



Quarterly Performance Report

2021-2025

Council Plan Year 3 Initiatives

2023-2027

Budget

Quarter Three: January - March 2024





Acknowledgement

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

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

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

Contents

Message from the CEO	5
Integrated Planning and Reporting	6
Council Plan Outcomes	7
Our performance	8
Council Plan progress	12
Financial performance	20
Appendix	
A: 2023-2024 Council Plan Performance: Quarter Three	31
B: Financial Statements (FCC excluding Peninsula Leisure Pty Ltd)	75
C: Consolidated Income Statement (including Peninsula Leisure Pty Ltd)	79
D: Consultant expenditure	80
E: General operating expenditure	81

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

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



Message from the Chief Executive Officer



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

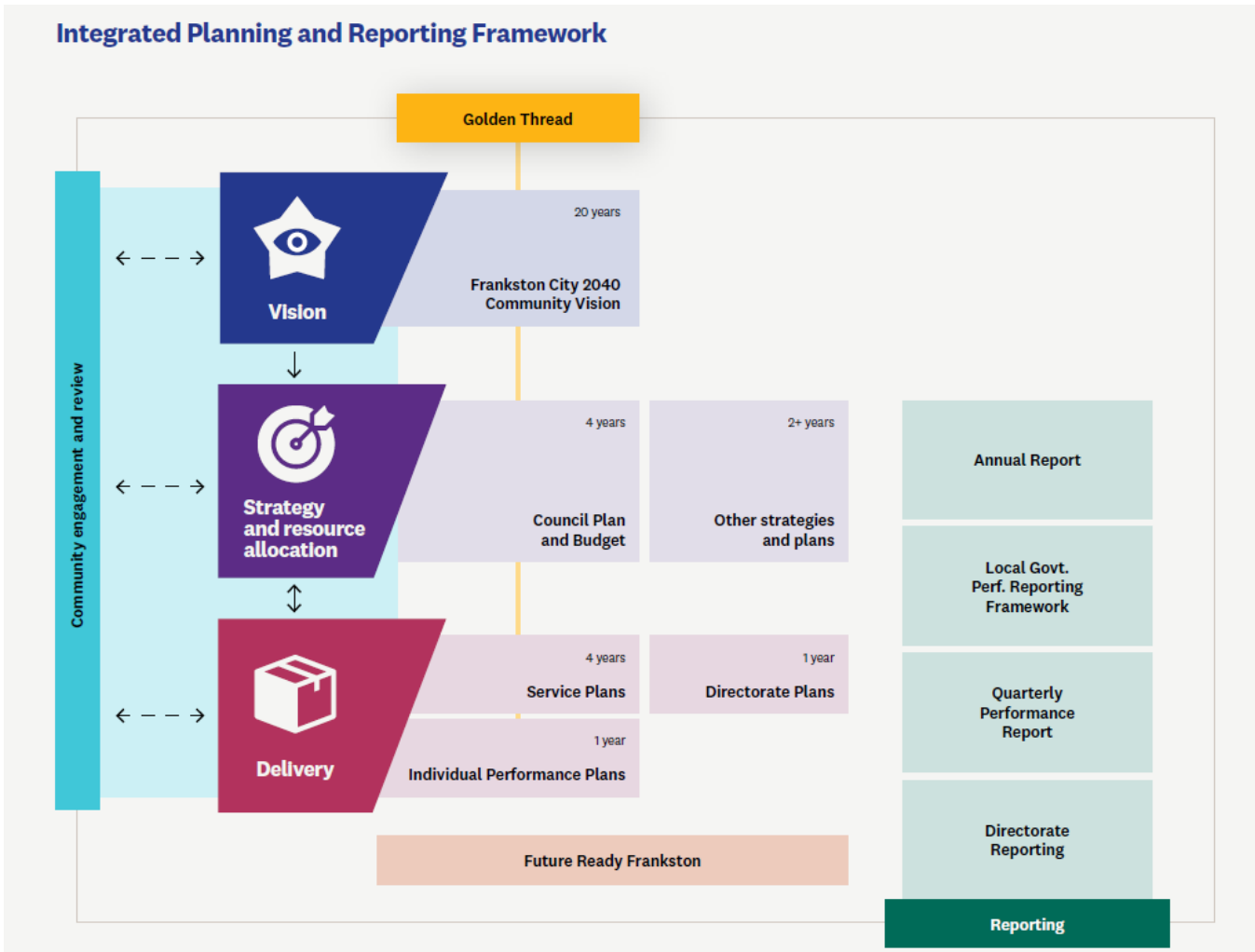
Frankston City is required under the *Local Government (Planning and Reporting) Regulations 2020* to review the performance of the Council against the Council Plan, at least every six months. Our quarterly performance report details Frankston City's progress on initiatives for 2023-2024 identified to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

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

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

Integrated Planning and Reporting

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



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

Council Plan Outcomes

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



**Healthy
and safe
communities**

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



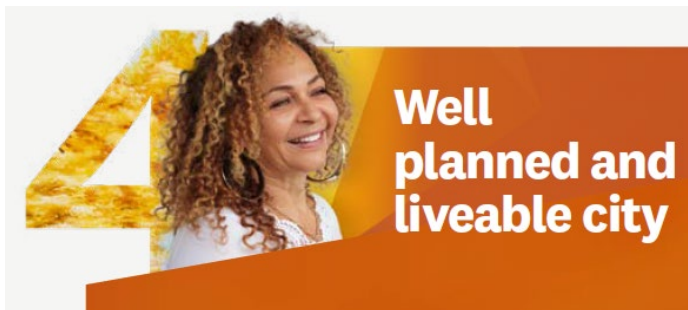
**Community
strength**

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



**Sustainable
environment**

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



**Well
planned and
liveable city**

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



**Thriving
economy**

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.



**Progressive
and engaged
city**

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

Our performance

Directorate highlights for Quarter Three 2023-2024

Communities

The Directorate continued to deliver strong results this quarter with a majority of Council Plan actions either on track for completion by 30 June 2024 or completed.

The annual Fire Hazard Inspection Program was completed in February 2024. Under this program, 304 Fire Hazard Inspections were undertaken on private property and 81 Fire Prevention Notices issued. Council's Heat Health plan – which complements the Municipal Emergency Management Plan – was reviewed and finalised with feedback sought from all relevant Units within Council given its operational status. The Emergency Management Communications Plan, a collaborative set of arrangements outlining triggers, responsibilities and actions for the provision of emergency information to the community was also reviewed and finalised.

A heatwave and separate storm event occurred this quarter, which saw the Council emergency management team come together with emergency agencies to plan our response and recovery from these events. Council's interests were considered, and a resource was sent to assist Cardinia Shire who was impacted significantly by the storm event as part of the resource sharing protocol Council is a signatory to.

The Economic Development team delivered Council's first Think Local Month in March, with both promotion and Think Local program activities delivered across the municipality. Think Local Month included an Event Launch, with 60 businesses attending; 22 business workshops, with over 160 participants; local shopping strip activations, with ten local performing artists; a Small Business Expo, with 46 local business exhibitors and 130 visitors; and 100 Think Local \$1,000 grants being awarded to local businesses. Feedback from participants, workshop facilitator's expo

exhibitors and visitors were collected throughout the month and will be used to inform future programs.

74 Business Concierge enquiries were received and actioned during quarter three. This is an increase from previous quarters, indicating that the service is both required and valued by Frankston City businesses.

Council also adopted its Healthy, Secure and Sustainable Food Action Plan 2023-26.

Infrastructure and Operations

During Quarter 3 Council's enhanced focus on city beautification and Graffiti management initiatives have yielded positive outcomes.

Infrastructure development remained a key focus, with our parks and reserve tree management program and ongoing efforts to maintain accessibility and standards of reserves and tracks advancing smoothly.

Preparation is underway for the upcoming planting season to ensure optimal conditions for establishment of next year's tree planting program.

Progress on our Climate Change Strategy is evident, with achievements in electrification, LED conversion on street lighting and PV Panel installation on council facilities.

There has been good progress on initiatives to enhance transport infrastructure, such as ActivePaths and Frankston's bike riding strategy.

Despite external challenges, our infrastructure planning and management efforts remain robust.

The Capital Works Program continues to progress well, with major projects nearing completion and expenditure tracking in line with forecasts.

Customer, Innovation and Arts

The actions from the Corporate Strategy and Vision will be finalised at the end of the financial year so the focus has moved to envisioning a future ready Frankston and the actions needed to attain this vision. The Corporate Strategy and Vision will be refreshed to ensure long term sustainability in these challenging economic times. Whilst committing to our vision to strengthen service delivery to our community, the focal point will be on efficiencies and cost savings.

Quarter three's highlight was the Street Art Walking tours making it to the Hall of Fame after winning Gold for the third year in a row at the Australian Street Art Awards. The Big Picture Street Art Festival was awarded Silver in Festival Categories of the Australian Street Art Awards.

Continuing to highlight Frankston as a destination, the City Positioning work focused on the events calendar including the Block Party celebrating the award-winning street art and will continue with a number of new events.

Despite the hot weather conditions, the Waterfront Festival attracted approximately 30,000. New sponsorship deals included Betty's Burgers, Bayside Shopping Centre, Impact Realty Group, and Snowy River Caravans. There were eight new partnership activations and two new events - Frankston Swim Classic (approx. 300 participants, with 1.2km swim distance, sold out) and Betty's Burgers Dive In Cinema (sold out).

Stage two renovations of the Frankston library were completed at the end of January, with the library reopening earlier than expected. The works include a new service desk, and the addition of a glass room and an innovative auto-sorter.

Level One and Two Child Safe Compliance Training has been delivered to all child-facing roles and 100% compliance achieved for the Working with Children Checks. We also continue to ensure leaders and staff are skilled and confident to lead on workplace gender equality and inclusion to build a positive culture that is free from harassment discrimination.

The Transparency Hub continues to evolve with 19 new Councillor Registers and a refresh of the story pages pertaining to Councillor data and finance data.

A Security Risk Profile Assessment is being prepared as part of the Data Protection and Security Plan. This will be submitted to the Office of the Information Commissioner in July, 2024.

Corporate and Commercial Services

The Directorate has launched into 2024 with enthusiasm to drive continuous improvements as well as delivering on day to day objectives. Development of the draft 2024-2028 budget including 2024-2025 Council Plan Year 4 Actions (draft Budget and Council Plan Year 4 Actions) have involved many briefings with Councillors this quarter including an all-day forum in March.

The organisation is facing a tight budget for 2024-2025 and beyond, which is further burdened by the many economic challenges that have impacted on the long-term sustainability of the local government sector. A process has been introduced to more robustly consider the activities/initiatives the organisation will focus on to ensure they better align with the demands of the prevailing financial environment.

Key actions are underway to implement Council's Waste Circularity Plan including planning and development work to support the expansion of community recycling hubs to multiple new locations, continuing to progress alternative waste technology opportunities as a landfill alternative, planning and set up works underway for a 'Library of Things' to reduce consumption and provide access to tools and equipment for repair activities, and development and delivery of round one of the 'Trim Your Bin' commercial program to enable businesses to reduce, reuse and recycling more effectively. There has been significant progress in the implementation of food waste minimisation initiatives with the development of a home composting and worm farming product rebate service to support the community to access alternative food waste disposal options.

The Property Strategy implementation continues to be rolled out with 89% of all Bathing Box Licenses now in place following the adoption of the Bathing Box Policy last year. The Procure to Pay module of Council's Financial Management System, Technology One was successfully implemented in March 2024 introducing many efficiencies across the organisation. Digitisation of grave site information at Frankston Memorial Park (the Cemetery) is well underway.

The Victorian Electoral Commission has completed its review of Council's electoral structure, with the new electoral structure being released in February 2024. The Frankston municipality has been revised with nine wards and one Councillor to be elected per ward. Preparations are now underway for the Council elections which includes Councillor Information Sessions, amendment to the Election Period Policy and development of a Councillor Induction Program.

Council Plan summary

In 2023-2024 there are 124 actions listed in the Council Plan. As at the end of March 2024, 99% per cent were considered on track or completed.

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

	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ■	Not proceeding ■
Healthy and safe communities	-	20	-	-	-	-
Community strength	1	26	-	-	-	-
Sustainable environment	1	22	-	-	-	-
Well planned and liveable city	-	12	-	-	-	-
Thriving economy	1	15	-	-	-	1
Progressive and engaged city	1	24	-	-	-	-
TOTAL %	3.2%	96%	0%	0%	0%	0.8%

Refer to Appendix A for progress updates on each action.

Financial summary










The March consolidated surplus of \$37.899 million for the underlying operating result reflects a favourable variance of \$6.647 million compared to the year to date 2023-2024 budget surplus position of \$31.252 million.

