-		
Sustainable Assets	-	13,000	0%	
Total Infrastructure and Operations	66,055	78,241		
Non-Departmental Areas				
Overheads	30,000	27,500	109%	
Total Non-Departmental Areas	30,000	27,500		
Total expenditure	1,202,605	2,116,375	57%	

Notes

1. Consultants engaged to assist with formulating contractual details and arrangements in relation to the facility maintenance provider.

Appendix E – General Operating expenditure as at 31 March 2023

	2022-2023 July - Sept	Full year adopted budget	% of budget spent	Note
CEO				
Chief Executive Officer	-	2,000	0%	
Total CEO	-	2,000		
Corporate and Commercial Services				
Corporate and Commercial Services Directorate Mana	988	2,400	41%	
Waste and Recycling Services	417	7,050	6%	
Financial and Integrated Planning	6,968	4,690	149%	1
Governance and Information	1,346	2,999	45%	
Procurement, Property and Risk	290	1,300	22%	
Total Corporate and Commercial Services	10,008	18,440		
Customer Innovation and Arts				
People and Culture	8,701	21,398	41%	
Business and Information Technology	-	7,500	0%	
Business Transformation	2,786	7,000	40%	
Customer Innovation & Arts Directorate Management	3,495	1,000	350%	2
Arts and Culture	29,433	61,850	48%	
Community Relations	8,343	1,500	556%	3
Total Customer Innovation and Arts	52,758	100,249		
Communities				
Communities Directorate Management	8,769	-		
Community Strengthening	11,010	16,718	66%	
Family Health Support Services	8,030	15,616	51%	
Safer Communities	6,555	11,410	57%	
Development Services	1,843	10,230	18%	
City Futures	5,494	12,660	43%	
Total Communities	41,701	66,635		
Infrastructure and Operations				
Infrastructure and Operations Directorate Management	5,267	5,000	105%	
Operations	8,774	9,400	93%	
Engineering Services	234	4,500	5%	
Building Infrastructure	854	1,200	71%	
Capital Works Delivery	173	1,250	14%	
Sustainable Assets	548	2,942	19%	
Total Infrastructure and Operations	15,851	24,292		
Non-Departmental Areas				
Overheads	992	-		
Total Non-Departmental Areas	992	-		
Total expenditure	121,310	211,615	57%	

Notes

1. Costs associated with the Councillor Planning Day.
2. Catering costs associated with workshops held regarding better ways of working across the organisation and staff induction.
3. Catering costs associated with the Frankston Business Collective launch.



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