Consolidated Income Statement for March 2024




Description	Year to Date		(Fav)/Unfav Variance \$'000
	March-24 Actual \$'000	March-24 Budget \$'000	
<i>Operating</i>			
Revenue	189,197	186,078	(3,119)
Expenditure	151,726	155,453	(3,727)
Gain/(Loss) on disposal of assets	428	627	199
Underlying operational result	37,899	31,252	(6,647)
<i>Capital</i>			
Revenue	16,209	19,287	3,078
Operational surplus/(deficit)	54,108	50,539	(3,569)

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

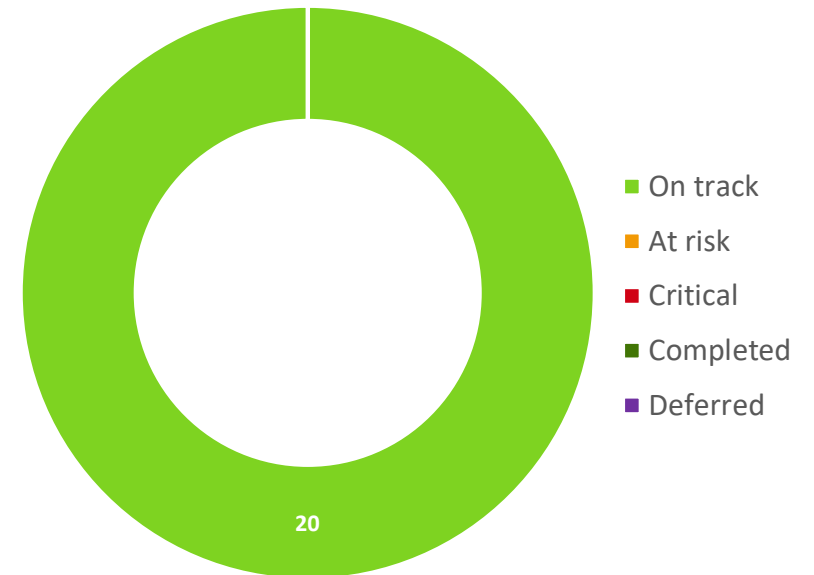
- ✓ Active and healthy lifestyles that support residents living independently longer
- ✓ Long-term health and learning outcomes established in early childhood
- ✓ Reduction of harms from family violence, gambling, alcohol and other drugs
- ✓ Value and support young people

Community Vision 2040 Theme 1
Healthy families and communities

Quarter Three Overview

How we performed

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



Highlights

- Successful rollout of body worn cameras, investment in CCTV and the Safer Communities Policy and Strategy adopted by Council
- The Draft Kindergarten Strategy has been completed and will be presented to Council in June ahead of public exhibition
- An assessment of all Kindergarten amenities for children was carried out with work identified soon to commence



Community strength

Priorities

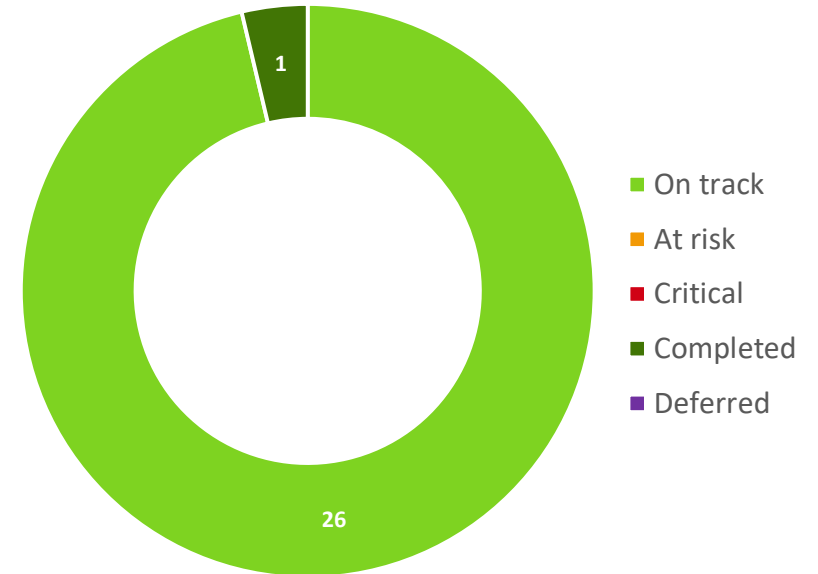
- ✓ Accessibility of services to enhance social inclusion and mental wellbeing
- ✓ Volunteering to build connections and resilience within the community
- ✓ Frankston City's arts and cultural identity

Community Vision 2040 Theme 2
Vibrant and inclusive communities

Quarter Three Overview

How we performed

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



Highlights

- Council continues to maintain a client base of over 2000 members across all Community Care services
- Community Care workers provided additional support to clients on the days of extreme heat



Sustainable environment

Priorities

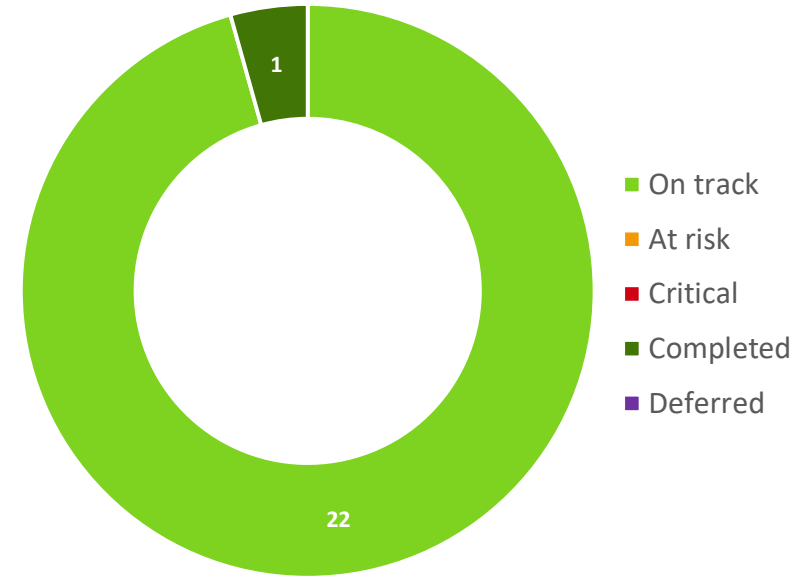
- ✓ Climate emergency response and leadership
- ✓ Green canopy cover to reduce urban heat
- ✓ Diversion of waste from landfill
- ✓ Protection, access and connection to the natural environment

Community Vision 2040 Theme 3
Natural environment and climate action

Quarter Three Overview

How we performed

100% per cent of actions completed or on track (23/23)



Highlights

- Progress continues on the bulk conversion of street lighting to LED technology as well as lighting efficiency upgrades to a number of Council facilities
- Continued collaborations on the design of the Monterey Recycled Water Scheme. South East Water presentation to Council informing tendering of the works to be completed in June 2024
- The Local Play and Park upgrade program progressed with construction underway at Kareela Reserve, Pratt Reserve and Lavender Hills Reserve
- Full Service rollout completed to all eligible residential households



Well planned and liveable city

Priorities

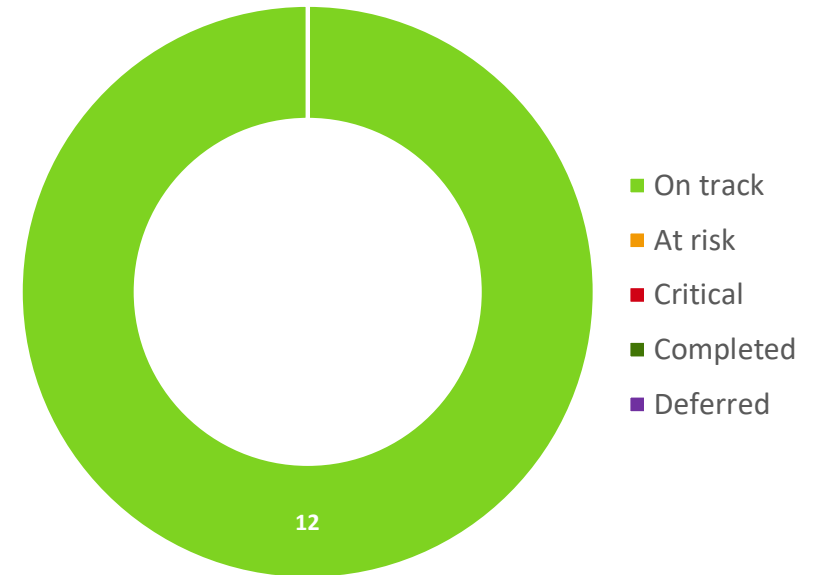
- ✓ Urban design renewal of public places and spaces
- ✓ Connected, accessible, smart and safe travel options
- ✓ Frankston City's identity as a liveable city

Community Vision 2040 Theme 4
Connected places and spaces

Quarter Three Overview

How we performed

100% per cent of actions completed or on track (12/12)



Highlights

- Active Paths is progressing and due for completion by June 2024
- Council Bike Riding strategy is planned for completion and adopted by September 2024
- Construction works progressing to deliver the Multilevel carpark at Frankston train station and Kananook train station



Thriving economy

Priorities

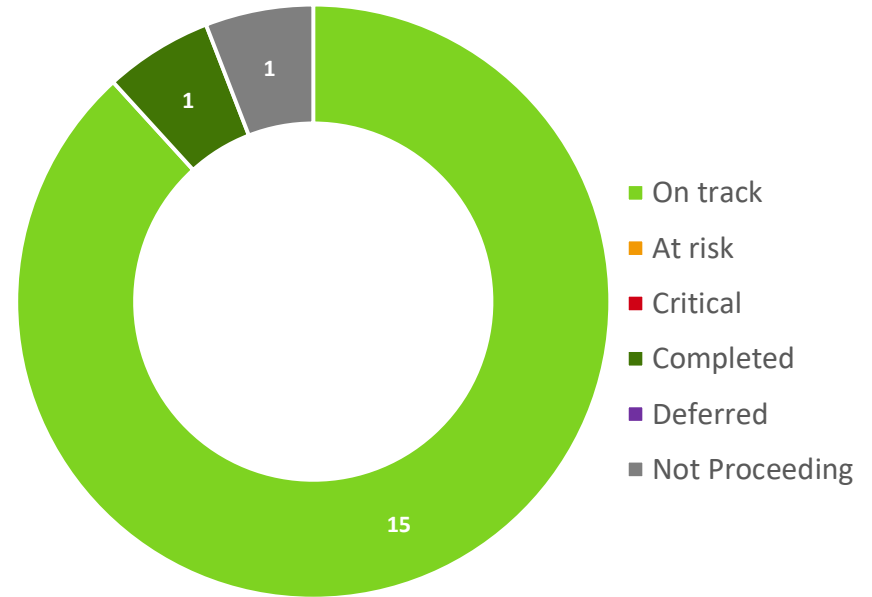
- ✓ Business and industry investment attraction
- ✓ Activity centre precincts
- ✓ Local employment, education and training opportunities for all people

Community Vision 2040 Theme 5
Industry, employment and education

Quarter Three Overview

How we performed

94% per cent of actions completed or on track (16/17)



Highlights

- Planning Scheme Amendment C160fran (FMAC) has moved into the next phase and will be heard by an independent planning panel
- Think Local Month in March saw \$100,000 grants provided to local businesses to engage local suppliers and the month culminated with a Small Business Expo held at the Frankston Arts Centre



Progressive and engaged city

Priorities

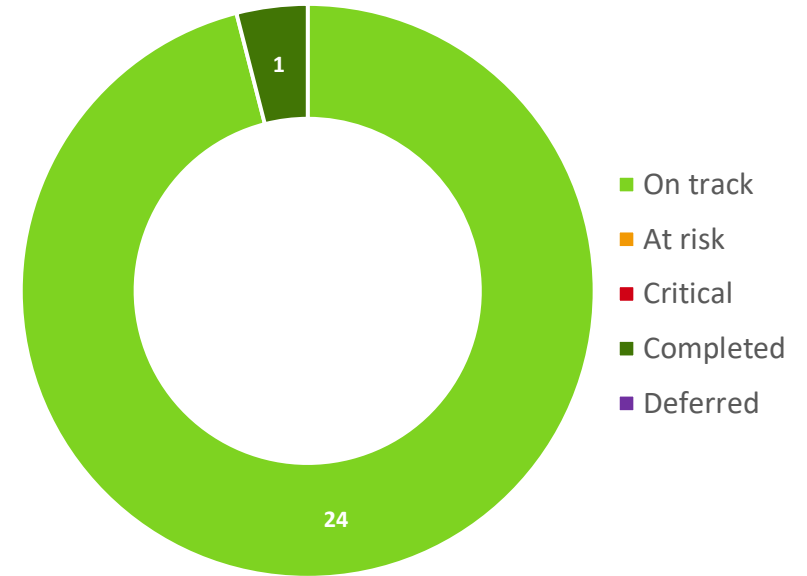
- ✓ Engagement with our community in communication and decision making
- ✓ Future ready service delivery through changes to culture, capability, connectivity and customer experience
- ✓ Sound governance to build trust in the integrity and transparency of Council

Community Vision 2040 Theme 6
Advocacy, governance and innovation

Quarter Three Overview

How we performed

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



Highlights

- Publicly available information was expanded on Council's website and Transparency Hub
- A project to upgrade the Arbour Walk at Frankston Memorial Park is underway and aims to preserve the wisteria on the existing structure
- Digitisation of the Health Register for existing Food and Health Businesses allowing customers to lodge and pay for new Food Registration Businesses
- The development of an Asset Management Plan for the Peninsula Aquatic & Recreation Centre (PARC) and Pines Forest Aquatics (PFAC) has commenced, which will optimise future maintenance and renewal investment in these key community facilities



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 2024. The report is designed to ensure consistency with the 2023-2024 adopted budget, compliance with statutory requirements and to measure Council's overall financial performance.

Financial results for Frankston City Council excluding Peninsula Leisure Pty Ltd

Summary - Income Statement

Description	Year to Date		
	March-24 Actual \$'000	March-24 Budget \$'000	(Fav)/Unfav Variance \$'000
<i>Operating</i>			
Revenue	177,613	175,589	(2,024)
Expenditure	141,436	144,957	(3,521)
Gain/(Loss) on disposal of assets	428	627	199
Underlying operational result	36,605	31,259	(5,346)
<i>Capital</i>			
Revenue	16,209	19,287	3,078
Operational surplus/(deficit)	52,814	50,546	(2,268)

The underlying operating result for March 2024 reflects a positive variance of \$5.346 million. Council's third quarter underlying operating position is indicating a surplus of \$36.65 million, this is a \$5.346 million favourable variance compared to the third quarter 2023-2024 budget position of \$31.259 million surplus.

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

The consolidated result including Peninsula Leisure is a surplus \$37.899 million which is \$6.647 million favourable compared to budget.

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

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

	Mar-24 YTD Actual \$'000s	Mar-24 YTD Budget \$'000s	Variance \$'000s	Variance %
Underlying operating result (1)	36,605	31,259	5,346	17.10%
Cash and investments	59,637	69,014	(9,377)	(13.59)%
Capital works expenditure	46,658	45,129	1,529	3.39%

() Denotes negative result

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

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

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

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

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

Description	Year to Date			Full Year		
	March-24	March-24	(Fav)/Unfav	2023-2024	2023-2024	(Fav)/Unfav
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
<i>Operating</i>						
Revenue	177,613	175,589	(2,024)	195,441	194,179	(1,262)
Expenditure	141,436	144,957	(3,521)	198,539	199,105	(566)
Gain/(Loss) on disposal of assets	428	627	199	355	512	157
Underlying operational result	36,605	31,259	(5,346)	(2,743)	(4,414)	(1,671)
<i>Capital</i>						
Revenue	16,209	19,287	3,078	33,040	32,412	(628)
Operational surplus/(deficit)	52,814	50,546	(2,268)	30,297	27,998	(2,299)

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

Council's third quarter underlying operating position is indicating a surplus of \$36.605 million, this is a \$5.346 million favourable variance compared to the expected third quarter 2023-24 budget position of a surplus of \$31.259 million.

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

Grants – operating – \$0.8 million favourable variance. The increase in government funding relates to the following areas:

- \$0.3 million in Waste Circularity, \$0.2 million in Community Strengthening and \$0.1 million in Libraries due to unexpected grants received.
- \$0.1 million extra grant received in Safer Communities for the provision of School Crossing Supervision service.
- \$0.1 million in Family Health Support for RAT distribution.

User fees and charges– \$0.4 million favourable variance. The increase in user fees and charges relates to the following areas:

- \$0.7 million increase in income received for Frankston Regional Recycling and Recovery Centre due to increased demand for services.
- \$0.2 million increase in income for Engineering Services due to unanticipated occupation of land relating to large developments including Frankston Hospital and Department of Transport sound wall.

- c. Offset by \$0.4 million for charged car parking due to lower volumes over the summer period and the extension of the 2hr free parking initiative and \$0.2 million decrease in Financial and Integrated Planning for legal action recovery (offset by decrease in debt collection costs).

Other income - \$0.7 million favourable variance. The favourable position in other income is mainly due to:

- a. \$0.4 million increase in interest on investments due to higher interest rates.
- b. \$0.2 million increase in Lease income received due to new annual lease agreement for temporary car park and telecommunications tower.

Employee Costs - \$1.4 million favourable variance. The favourable position in Employee costs is mainly due to:

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

Materials and services - \$3.5 million favourable variance. The variance in materials and services is mainly due to:

- a. \$1.1 million lower than budgeted expenditure for contracts and materials in Operations, \$0.5 million in Building Infrastructure and \$0.4 million in Arts and Culture.
- b. \$0.9 million lower consultant costs across the Directorates, including \$0.1 million for the VEC electoral structure review.
- c. \$0.5 million lower than anticipated expenditure for Utilities. These are expected to be fully spent by the end of the financial year.
- d. \$0.3 million lower debt collection in Revenue (offset by decrease in legal action recovery fees).
- e. Offset by \$0.1 million in Waste Circularity due to increased waste disposal costs (landfill levy).

Other Expenses - \$1.3 million unfavourable variance. The unfavourable variance in other expenses is mainly due to:

- a. \$1.6 million higher write off expenses following the demolition of various buildings that are being replaced (e.g. Lloyd Park pavilion)
- b. Offset by \$0.3 million lower than budgeted expenditure due to delays in training and professional development, community grants and PC equipment leases.

Operating Result: The operating result for the first nine months to March 2024 indicates a surplus of \$52.814 million, this is a \$2.268 million favourable variance compared to the adopted third quarter 2023-2024 budget position of \$50.546 million surplus. This favourable variance is due to the reasons as described above plus an increase of \$2.559 million for monetary contributions offset by a decrease of \$5.637 million in capital grants.

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

	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
Total property	18,937	11,341	7,596	28,875	18,442	(10,433)
Total plant and equipment	4,456	3,520	936	8,290	6,496	(1,794)
Total infrastructure	23,265	30,268	(7,003)	51,821	53,484	1,663
Total capital works expenditure	46,658	45,129	1,529	88,986	78,422	(10,564)
Funding:						
External						
Government grants	12,609	7,590	5,019	27,751	29,858	2,107
Contributions	2,281	20	2,261	2,739	20	(2,719)
Proceeds from sale of assets	605	690	(85)	609	962	353
Other income	-	-	-	-	-	-
Total external funding	15,495	8,300	7,195	31,099	30,840	(259)
Internal						
Reserve funds	4,342	1,138	3,204	6,422	5,569	(853)
Loan borrowings	450	8,129	(7,679)	10,150	12,707	2,557
Rates funding	26,371	27,562	(1,191)	41,315	29,306	(12,009)
Total internal funding	31,163	36,829	(5,666)	57,887	47,582	(10,305)
Total funding	46,658	45,129	1,529	88,986	78,422	(10,564)

After nine months of the year, expenditure is \$46.658 million against a year to date adopted budget of \$45.12965 million. The Capital Works Program is tracking well with higher than budgeted expenditure due to larger building projects.

The delivery of the 2023-2024 Capital Works Program is ahead of schedule, with a full year adopted budget of \$78.422 million. Refer to **Appendix B Attachment B**.

Balance Sheet

[HG1][NA2]

(Frankston City Council excluding Peninsula Leisure Pty Ltd)

The balance sheet as at 31 March 2024 indicates a continued satisfactory result. Council's net assets are valued at \$2.230 billion at the end of March 2024 and are forecast to be \$2.210 billion at the end of June 2024.

A comparison of total current assets of \$131.517 million with total current liabilities of \$49.960 million (working capital ratio YTD of 2.632 to 1) depicts a satisfactory financial position.

Schedule of reserves as at 31 March 2024

	Opening Balance 01/07/2023 \$'000	Transfer to reserve \$'000	Transfer from reserve \$'000	Closing balance 31/03/2024 \$'000
Statutory reserves				
Public resort and recreation	4,113	1,263	(697)	4,679
Subdivision roadworks	133	-	-	133
Infrastructure assets	74	-	-	74
Car parking	10	-	-	10
Total statutory reserves	4,330	1,263	(697)	4,896
Discretionary reserves				
Strategic asset reserve	3,486	-	(2,349)	1,137
MAV LGFV fund	13,537	379	-	13,916
Unexpended grant reserve	11,141	-	(10,252)	889
PARC asset management sinking fund	10,582	750	(500)	10,832
Capital projects reserve	5,349	450	(1,215)	4,584
Resource efficiency reserve	82	1	-	83
Waste recycling and resource recovery reserve	-	2,239	-	2,239
Total other reserves	44,177	3,819	(14,316)	33,680
Total reserves	48,507	5,082	(15,013)	38,576

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

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

Trade and other receivables	2022-23	2023-24
	\$'000	\$'000
Current receivables		
Ratepayer receivables	13,496	57,943
Special rates & charges	225	215
Infringements	6,443	7,152
Provision for doubtful debts - infringements	(3,037)	(3,355)
Other receivables	1,732	7,372
Provision for doubtful debts - other debtors	(113)	(59)
	18,746	69,268
Non-current receivables		
Special rates & charges	513	421
Total receivables	19,146	69,630

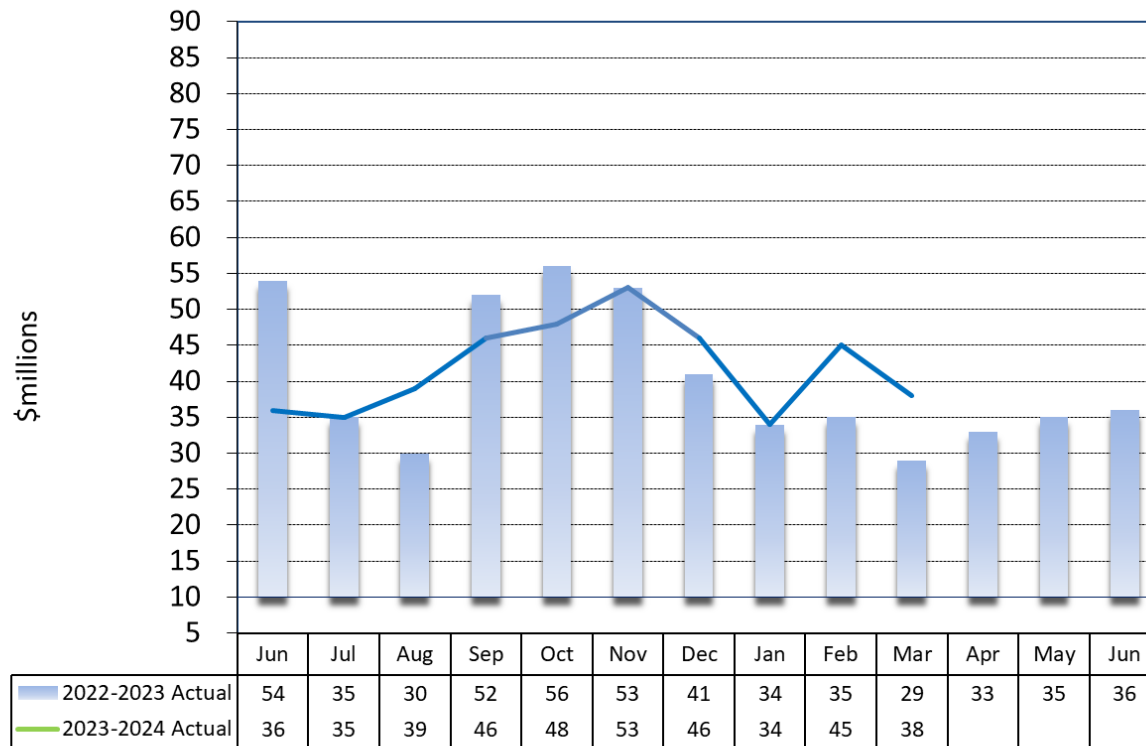
Accounts receivable balances were \$69.630 million as at 31 March 2024, up from \$19.146 million as at 31 March 2023. Note the ratepayer receivables accounting treatment changed for 2023-24 which explains the significant variation to quarter three of 2022-23.

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

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

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

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



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

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

The status of Council's loan borrowings as at the 31 March 2024 are listed in the table below:

Financial institution	Debt principal @ 30-06-2023 \$'000's	Principal repaid \$'000's	New borrowings \$'000's	Debt principal @ 31-03-2024 \$'000's	Interest \$'000's	Loan repayments due over next 12 months \$'000's
National Australia Bank	11,100	317	-	10,782	572	1,183
National Australia Bank - MAV	15,542	-	-	15,542	310	-
Treasury Corporation Victoria	2,200	-	450	2,650	33	-
Total	28,842	317	450	28,974	915	1,183

Investments

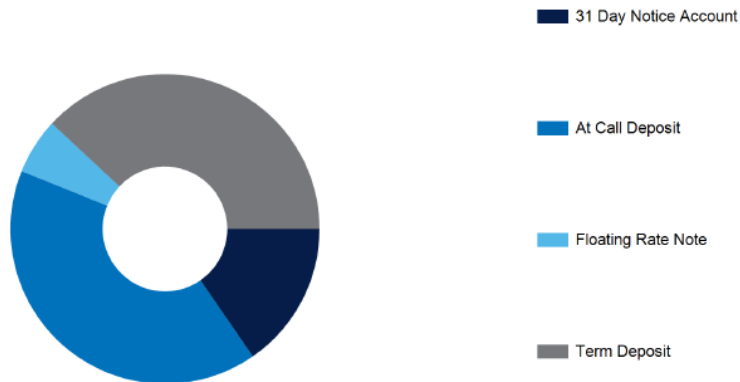
[HG5][NA6]

(Frankston City Council excluding Peninsula Leisure Pty Ltd)

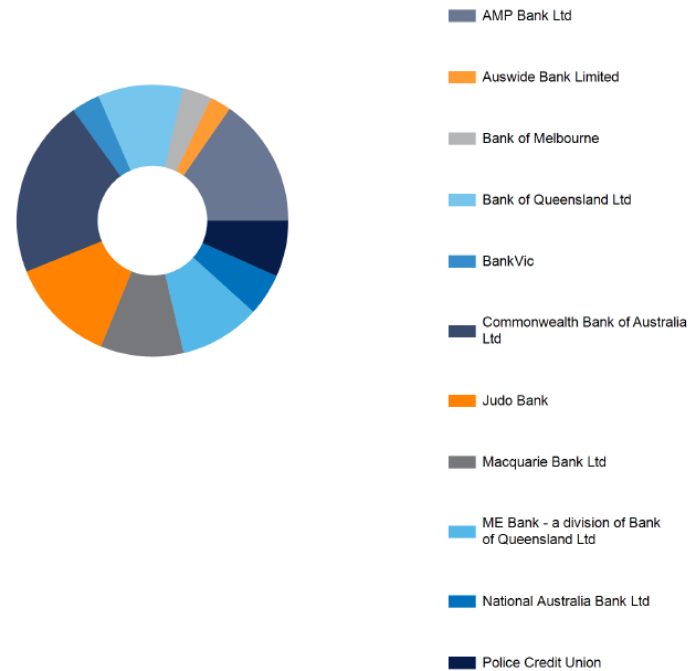
Council is complying with its Investment Policy (adopted by Council on 16 December 2019) that ensures effective and responsible utilisation of Council’s surplus cash funds within the government legislative framework and applicable Federal and State regulations. Council’s investment holdings as at 31 March 2024 were \$59.637 million.

Council’s investments as at the 31 March 2024 are listed in the tables below.

Market Value by Security Type



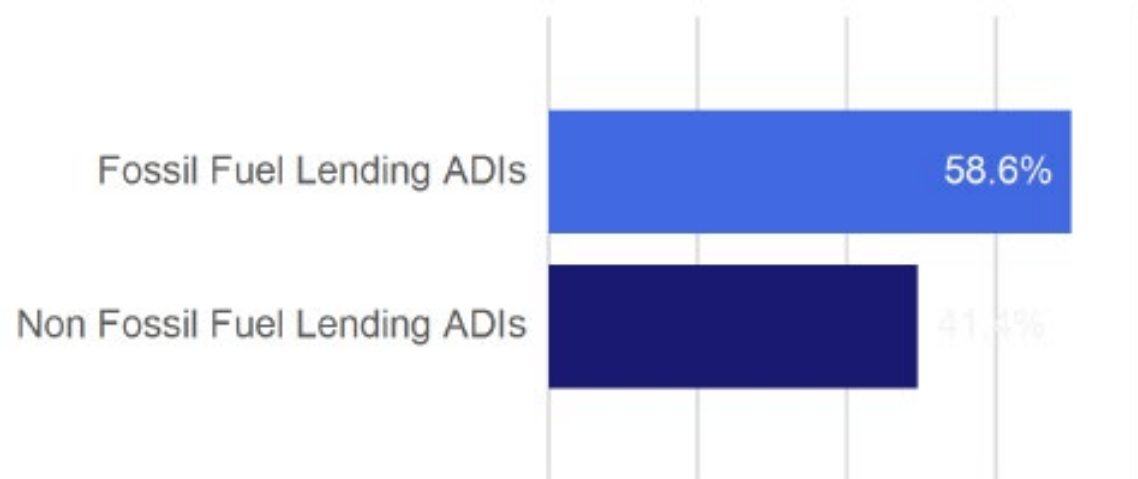
Market Value by Issuer



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

Portfolio Fossil Fuel Summary

Council's portfolio comprises 41.40% of investments with non-fossil fuel lenders with the remainder still funding fossil fuel related organisations or programs.



ADIs (Authorised deposit-taking institutions)







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

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

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



Strategic indicators for each outcome are reported annually.

Status update key:

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

2021-2025 Council Plan and Budget







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

	2021-2022	2022-2023	2023-2024	2024-2025
 Action completed	123	115	4	-
 Completion deferred to following year	11	6	-	-

January-March 2024 Council Plan Actions



In 2023-2024 there are 124 actions listed in the Council Plan. As at the end of March 2024, 99% per cent were considered on track or completed.

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

	Completed 	On track 	At risk 	Critical 	Deferred 	Not Proceeding 
Healthy and safe communities	-	20	-	-	-	-
Community strength	1	26	-	-	-	-
Sustainable environment	1	22	-	-	-	-
Well planned and liveable city	-	12	-	-	-	-
Thriving economy	1	15	-	-	-	1
Progressive and engaged city	1	24	-	-	-	-
TOTAL %	3.2%	96%	0%	0%	0%	0.8%

1 Healthy and safe communities



Initiative progress comments





Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Engage families to promote the importance of early childhood education and health Maintain systems and capacity to manage and respond to emergency events	CP-1.1.1	Deliver Maternal and Child Health and early childhood services and programs including immunisation and supported playgroups	Community Based Immunisation sessions continue to be very well attended, most sessions are fully booked and often extended to accommodate all community members. The Secondary School Immunisation program commenced in February and the Influenza program for 2024 is scheduled to commence in April. Child Safe training was provided by Council's Child Safety Advisor to the Children's Services Team regarding Council's obligations and reporting procedures. As part of the training additional child safe information and posters are now available in the foyer at Mahogany Rise Child & Family Centre and a review has been carried out on the reportable conduct procedure for Mahogany Rise and Supported Playgroups. To celebrate National Playgroup Week, the team organised a party in the park with child friendly activities. The event provided an opportunity for community partners to share valuable information about their services. With over 100 families attending, the event was well-received and appreciated by the community.	Communities	
	CP-1.1.2	Coordinate central registration of enrolments for community kindergartens	Registrations opened for three and four year old kindergarten for 2024. On time registrations will close for four year old on 30 April and three year old on 30 August. Council has accepted an increased funding grant for Kindergarten Central Registration Administration Support, this is to cover the cost of	Communities	




Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			the registration fee for parents. This on-going funding will mean that families no longer need to pay a registration fee for kindergarten, making the process easier for families to register their children.		
	CP-1.1.3	Implement Council's year three initiatives for Council's Early Years Plan	<p>Council's Baby Makes 3 program continues to progress. Recruitment is now complete with nine successful applicants being appointed as facilitators of the program. Face to face training dates have been confirmed with an external provider and the program is on track to be available to the community on 1 June 2024.</p> <p>Planning for a new 10 Weeks to Connection Program in underway for families that are new to Frankston. The program will connect families to the existing pop up playgroup activities, local parks, arts and culture, maternal and child health, libraries and PARC. The program has involved collaboration with internal and external services and will be implemented from April 2024.</p>	Communities	
	CP-1.2.1	Monitor and mitigate key emergency risks to the community	<p>The annual Fire Hazard Inspection Program commenced in November 2023 and concluded in February 2024. During this time the Assistant Municipal Fire Prevention Officer conducted 304 Fire Hazard Inspections on private property and issued 81 Fire Prevention Notices where non-compliance was evident and attempts at resolution failed, seven compulsory clearances were conducted by a third party provider. Frankston City has properties with biodiversity overlays or covenants in place that reduce available fuel hazard reduction options, in these instances the Officer liaised with other areas of Council, land owners and entities such as Trust for Nature to determine a collaborative, and satisfactory outcome.</p> <p>Investigation has begun into how Council IT</p>	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			systems operating in the fire hazard inspection space can potentially be upgraded to share data between them more efficiently.		
	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	Frankston City Council's Heat health plan (a complementary plan to the Municipal Emergency Management Plan) was reviewed and finalised with feedback sought from all relevant areas of Council considering its operational status. The Emergency Management Communications Plan, a collaborative set of arrangements outlining triggers, responsibilities and actions for the provision of emergency information to the community was also reviewed and finalised.	Communities	
	CP-1.2.3	Leverage partnerships with key agencies and community groups to improve planning for response to and recovery from emergency events. This will include the development and implementation of an annual training program	<p>A Summer safety session facilitated by the Coordinator Emergency Management identified a community member who wished to run a heat health due to climate change event. The emergency management and climate change teams liaised with this individual to support and attend their initiative alongside two Councillors. The report generated by this event has been forwarded back to Council for consideration.</p> <p>A heatwave and separate storm event saw the Council emergency management team come together with emergency agencies to plan our response and recovery from these events. Council's interests were considered and a resource was sent to assist Cardinia Shire who was impacted significantly by the storm event as part of the resource sharing protocol Council is a signatory to.</p>	Communities	
	CP-1.2.4	Deliver Emergency Management training and exercise	Emergency management roles and responsibilities training e-modules have been completed and are being tested in the Council learning environment, on track to be delivered to staff in quarter four. Emergency management staff and the wider	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			support team were encouraged to participate in a webinar titled 'Supporting family and child mental health in response to disasters'. Other online training including Crisisworks, Emergency Management Victoria online modules and external agency information sessions were also completed to ensure the team's thinking remains contemporary and relevant to our communities.		
	CP-1.2.5	Review the Domestic Animal Management Plan (DAMP)	The Domestic Animal Management Plan (DAMP) is due for review in late 2024. Council continues to undertake process and service reviews on a regular basis to ensure the actions of the DAMP are met.	Communities	
Encourage active and healthy lifestyles for people of all ages and abilities	CP-1.3.1	Improve the amenity and perceptions of safety across the municipality	Safer Communities continues to apply the relevant legislation to address amenity and safety concerns in the community. Safer Communities is currently reviewing processes and service standards to achieve and set expectations moving forward. In December 2023 the Draft Safer Communities Policy and Strategy was adopted and quarter three has seen officers establish working groups to deliver the actions of the strategy.	Communities	
	CP-1.3.2	Promote and deliver more diverse play and leisure opportunities for residents of all ages to encourage active lifestyles	Council continued play space upgrades, promoting them through various channels including social media, local news, and the council's website. Over one hundred sports clubs engaged more than thirty thousand individuals in active recreation. Major sports facilities like the new netball and indoor cricket stadium, Frankston Park, Peninsula Aquatic Recreation Centre (PARC), Pines Aquatic Facility, Centenary Park Golf Course, and Frankston Skate Park offered excellent opportunities for sport participation, contributing to community health and social connectivity.	Communities	
	CP-1.3.3	Work in partnership with health, education and community organisations including sporting clubs and community gardens to enhance opportunities	Council collaborated with Peninsula Health's Health Promotion Team to enhance local food systems and healthy eating outcomes. Positive relationships	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
		for improved primary health and participation in passive and active recreation	were further developed with the Community Garden Network, strengthening health connections and insights. Valuable feedback from the Garden Network on the Council's Food Action plan informed community health initiatives.		
	CP-1.3.4	Deliver three year actions for Council's Health and Wellbeing Plan	The Year Three Action Plan has been implemented throughout quarter three. Highlights included the adoption of the Healthy, Secure and Sustainable Food Action Plan 2023-26, the delivery of a youth services program to address stigma around mental health, the completion of draft concept plans for Heysen Reserve, Brunel Reserve and Lucerne Reserve; community engagement on the Draft Fair Access Policy; and community engagement on the Skate and BMX Strategy.	Communities	
	CP-1.3.5	Develop the 'Can Swim' program of initiatives for the children of Frankston City	<p>All three pilot teaching programs (Teens, Families and Infants) were successfully delivered over January and February to almost 100 participants. The aim was to ensure a broad range of participants (not currently accessing swimming lessons) could assist the project team to trial non-traditional programming methods and maintain a high learning outcome.</p> <p>Feedback from participants indicates a high success in achieving this goal, with teens who were unable to swim 50m and demonstrate confidence in the water at the start, demonstrate that by the end of the 5 days, could swim up to 100m non-stop, attend the beach session and demonstrate an understanding of safety in the open water environment. A report is currently being produced that will share the participant learning outcomes of the program.</p>	Corporate and Commercial Services	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Advocate for programs and support to reduce harms from family violence, gambling, alcohol and other drugs	CP-1.4.1	Develop the Family Violence Action Plan and implement year one actions	Community engagement activities for the updated Family Violence Prevention Action Plan concluded with 131 submissions from community members and service providers. Key priorities were identified to prevent violence and inform a well-rounded draft Action Plan.	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 Sponsors Network Group met for the first time in 2024. The group reflected on the Vision Statement: "A welcoming and safe place for children, family, and community to learn, belong and thrive together to achieve great life outcomes." Members reviewed and refreshed their own aims and each members' commitment to the Frankston North Education Plan. Agreement was reached to focus on participation in services and cultural safety. Working groups are being established and findings reported back to the broader group.	Communities	
	CP-1.5.2	Deliver Youth Services outreach, in-reach and engagement programs	Frankston Youth Services have continued to deliver a broad range of youth programs to support the needs of local young people. Of particular note are the flexible school programs, two of which were delivered from Youth Central this quarter. A total of 30 programs were delivered to school groups in quarter three, with 538 young people attending.	Communities	
	CP-1.5.3	Enable young people to have a voice through Youth Council and youth events	Frankston Youth Services regularly delivers programs which enable young people to have their voices heard and acknowledged. Youth Council, NexGen Advisory, and Fresh Entertainment are just three of the numerous programs that have received young people's views and ideas 423 times in quarter three.	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-1.5.4	Deliver the Work Ready Program providing work experience, traineeships and student placement opportunities	The Work Ready program has continued to grow with the development of an online application process for Student Placement and Work Experience. A review of the program and opportunities to continue to drive this improvement is currently underway and will lead to a Council report in June 2024.	Customer Innovation and Arts	
	CP-1.5.5	Provide grants to support students in participating in formal education and recreational programs	Community Grants Child and Youth Inclusion Grant has concluded its 8th round, with \$24750 YTD having been distributed to 50 recipients to support their inclusion in educational and recreational pursuits.	Communities	
	CP-1.5.6	Implement year two actions for Council's Youth Action Plan	Youth Services have worked with the Youth Advisory Group to integrate an Accessibility checklist into each Holiday Program, as part of Action 1.1. Youth Services delivered a Financial Sustainability workshop for young people in quarter three, in line with Action 3.1.	Communities	





Strategic indicators




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






2 Community strength







Initiative progress comments



Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Build Frankston City's reputation as an arts, culture and tourism destination	CP-2.1.1	Implement year three actions for Council's Arts and Culture Strategic Plan	This quarter a number of major events were delivered including the Waterfront Festival and Big Picture Street Art Festival which delivered eight new murals. Frankston Arts Centre continued to attract big name artists including Missy Higgins, Joe Camilleri & The Black Sorrows, Ian Moss and The Southern Sons. Three events in the Destination Attraction Program were delivered; Reminisce Decade of House, Sunset Twilight Market #4 and the Stellar Short Film Festival.	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	The 2024 South Side Festival program was launched at Cube 37 to a full house of key stakeholders and community members. The program features a diverse range of arts experiences including installations, workshops, performances, exhibitions and collaborative activities with the wider Council team. The Frankston Arts Centre theatre season program has commenced for the year with two sold out shows from nationally recognised musical theatre performer, Tom Burlinson.	Customer Innovation and Arts	
	CP-2.1.3	Deliver festivals and events that build upon Frankston as an Arts and Culture destination	Despite the hot weather conditions, the Waterfront Festival attracted approximately 30,000 visitors across the weekend. New sponsorship deals included Betty's Burgers, Bayside Shopping Centre, Impact Realty Group, and Snowy River Caravans. There were eight new partnership activations and two new events - Frankston Swim Classic (approx. 300	Customer Innovation and Arts	





Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			<p>participants, with 1.2km swim distance, sold out) and Betty's Burgers Dive In Cinema (sold out).</p> <p>Waterfront Festival Post event survey respondents increased from 154 in 2023 to 560 in 2024, providing insights into the future strategy and direction of the event.</p>		
	CP-2.1.4	Develop sculpture and eclectic street art culture	Street Art Walking tours won Gold for the third year at the Australian Street Art Awards and therefore automatic inclusion into the Hall of Fame. Big Picture Street Art Festival was awarded Silver in Festival Categories of the Australian Street Art Awards.	Customer Innovation and Arts	
	CP-2.1.5	Implement year one actions of Council's Public Art Strategy	The "Early Light" sculpture was installed at the Seaford Road/Brunel Road site. Big Picture Festival successfully delivered eight new murals, two projections works, a miniature sculpture trail, an exhibition of street artist studio work in Cube 37 and a Block Party. Recruitment of Public Art Officer to project manage the Arts Trail was advertised.	Customer Innovation and Arts	
	CP-2.1.6	Implement year one actions of Council's Destination Events Strategy	Stage one of the 24/25 Destination Event Attraction Program (DEAP) is now live, with improvements made to attract an elevated and more diverse range of applicants, who align strongly with the key criteria of the Destination Events Strategy (DES). Anecdotally, many organisers are recognising the increased number of elevated events occurring in Frankston, and many are aware of the DEAP via industry word-of-mouth following the past season.	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	The Positive Ageing Team have delivered a range of initiatives over the third quarter to support social inclusion and participation for	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			<p>older adults including:</p> <ul style="list-style-type: none"> Wingham Park Relaunch Wingham Park weekly exercise classes Chinese New Year community celebration Karingal place walking group Service Australia CyberSafety and Scam session Grant writing workshop Seniors Meet and Greet (two sessions) Council strategy meetings with Age Friendly Ambassadors (two sessions) 		
	CP-2.2.2	Support organisations that are providing valued services to older residents	The Positive Aging Team has been working with Peninsula Health and the Peninsula Ethnic Seniors Council in planning for Elder Abuse Awareness Day, Dying to Know Day and intergenerational projects to address and change negative perceptions of older people. Frankston RSL Health and Wellbeing Advocates were involved with the Wingham Park Relaunch.	Communities	
	CP-2.2.3	Deliver year three actions Council's Disability Action Plan	Work continued to plan the provision of beach access opportunities at the Seaford and Frankston foreshores, and facilitate discussions with stakeholders to improve wheelchair access and community support for carers, advancing Council's Disability Action Plan. Monthly Frankston Pathways for Carers also continue to run in 2024 but with a new meeting place at Frankston Life Saving Club and finishing for afternoon tea at Frankie's Café in the South East Water Building. Attendance and connections with local carer supports services and groups continue to build.	Communities	
	CP-2.2.4	Facilitate improved access for people with disabilities to services and transport options	Occupational Therapy students undertook projects to reintroduce Recharge Points in public facilities, supporting community mobility. Work with Peninsula Leisure was initiated to	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			enhance accessible services and facilities, improving options for people with disabilities.		
	CP-2.2.5	Support and promote Culturally and Linguistically Diverse (CALD) and seniors groups	The Culturally and Linguistically Diverse (CALD) network engaged in cultural activities, including a cultural costume exhibition and visits to places of worship, promoting diversity and inclusion within the community.	Communities	
Targeting community needs through development programs and grants	CP-2.3.1	Design Community Development programs to meet resident needs	Council supported local volunteers providing relief services, offering conflict resolution training, and liaising with groups to set up infrastructure for community support initiatives, addressing resident needs effectively.	Communities	
	CP-2.3.2	Deliver Council's grants program	The Community Grants Program progressed with assessments and approvals for various grant rounds, including Environmentally Sustainable Grants and urgent grant assessments, supporting community initiatives effectively.	Communities	
	CP-2.3.3	Build connections between volunteers and volunteer organisations through Impact Volunteering	Volunteering Frankston enhanced volunteer engagement through resource displays and website portal development, fostering connections between volunteers and organisations.	Communities	
	CP-2.3.4	Deliver year three actions from Council's Library Action Plan	<p>Stage two renovations of the Frankston library were completed at the end of January, with the library reopening earlier than expected. The works include a new service desk, and the addition of a glass room and an innovative auto-sorter.</p> <p>The strengthening of partnerships and collaborative relationships has enhanced the offering, with a Justice of the Peace offering at Carrum Downs's library, and the Local Mental Health and Wellbeing Hub attending Frankston</p>	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			library to make connections to combat the prevalence of loneliness in our community.		
	CP-2.3.5	Investigate an organisation-wide community facilities booking & matching project	Standardised operating procedures have been implemented to ensure a consistent approach to hiring community venues.	Customer Innovation and Arts	
Work with community organisations and groups to develop our future leaders and evolve a diverse culture and gender equality	CP-2.4.1	Continue to build volunteering diversity in community organisations	Volunteering Frankston delivered an "Introduction to Volunteering" session to promote increased volunteering diversity within community organisations.	Communities	
	CP-2.4.2	Expand participation in the culture change program for sporting clubs to achieve greater gender equity in participation and board membership	The gender equality checklist has continued to be promoted to sporting Clubs. Engagement has also now concluded on the draft Fair Access Policy which will seek to achieve greater gender equity in participation and leadership within sporting clubs, promoting diversity and inclusion.	Communities	
	CP-2.4.3	Work with schools and disengaged young people to build relationships awareness and enable them to choose respectful relationships	Frankston Youth Services supported schools in incorporating 'Respectful Relationships' curriculum and delivered anti-bullying programs in secondary schools, promoting positive relationships and awareness among young people.	Communities	
	CP-2.4.4	Promote leadership and governance training opportunities for community members	Frankston Youth Services facilitates two leadership groups, Youth Council and Fresh Entertainment (FReeZA). Quarter three saw a total of nine Fresh Entertainment committee meetings, with the Committee delivering a very popular youth-led event held at Frankston City Council's Waterfront Festival. Youth Council is accepting applications for new membership and will be commencing their work in quarter four.	Customer Innovation and Arts	
	CP-2.5.1	Monitor demographic data trends to inform service plans that meet the future needs of the local community	Monitoring of demographic data has been undertaken using the id. community profiles informing a number of policies, plans and Gender Impact Assessments. Training in the id.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			online demographic tools was provided to the community, partners and Council officers.		
	CP-2.5.2	Provide financial support for material aid through eligible emergency relief and recovery organisations	Requests from financially disadvantaged residents for Emergency Relief, including financial and material aid supports, have continued to increase during the reporting period. Community Support Frankston (CSF) was able to source additional Federal funding to expand the free hot meals program and assist more residents with both expected and unexpected cost of living related needs. CSF continued to work with other providers, including those involved with the CSF led Frankston Emergency Relief Providers (FERP) network.	Communities	
	CP-2.5.3	Deliver Home and Community Care (HACC) and Commonwealth Home Support Program (CHSP) in home services to older residents to enable them to live safely and independently	Community Care continue to support an average of 2000 clients and have welcomed 173 new clients this quarter. On average, 4,520 hours of service are delivered across In-Home Support services each month. During the three declared periods of 'Extreme' Fire Danger Rating in February, services were modified to continue to safely provide support to vulnerable community members with actions including re-scheduling visits to cooler times of the day and providing welfare checks to those clients identified as 'vulnerable'. A new outings brochure has been developed and sent out to clients providing an excellent variety of destinations, costs and activities to support a diverse clientele. Promotion of Department volunteer opportunities has been a priority and after recent feedback the team are considering ways to improve the recruitment process to improve	Communities	




Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			the uptake of new volunteers and retain existing volunteers.		
	CP-2.5.4	Partner with the housing and homelessness sector to support the Frankston City Strategic Housing and Homelessness Alliance Five-Year Strategic Plan	The Strategic Housing and Homelessness Alliance met during quarter three to provide stakeholders from across the homelessness and social housing sector with a forum to discuss local solutions to homelessness and housing. The Alliance heard a presentation from Aboriginal Housing Victoria on the need to increase social and affordable housing for eligible Aboriginal and Torres Strait Islander community members.	Communities	
	CP-2.5.5	Provide referral services through our Neighbourhood House programs and youth services	Frequent referrals are made to support services via these programs. Quarter three has seen 315 formal referrals made and received through Frankston Youth Services. This figure does not include the number of young people who self-referred into the school holiday program, nor does it include the numerous informal supports received by young people in our community.	Communities	
Build acknowledgement and respect for Aboriginal and Torres Strait Islander cultural heritage and history	CP-2.6.1	Deliver year two initiatives for Council's Reconciliation Action Plan (RAP)	Continued progress has been made on the Reconciliation Action Plan (RAP) through meetings and collaborations, advancing reconciliation initiatives within the community.	Communities	
	CP-2.6.2	Project manage the masterplan development and advocacy for the redevelopment of the Nairm Marr Djambana gathering place	The masterplan for Nairm Marr Djambana (NMD) gathering place was completed and approved by the NMD board, positioning the project for future grants and advocacy efforts.	Communities	





Strategic indicators




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






3 Sustainable environment

Initiative progress comments




Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Increase urban forest and canopy coverage to create a greener and cooler city	CP-3.1.1	Implement year four actions for Council's Urban Forest Action Plan	Investigations for future planting locations and species selection is ongoing in preparation for the 2025 planting season. Presentation of Banksia planting opportunities at March Council meeting. The canopy mapping project is nearing completion.	Communities	
	CP-3.1.2	Planting 20,000 additional trees as part of the annual municipal wide planning program	Site preparation for planting locations has begun for the 2024 planting season. Planting will occur from May to August when weather conditions are more favourable to plant establishment/survival. All new requests for planting sites are being referred to the 2025 planting program.	Infrastructure and Operations	
	CP-3.1.3	Ensure operational resources align with growth in urban forest to address risk compliance and conduct an independent service review to ensure best practice levels of service are provided benchmarking against other Councils	A tree's service review has been completed and the actions are currently being reviewed for endorsing. The actions, once implemented will deliver significant improvement in tree management processes.	Infrastructure and Operations	
Protect and enhance the natural and coastal environments	CP-3.2.1	Develop the Coastal and Marine Management Plan and Implement year one actions	The draft Coastal Marine and Management Plan engagement closed after six weeks on public exhibition with 77 submissions. While reviewing the community feedback officers have met with all relevant agencies with shared coastal management responsibilities (e.g. Melbourne Water, South East Water, Parks Victoria, DEECA) and/or objectives (Bunurong Land Council, Victorian Fisheries Authority, Safety Transport Victoria) to finalise their involvement and incorporate their feedback into the final Plan.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			A draft Gender Impact Assessment is currently being reviewed for incorporation of recommendations into the Plan.		
	CP-3.2.2	Implement year three actions for Council's Biodiversity Action Plan	Virtual fencing surrounding Langwarrin Flora and Fauna reserve has been installed and monitoring options being discussed with local fauna experts and Wildlife careers to demonstrate efficacy. Environmental Significance Overlay review nearing completion and report on track for presentation in quarter four.	Communities	
	CP-3.2.3	Deliver the Native Vegetation offset Program	Since Council resolved not to pursue Witternberg Reserve as a native vegetation offset site, officers are in the process of investigating three further sites within the municipality, as an alternative site/s. Discussions with neighbouring Councils regarding the potential of establishing a cooperative offset program have also progressed in quarter three.	Communities	
	CP-3.2.4	Maintain natural and coastal reserves	All conservation maintenance programs are on track with continual improvement observed across high quality conservation reserves and rehabilitation sites. Use of fire to improve ecology has commenced at one of three recommended sites. Fire management works remain a priority and were completed on schedule during the fire danger period.	Infrastructure and Operations	
	CP-3.2.5	Review and update priority master plans for Open Space	Gender Impact Assessments were initiated for the Frankston Play Strategy, Frankston Local Park Action Plan and Nepean Boulevard Master Plan. A Gender Impact Assessment was completed for the Sandfield Reserve Master Plan and recommendations will be incorporated into the implementation currently underway. Planning for Open Space improvements continued in	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			quarter three. Scoping was completed for district level play space upgrades in Langwarrin. This will inform a preferred location for further community engagement in quarter four. Due diligence activities for Lisa Beth Mews and 250 Wedge Road commenced, following some delays related to the planning amendment and land transfer process.		
	CP-3.2.6	Develop and implement formalised monitoring process for park tree maintenance	Parks tree monitoring program is underway and is on track as per schedule for 2023/24. Volume of hazards identified have decreased from 2022/23 due to proactive maintenance programs allowing for proactive works to address lower priority issues in 2024.	Infrastructure and Operations	
Lessen the severity of climate change through action that enable Council and the community to reduce greenhouse gas emissions	CP-3.3.1	Implement year one actions for Council's Climate Change Strategy and Action Plan including the delivery of the Regional Electric Vehicle (EV) Charging Roadmap	Year one actions for Council's Climate Change Strategy 2023-2030 are underway, including the completion of an assessment on the electrification of Council facilities, continued progress with the conversion of street lights to LED technology and the commencement of an investigation into the transition of Council's fleet to electric vehicles (EVs).	Infrastructure and Operations	
	CP-3.3.2	Ensure Environmentally Sustainable Design (ESD) principles are achieved for new developments, buildings, public realm and places	For quarter three, Council received 50 applications to assess. All new developments requiring a planning permit are assessed to make sure their proposal has considered Environmentally Sustainable Design (ESD) assessments to achieve main ESD requirements included in eight sustainability categories such as water, energy, IEQ, waste, urban ecology, stormwater, transport, management. Council continues to work with the Council Alliance for a Sustainable Built Environment (CASBE) that helps provide and share up to date ESD knowledge and making sure all Victorian councils are consistent in assessing applications.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Research projects in CASBE continue to progress such as all electric facilities and improving daylight requirements.		
	CP-3.3.3	Implement energy efficient upgrades to Council assets	Energy efficiency upgrades planned for Council facilities in 2023/24 are scheduled to be undertaken during quarter four, with Council preparing a grant application to potentially expedite future works to be included into the 2023/24 Capital Works Program.	Infrastructure and Operations	
Improve the quality of recycling, minimise the generation of waste and establish alternatives to landfill disposal	CP-3.4.1	Progress collaborative procurement for an advanced waste processing solution for household rubbish for the South East Melbourne region to deliver a vital alternative to landfill	Collaborative procurement process progressing as planned.	Corporate and Commercial Services	
	CP-3.4.2	Deliver a standardised four-bin kerbside collection service to all households with a consistent understanding of acceptable materials for each stream	A full four bin system has been delivered to all residential properties as of end of March 2024. Service standards clarifying material content for each stream is yet to be released by the Victorian State Government.	Corporate and Commercial Services	
	CP-3.4.3	Implement year one actions for Council's Waste Circularity Plan	Key actions underway during quarter three include: planning and development work to support the expansion of community recycling hubs to multiple new locations, continuing to progress alternative waste technology opportunities as a landfill alternative, planning and set up works underway for a 'Library of Things' to reduce consumption and provide access to tools and equipment for repair activities, and development and delivery of round one of the 'Trim Your Bin' commercial program to enable businesses to reduce, reuse and recycling more effectively.	Corporate and Commercial Services	
	CP-3.4.4	Increase uptake of the kerbside food waste collection service in single-unit developments and implement the plan	Households that have requested Food Organics Garden Organics (FOGO) starter kits have increased to 31% of the community due to the municipal wide reach achieved with the	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
		to extend this service to multi-unit developments	collateral sent out as part of the new Glass Service rollout.		
	CP-3.4.5	Progress the implementation plan for the kerbside separate glass collection service	The small amount of remaining multi-unit developments has now been fully assessed with services provided to the entire community for residential households as at end March 2024.	Corporate and Commercial Services	✓
	CP-3.4.6	Progress the implementation of food waste minimisation initiatives	Work has commenced on the development of a home composting and worm farming product rebate service to support the community to access alternative food waste disposal options. Officers are also collaborating with community development to explore opportunities for future education programs which also contribute to councils' food security priorities.	Corporate and Commercial Services	●
Increase opportunities to experience native flora and fauna	CP-3.5.1	Support Frankston Environmental Friends Network	Council Officers continue to support Frankston Environmental Friends Network with monthly meetings and implementation of updated Frankston City Council environmental groups certification requirements. Officers continued to develop the Environmental Friends Network Volunteer Manual with steering committee reviewing final draft manual and providing feedback in quarter four.	Communities	●
	CP-3.5.2	Deliver annual environmental programs, such as National Community and School's tree Day and Gardens for Wildlife, to promote behavioural change and positive environmental outcomes	Council officers supported the Gardens for Wildlife Volunteers who undertook 11 gardens for wildlife visits/ 44 volunteer hours) to help residents improve an area of habitat in their garden to support local wildlife. Training of new guides undertaken, with four new guides on-boarded The back yard pollinator program continues, involving 12 participants and will run from December 2023 to January 2025, with observations recorded in 'I-Naturalist'. - 2,274 observations have already been made with 451 species identified.	Communities	●

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Preparations for National Tree Day and Schools Tree Day are underway. Seaford wetlands has been identified as location for 2024 plantings. The Environmental Education school holiday program has been planned for the next 12 months with environmental educators engaged. The Summer program was successful and Autumn program has begun with 32 attendees to date.		
	CP-3.5.3	Ensure reserves are accessible while still protected	All reserves and tracks are accessible and maintained to standards suitable for public access at this time. Opening hours at Elizabeth Murdoch Arboretum have been expanded, Keast park fencing has been completed, Seaford North/South foreshore track has been programmed for pruning, track maintenance works are ongoing to respond to storm/erosion events.	Infrastructure and Operations	
Improve the management of water including flooding risk, water quality of creeks and waterways and the efficient use of water	CP-3.6.1	Progress Monterey Recycled Water project through design, and commence construction in partnership with key stakeholders	Detailed design of the scheme is underway. South East Water team did a presentation to Council staff on progress in February 2024 and informed that tendering of the works will be completed in June 2024.	Infrastructure and Operations	
	CP-3.6.2	Develop a Frankston Flood and Stormwater Management Framework, and commence implementation of key actions	An initial draft of the Framework is currently being reviewed and a refined draft is anticipated to be completed by May 2024. Commencement of key actions already identified are underway, as follows: - Development of a Stormwater Quality In-lieu Contributions Scheme Policy: Procurement is underway to engage a suitable consultant to assist with this piece of work, anticipated for completion in October 2024. - Minor Drainage Strategies: A number of Minor Drainage Strategies have been carried out and are underway to identify mitigation solutions -	Infrastructure and Operations	



Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			<p>Kingston Road Minor Drainage Strategy is complete with implementation to commence in April 2024, Robinsons Road Minor Drainage Strategy is nearly complete, with funds in the Long Term Infrastructure Plan (LTIP) for construction in 2024/25. Procurement of a consultant is underway to develop the Fleetwood Crescent and McComb Boulevard Minor Drainage Strategy, with works to be programmed into the LTIP.</p>		


Strategic indicators

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




4 Well planned and liveable city

Initiative progress comments

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Integrate land use planning and revitalise and protect the identity and character of the City	CP-4.1.1	Deliver revitalisation activities in the Frankston City Centre	Council continued to deliver on the Frankston Revitalisation Program in partnership with the Victorian Government through the Suburban Revitalisation Program. This quarter saw the first meeting of the new Board; this new Board having transition to a shared State Government/Council model. In addition, Council completed the final milestone report for Stiebel Lane improvements. A funding agreement variation was sought for the Nepean Highway central median revitalisation project to enable works to be delivered by June 2025 as part of the Nepean Boulevard Early Works program. External approvals continue to be sought for improvements to the Monash Greenlink that will better connect the Health and Education Precinct to the Frankston City Centre	Communities	
	CP-4.1.2	Develop the Frankston Housing Strategy and commence year one implementation	This action comprises two limbs, with the second limb dependent on approval of the first limb by Council resolution. This quarter, officers have continued to develop the Housing Strategy with a view to bring it to a Council Briefing in the month of June 2024. Officers anticipate bringing the draft Strategy to a Council Meeting in the new financial year for adoption. Year One implementation can occur in 2024/25 provided the Strategy is adopted in the timelines currently anticipated and the sufficient resource is allocated to those actions.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-4.1.3	Develop the Frankston Metropolitan Activity Centre (FMAC) Structure Plan and commence year one implementation	During quarter three at the council meeting of the 18 March 2024, Council considered all the submissions received from the exhibition conducted during quarter two and resolved to refer all the submissions to an independent Planning Panel. Also during quarter three, the request to appoint an independent Planning Panel was made to the Minister for Planning. The Planning Panel process will commence in quarter four.	Communities	
	CP-4.1.4	Trial the integration the Vic3D platform into the planning process to support 3D spatial analysis and visualisation of proposed developments within the FMAC	Council officers are reviewing the legal agreement between Council and the software owner (the State Government Department of Transport and Planning (DTP)) to enable the Vic3D platform software to be installed in Council's system. It is anticipated that the legal agreement will be signed next quarter and that the trial use of the software will commence.	Communities	
Improve connectivity and movement and provide transport choices to the community, including walking trails and bike paths	CP-4.2.1	Implement year 1 actions for Council's Integrated Transport Strategy including review of Bicycle Strategy, to improve transport choices, encouraging safe and accessible active transport and public transport	<p>Actions underway from the Integrated Transport Strategy are:</p> <ul style="list-style-type: none"> - ActivePaths Initiative: Expressions of Interest were sought from all schools in the municipality to trial an OpenStreets and/or ActivePaths initiative. Two schools responded with interest to develop ActivePaths programs with assistance from the Bicycle Network. This work is expected to be completed by July 2024. - Frankston Bike Riding Strategy 2024: Development of a new 5 year Bike Riding Strategy for Frankston is underway, with the draft strategy to be completed by end of June 2024 in preparation for a second round of community consultation. A Councillor Briefing is scheduled for August 2024 and anticipated adoption in September 2024. 	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			- Frankston Road Safety Strategy 2024: Engineering Services have been successful in securing funding from Transport Accident Commission (TAC) to support development of a new Road Safety Strategy. Procurement is underway to engage a consultant to undertake this project to be completed by December 2024.		
Provide well designed, fit for purpose, multi-use open spaces and infrastructure for the community to connect, engage and participate	CP-4.3.1	Deliver the Open Space Strategy through a priority program of development and renewals for open space and play spaces	The Local Play and Park upgrade program has progressed with: - construction underway at Kareela Reserve in Frankston, Pratt Reserve in Frankston South and Lavender Hills Reserve in Carrum Downs. - tender phase commencing for Austin Road in Seaford, Monique Reserve in Langwarrin and East Seaford Reserve in Seaford. - concepts developed and community engagement phase underway for Heysen Reserve in Skye, Lucerne Reserve in Frankston and Brunel Reserve in Seaford. - preliminary concept underway for Alicudi Reserve in Frankston South.	Communities	
	CP-4.3.2	Deliver annual capital works program including key major projects	The 2023/24 Capital Works Program is tracking well, with forecast expenditure of \$90.35 million and 90% of the total program budget committed with contractors. Major projects are progressing well; the Healthy Futures Hub, Jubilee Park Stadium and Ballam Park Regional Playspace are complete and in use. Lloyd Park Pavilion Upgrade and Eric Bell Pavilion are nearing completion, with the Kananook Commuter Car Park and Ballam Park Storm Water Treatment & Park Improvements well underway.	Infrastructure and Operations	
	CP-4.3.3	Develop Council's Public Toilet Action Plan and implement year one actions	Following Council endorsement in quarter two, the Frankston Public Toilet Action Plan implementation has commenced during quarter	Communities	




Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			three. Planning and design is progressing for the Seaford Road, Armstrongs Road and Witternberg Reserve public toilet upgrades. Design progressed for a new public toilet at Sandfield Reserve and construction is underway at Carrum Downs Recreation Reserve play space.		
	CP-4.3.4	Review maintenance and asset renewal programs to enhance safety and presentation of the City	<p>The proactive graffiti crew have made a positive impact on presentation of the municipality with a reduction in the amount of reactive graffiti jobs being called in by the community. We have seen an average increase of 87% of area cleaned.</p> <p>All asset inspections are progressing on schedule with Council's Road Management Plan, despite the recent large weather events. Creating more than 300 drainage jobs for the team.</p>	Infrastructure and Operations	
Innovate with smart technology and initiatives to increase the liveability of the city	CP-4.4.1	Capture real time data to gather insights into liveability	Real Time data captured from various sensors across Frankston to understand and report foot traffic, parking and utilization of other assets. E-Bike charging stations and EV charging system data are also captured to understand the usage.	Customer Innovation and Arts	
	CP-4.4.2	Analyse Frankston Metropolitan Activity Centre (FMAC) smart parking trial to identify benefits for further implementation of smart parking technology	Data collected from the smart parking trail has been reviewed, and areas for improvement have been identified through minor adjustments to existing parking restrictions aimed at enhancing turnover. Exploration into integrating Well Street and Playne Street, west of Nepean Highway, with the smart parking system is ongoing.	Infrastructure and Operations	
	CP-4.4.3	Increase collection of various Smart Cities data sets to create insightful reports to help facilitate data driven decision making for Council.	Data is being captured from a range of sensors and insightful reports are created to gain better understanding into parking trends and reports on foot traffic at reserves. Data is captured on the usage of E-Scooters and E-Bikes enabling better understanding of these micro-mobility solutions.	Customer Innovation and Arts	



Strategic indicators




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




5 Thriving Economy





Initiative progress comments



Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Activate vacant commercial spaces and underutilised Council assets	CP-5.1.1	Strategically consider and deliver place activation through the municipality	This strategic item is not proceeding. Officers continue to work with local businesses to provide support to activate local areas.	Communities	
	CP-5.1.2	Review empty shops in the FMAC and the strategies to encourage occupancy	The Economic Development Team has been actively seeking solutions to address vacant shopfronts in the Frankston city centre. Council officers have engaged "Plan 1 Project Management and Consultancy together with Ginnane & Associates" on a reactivation and shop improvement project in Young Street, Frankston. The aim of the 'Young Street Vacant Shopfront Activation Project' is to fill two vacant shops in Young Street with quality tenants to breathe new life into this key city centre location, whilst increasing the vibrancy of the area for both businesses and the community, within three months.	Communities	
Remove complexity and provide planning certainty to attract economic investment	CP-5.2.1	Promote Invest Frankston and precinct opportunities	Proactive communications to promote Frankston City as a great place to do business were regularly provided through Council's Economic Development Business eNewsletter with three editions sent to its 2,401 current subscribers during quarter three. Other promotional activities via social media platforms included Facebook and Instagram, with 5,693k current followers on Instagram and Facebook collectively. There were 100 Business / Economic Development posts on Facebook, Instagram and LinkedIn from 1 Jan to 24 March. There were 47.8k accounts reached on the Frankston City Business Facebook page with 1.2k engagements and there were 14.5k accounts	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			reached on Instagram with 1.4k people engaging. There were 3.6k link clicks on Facebook. There were 72 new Business at Frankston followers on Instagram during quarter three.		
	CP-5.2.2	Continue to deliver business improvements to improve statutory planning processes and customer experience	The final form (s72 amendment applications) is now online meaning now all planning requests and applications can now be made online. Work has progressed further on implementation of new 'workflow' processes which will improve the functionality of Council's application processing software and allow for more accurate tracking of applications and reporting of live data and application statuses. A first step of implementation for this project was achieved quarter three, which involved the creation of a functional 'statutory clock' within Council's core application processing system (Pathway) to enable real time accurate reporting on application timeframes. Also, a new pre-lodgement workflow is now in Pathway production, which will improve application lodgement processes. The team now also have improved reporting with PowerBI reports for unallocated applications, an applications overview, applications by planner, statutory days overview and stat days by planner.	Communities	
	CP-5.2.3	Maintain and promote Councils business concierge service	74 Business Concierge enquiries were received and actioned during quarter three. This is an increase from previous quarters, indicating that the service is both required and valued by Frankston City businesses. The majority of Business Concierge enquiries during this quarter were related to the food industry, with enquiries related to the beauty industry also prominent. Of the 74 enquiries actioned, almost one half of these were for current and potential business operators in Frankston.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-5.2.4	Foster and maintain relationships that support businesses, providing excellent customer service and building Frankston City's reputation as a place to do business	The Economic Development team delivered Council's first Think Local Month in March, with both promotion and Think Local program activities delivered across the municipality. Think Local Month included an Event Launch, with 60 businesses attending; 22 business workshops, with over 160 participants; local shopping strip activations, with ten local performing artists; a Small Business Expo, with 46 local business exhibitors and 130 visitors; and 100 Think Local \$1,000 grants being awarded to local businesses. Feedback from participants, workshop facilitator's expo exhibitors and visitors was collected throughout the month and will be used to inform future programs.	Communities	
Strengthen Frankston City as a destination for events and creative arts industries	CP-5.3.1	Expand and deliver a reputation for engaging major and destination events	Destination events in the third quarter include Reminisce Decade of House in January, Sunset Twilight Market #4 also in January, and the Stellar Short Film Festival in March. Discussions were held with key event organizers who strongly align with the desired outcomes of the Destination Event Attraction Program. Opportunities with major, established, state government funded and supported initiatives such as Always Live and Creative Victoria grants programs.	Customer Innovation and Arts	
	CP-5.3.2	Engage a diverse range of artists and creatives to enhance Frankston as an arts hub	This quarter had two local creatives deliver their Artist Project Grant outcomes. Local photographer Fiona Basile launched her book, Immerse, at an event at Seaford Lifesaving Club attended by approximately 70 locals including Labor Member for Carrum, Sonya Kilkenny. Local print-maker Billy Nye delivered a group exhibition featuring local printmakers and showcasing local landmarks throughout Frankston. This exhibition resulted from a training opportunity for the	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			artists, providing them with the chance to learn from Billy.		
	CP-5.3.3	Highlight Frankston as destination city through a robust marketing campaign that highlights the importance of events, development, investment in a city on the move	City Positioning work has focused on the events calendar during quarter three with the 'Think Local' campaign throughout March. 'Think Local' campaign was very popular with local businesses and the community alike. There are a number of events which have been publicised all aimed at increasing visitation to the CBD and surrounds. This includes the Block Party celebrating the award-winning street art and will continue with a number of new events.	Customer Innovation and Arts	
Elevate Frankston City's identity as an innovation hub and business-friendly city	CP-5.4.1	Develop the Sustainable Economy and Skilled Community Strategy	Targeted business and business representative group engagement on the draft Economic Development and Skilled Community Strategy, supporting Background Paper and Action Plan took place from 4 February to 4 March 2024. The engagement reached: <ul style="list-style-type: none"> • 609 businesses via in-person engagement • eight key stakeholders • Over 6,400 Social Media followers Seven survey responses were received to the online survey, overall supporting the Strategy and Action Plan. Valuable feedback was received from a local health provider which provided further insight into how Council and this sector can bridge the gap and work together towards attracting skilled workers to the area. The Draft strategy will be presented to Council for consideration for adoption at the 13 May 2024 Council meeting.	Communities	
	CP-5.4.2	Develop the Frankston Industrial Strategy and commence year one implementation	In quarter three, at the 18 March Council Meeting, Council adopted the final Strategy and resolved to request Authorisation from the Minister from Planning to undertake Planning Scheme Amendment C148fran. The request for	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Authorisation was also made to the Department of Transport and Planning (DTP) in quarter three.		
	CP-5.4.3	Support the ongoing growth and development of the Frankston Business Collective and develop an ongoing partnership model	Council is working with the Frankston Business Collective (FBC) to continue growing its membership base. There are a number of new initiatives planned with the FBC also supporting the Think Local economic development campaign during quarter three.	Customer Innovation and Arts	
	CP-5.4.4	Further develop the partnership with Frankston Social Enterprise Hub	Regular meetings with the Social Enterprise Hub have progressed and will continue throughout the year.	Communities	
Leverage the emerging connection between Frankston City's café and dining culture through the revitalisation of public spaces	CP-5.5.1	Develop the 'Nepean Boulevard' vision and implementation plan	Master planning works to realise the Nepean Boulevard Vision continued to progress with detailed strategic transport modelling and analysis underway in close consultation with the Department of Transport and Planning (DTP) to ensure transport network functionality is satisfactorily maintained with any future development scenarios related to the Nepean Boulevard project. This technical transport planning assessment is critical to determining viable improvements to Nepean Highway and will inform development of the Draft master plan. In addition, Early Works designs have been prepared and DTP approvals sought for central median planting and new gateway signs in two locations within the corridor, Early works design has progressed for Mile Bridge and median tree illumination. The feature and levels survey was completed. These positive developments pave the way for the overall enhancement of the corridor, with further initiatives set to materialise on the ground within the next six to twelve months.	Communities	
	CP-5.5.2	Develop new Footpath and Parklet Guidelines to support outdoor dining	The Footpath and Parklet Trading Guidelines was endorsed by Council at the June 2023 meeting	Communities	






Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			and this initiative is now complete and in implementation.		
	CP-5.5.3	Embed activation programs in key precincts	The Big Picture Festival was held from 18-24 March activating laneways throughout the City culminating in the Block Party on 22 March. Further events in the quarter included Reminisce at Frankton Football Oval, Waterfront Festival at Frankston Foreshore and Stellar Short Film Festival at McClelland Gallery and Sculpture Park.	Customer Innovation and Arts	
	CP-5.5.4	Deliver the Frankston Local Shopping Strip Action Plan through a priority program of development and renewals	As per the Local Shopping Strip Action Plan, design for the Kareela Road Shops in Frankston and Mahogany Avenue Shops in Frankston North have progressed through to concept phase. Construction documentation package has been finalised for construction tender for Fairways Shops in Frankston.	Communities	





Strategic indicators





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





6 Progressive and engaged city





Initiative progress comments


Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Ensure sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services	CP-6.1.1	Review and update Council's 10 year Financial Plan to guide budget decisions to ensure they are responsible and sustainable	The 10 year Financial Plan has been updated based on the recent service planning and budget process and will form part of the Draft Budget that will be presented to the community in April.	Corporate and Commercial Services	
	CP-6.1.2	Seek alternative revenue sources through service planning and engagement with relevant stakeholders	Service planning contributed to the development of the draft budget and included new fees and charges that are proposed for 2024-25.	Corporate and Commercial Services	
	CP-6.1.3	Continue implementation of the Property Strategy including asset rationalisation and leveraging investment of Council's assets, particularly in the FMAC precinct	The implementation of Council's Property Strategy continues to progress, with 89% of all Bathing Box Licenses now in place following the adoption of the Bathing Box Policy in 2023. A review of the Rental Fees and Charges model has commenced. The Strategic Development Unit continues to identify opportunities to attract appropriate development within the Frankston Metropolitan Activity Centre.	Corporate and Commercial Services	
	CP-6.1.4	Enhance procurement processes and practices that support collaboration, innovation, efficiency and agility	The Procure to Pay module of Council's Financial Management System, Technology One was successfully implemented on 18 March 2024.	Corporate and Commercial Services	
	CP-6.1.5	Oversee the reporting and governance of Council's subsidiary Peninsula Leisure Propriety Limited to ensure recovery and future growth	Peninsula Leisure Pty Ltd has provided Council with the relevant reporting expected for quarter three. Financial and performance outcomes are tracking well with year-to-date results better than expected. The Pines Forest Pool has extended its season for the Easter Break and school holidays due to excellent attendance to the facility. Council and Peninsula Leisure Pty Ltd continue to work in partnership to explore opportunities for	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			future growth that enhances the engagement, participation and wellbeing for the Frankston City community.		
Enhance strategy, policy and plan development and identify alignment to allow for prioritisation of services that are efficient, well planned, accessible and meet community needs	CP-6.2.1	Develop and implement an Integrated Planning & Reporting Framework and embed a Service Governance approach	On track to complete this initiative in quarter four as agreed.	Corporate and Commercial Services	
	CP-6.2.2	Review Council's assets to ensure they meet community needs	Council's work plan for development and renewal of its assets is detailed in the 2023-2033 Long Term Infrastructure Plan (LTIP). The development of the 2024/25 Capital Works Program is well advanced following an extensive review of future project priorities and costings. The draft capital works budget is scheduled to be presented to Council to endorse public exhibition on 22 April 2024.	Infrastructure and Operations	
	CP-6.2.3	Continue to enhance the organisations risk maturity through embedding effective risk management and opportunity awareness	The strategic risk environment has been reviewed and the Executive Management team continue to monitor the operating environment for emerging issues to understand the potential risk impact on the organisation. Detailed Risk reports were tabled with the Audit and Risk Committee at its meeting in February 2024. Work has commenced in relation to Gender Equality, Child Safety and the Protective Data Security Plan.	Corporate and Commercial Services	
	CP-6.2.4	Ongoing implementation of the Workforce Plan to encourage a high performing, inclusive and engaged workforce	Following an internal audit in 2023, the Workforce Plan will be readdressed and implemented by the end of the 2024 calendar year. The actions in the current version are on track but enhancements have been determined in the audit and the plan can be improved. Current actions will continue to be implemented and met in the timeframe currently allocated	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			until the new plan is endorsed and implemented.		
	CP-6.2.5	Continue with the implementation of the new child safe standards with the development of a second year action plan	The second year action plan is currently under consultation. Level One & Two Child Safe Compliance Training has been delivered to all required child-facing roles. Level Three Child Safe Training is planned for quarter one of the new financial year.	Customer Innovation and Arts	
	CP-6.2.6	Implement year two actions for Council's Gender Equality Action Plan	We continue to ensure leaders and staff are skilled and confident to lead on workplace gender equality and inclusion through the use of trainings, review of policies and procedures, better data collection methods and tools, and by building a positive culture that is free from harassment discrimination. The progress of all year two actions is complete or ongoing. We continue to review the action plan in line with available resources, organisational capability and readiness. The progress reporting to the commission was successfully submitted in February 2024.	Customer Innovation and Arts	
	CP-6.2.7	Complete working with children and police checks on existing employees	Working with children check (WWCC) compliance is at 100% except for staff who are on leave. Police checks are still to be followed up and will be monitored and ensured compliance at 100% going forward.	Customer Innovation and Arts	
	CP-6.2.8	Scope, identify and implement chemical management software (OSS-08)	Chemwatch has been implemented and manifests uploaded and active for staff use.	Customer Innovation and Arts	
Lead advocacy engagement and enhance relationships with all tiers of government and key stakeholders	CP-6.3.1	Deliver ongoing implementation of 2021-2025 Advocacy Campaign Plan and build the profile of advocacy priorities through implementation of a communication and engagement plan	Council approved a number of key advocacy initiatives in November 2023. These were a key component of Council's advocacy work during the Dunkley by-election. The projects include; Len Phelps Pavilion expansion, Monterey Reserve Precinct revitalisation, Nepean Boulevard revitalisation, Kananook desilting and	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Rail Electrification. This builds on Council's continuing priorities of Frankston Basketball and Gymnastics Stadium redevelopment, Sandfield Reserve Precinct revitalisation, Kananook Commuter Car Park and Banyan Fields MBD and Pump Track. The Liberal candidate made an election commitment for a number of these projects.		
Enhance customer experience through the transformation of our services to ensure they are easy to access, and provide seamless transactional and interational experiences	CP-6.4.1	Transformation of our digital platforms, ensuring that they are fully accessible for people of all abilities and cultures (OSS-06)	In quarter three we have continued to implement additional digital forms to ensure accessibility for the community. Statutory Planning and Building forms were digitised. Environmental Health has been prioritised with two forms now live.	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 (OSS-09)	With the 2022-2024 CX strategy currently in review, the timeframes are being assessed on all outstanding projects to ensure deliverables as agreed, while concurrently planning ahead for all other enhancement work to begin in the new financial year, in line with the creation of 'Future Ready Frankston 2.0'.	Customer Innovation and Arts	
	CP-6.4.3	Enhance opportunities for community participation in decision making through the Community Engagement Framework	Community Engagement for 2024 (and 2025) will focus on the Community Vision, Asset Plan and Long Term Financial Plan and will all feed into the Council Plan for the next Council Term. This engagement process has been very well received to date and is working in the digital and in person environment.	Customer Innovation and Arts	
	CP-6.4.4	Implement year three actions from the IT Strategy to support customer experience and the transformation of processes	The work packages arising from the systems review project have been reviewed and will be prioritised to provide a holistic implementation approach for Frankston City Council. This will need to be aligned and built into the capital works program of works.	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-6.4.5	Increase efforts on cleaning and maintaining our Name and Address register	A data review is going to occur on the Name and Address register with recommendations on areas where the accuracy of the dataset can be improved.	Customer Innovation and Arts	
	CP-6.4.6	Digitisation of grave site information at Frankston Memorial Park (the Cemetery)	Additional quotes have been requested and received from three different consultants. Quotes have been reviewed and assessed with a preferred vendor chosen. Currently working through contract and procurement to proceed to the next stage.	Corporate and Commercial Services	
	CP-6.4.7	Prepare for the Council election period following the VEC's Electoral Structure Review	Victorian Electoral Commission (VEC) has completed its review of Council's electoral structure, with the new electoral structure being released on 16 February 2024. The Frankston municipality has been revised with nine wards and one Councillor to be elected per ward. Preparations are now underway for the Council elections which includes Councillor Information Sessions, amendment to the Election Period Policy and development of a Councillor Induction Program.	Corporate and Commercial Services	
Support transparent and evidenced based decision making through sharing council data and clear reporting on our measures of success to the community	CP-6.5.1	Monitor Council's Council Plan and Financial performance and prepare a combined Council Plan and budget performance report on a quarterly basis for the community	The quarter two (October to December 2023) performance report was successfully endorsed by Council on 19 February 2024 and published on the website.	Corporate and Commercial Services	
	CP-6.5.2	Enhance the transparency hub system to improve customer experience, trust and confidence in Council	19 out of 20 Councillor Registers had been moved to Transparency Hub. Quarterly refresh of the data of all the registers is in progress. Work is also in progress with the sustainability team to publish energy utilisation data. Work in progress to refresh the story pages pertaining to councillor data and finance data.	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-6.5.3	Proactively increase access to Council's open data to maximise new opportunities for release of records	Azure Data platform is being built to automate data migration and improve productivity. Maps visuals have been developed with locational datasets.	Customer Innovation and Arts	
	CP-6.5.4	Progress the data protection and security plan	This action is on track, and the team are preparing to conduct a Security Risk Profile Assessment in preparation for the submission to the Office of the Information Commissioner in July, 2024.	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 2024

Description	Year to Date			Full Year		
	Actual	Budget	(Fav)/Unfav	Forecast	Budget	(Fav)/Unfav
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue						
Rates and charges	145,888	145,870	(18)	146,422	146,422	-
Government grants - operating	9,997	9,183	(814)	21,183	19,629	(1,554)
User fees and charges	13,441	13,089	(352)	16,879	17,380	501
Statutory fees and fines	4,657	4,487	(170)	6,291	6,744	453
Other Income	3,630	2,960	(670)	4,666	4,004	(662)
Proceeds from sale of property, infrastructure, plant and equipment	428	627	199	355	512	157
Total income	178,041	176,216	(1,825)	195,796	194,691	(1,105)
Expenditure						
Employee costs	62,337	63,756	(1,419)	83,078	85,175	(2,097)
Materials and services	47,929	51,380	(3,451)	74,348	72,544	1,804
Depreciation	24,865	24,586	279	34,409	34,488	(79)
Amortisation - intangible assets	868	868	-	1,157	1,157	-
Amortisation - right of-use assets	-	171	(171)	59	281	(222)
Finance costs	1,081	1,217	(136)	1,422	1,622	(200)
Finance costs - leases	-	6	(6)	10	10	-
Bad and doubtful debts	263	176	87	286	232	54
Other expenses	4,093	2,797	1,296	3,770	3,596	174
Total expenditure	141,436	144,957	(3,521)	198,539	199,105	(566)
Underlying surplus / (deficit)	36,605	31,259	(5,346)	(2,743)	(4,414)	(1,671)
Contributions - capital	2,288	10	(2,278)	2,755	20	(2,735)
Government grants - capital	12,609	18,245	5,636	27,751	29,858	2,107
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	1,312	1,032	(280)	1,734	1,734	-
Surplus / (deficit) for the period	52,814	50,546	(2,268)	30,297	27,998	(2,299)

	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
Property						
Land	-	-	-	-	-	-
Buildings	18,937	11,341	7,596	28,875	18,442	(10,433)
Total Property	18,937	11,341	7,596	28,875	18,442	(10,433)
Plant and equipment						
Plant, machinery and equipment	1,925	1,344	581	3,730	2,576	(1,154)
Fixtures, fittings and furniture	372	272	100	558	375	(183)
Computer and telecommunications	1,593	1,325	268	3,277	2,795	(482)
Library books	566	579	(13)	725	750	25
Total Plant and equipment	4,456	3,520	936	8,290	6,496	(1,794)
Infrastructure						
Roads	2,465	4,417	(1,952)	5,775	6,278	503
Bridges	1,167	146	1,021	1,455	150	(1,305)
Footpaths and cycleways	1,916	2,638	(722)	4,063	4,379	316
Drainage	1,057	2,323	(1,266)	2,561	3,064	503
Recreational, leisure and community facilities	4,628	3,423	1,205	6,907	5,608	(1,299)
Waste management	100	-	100	274	420	146
Parks, open space and streetscapes	3,927	4,833	(906)	11,800	10,785	(1,015)
Off street car parks	8,005	12,488	(4,483)	18,711	22,800	4,089
Other infrastructure	-	-	-	125	-	(125)
Total infrastructure	23,265	30,268	(7,003)	51,671	53,484	1,813
Total Capital works expenditure	46,658	45,129	1,529	88,836	78,422	(10,414)
Represented by:						
Asset renewal expenditure	16,374	16,739	(365)	30,898	26,243	(4,655)
New asset expenditure	13,356	17,972	(4,616)	31,312	36,008	4,696
Asset upgrade expenditure	15,240	9,208	6,032	24,220	14,498	(9,722)
Asset expansion expenditure	1,688	1,210	478	2,406	1,673	(733)
Total Capital works expenditure	46,658	45,129	1,529	88,836	78,422	(10,414)

	Prior Year Full Year \$'000	Year to date Actual 2023-2024 \$'000	Full Year Budget 2023-2024 \$'000		Prior Year Full Year \$'000	Year to date Actual 2023-2024 \$'000	Full Year Budget 2023-2024 \$'000
Assets				Liabilities			
Current assets				Current liabilities			
Cash and cash equivalents	35,791	38,295	32,017	Trade and other payables	18,568	8,964	33,183
Trade and other receivables	27,207	69,179	25,482	Trust funds and deposits	6,638	13,776	6,173
Other financial assets	32,050	22,547	44,014	Unearned income	12,826	10,925	2,381
Inventories	156	203	154	Provisions	15,844	15,841	16,336
Non-current assets held for sale	-	-	-	Lease liability	40	40	281
Other assets	4,705	1,240	2,966	Interest-bearing loans and borrowings	427	449	2,167
Total current assets	99,909	131,464	104,633	Total current liabilities	54,343	49,995	60,521
Non-current assets				Non-current liabilities			
Trade and other receivables	471	421	310	Provisions	1,274	2,444	1,329
Investment in subsidiary	300	300	-	Interest-bearing loans and borrowings	28,415	28,525	42,193
Other financial assets	3,507	3,507	-	Lease liability	45	45	12
Intangible assets	3,110	3,376	3,375	Total non-current liabilities	29,734	31,014	43,534
Right of Use	65	65	40	Total liabilities	84,077	81,009	104,055
Property, infrastructure, plant and equipment	2,154,150	2,172,141	2,190,656	Net assets	2,177,435	2,230,265	2,194,959
Total non-current assets	2,161,603	2,179,810	2,194,381	Equity			
Total assets	2,261,512	2,311,274	2,299,014	Accumulated surplus	799,961	862,722	852,231
				Other reserves	1,377,474	1,367,543	1,342,728
				Total equity	2,177,435	2,230,265	2,194,959

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

Appendix C – Consolidated Income Statement including Peninsula Leisure Pty Ltd

Description	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	(Fav)/Unfav Variance \$'000	Forecast \$'000	Budget \$'000	(Fav)/Unfav Variance \$'000
Revenue						
Rates and charges	145,888	145,870	(18)	146,422	146,422	-
Government grants - operating	10,342	9,183	(1,159)	21,183	19,629	(1,554)
User fees and charges	23,328	22,421	(907)	29,515	29,822	307
Statutory fees and fines	4,657	4,487	(170)	6,291	6,744	453
Other Income	4,982	4,117	(865)	6,328	5,548	(780)
Proceeds from sale of property, infrastructure, plant and equipment	428	627	199	355	512	157
Total income	189,625	186,705	(2,920)	210,094	208,677	(1,417)
Expenditure						
Employee costs	68,886	70,725	(1,839)	92,255	94,468	(2,213)
Materials and services	51,090	54,188	(3,098)	78,199	76,288	1,911
Depreciation	24,979	24,772	207	34,570	34,736	(166)
Amortisation - intangible assets	872	868	4	1,157	1,157	-
Amortisation - right of-use assets	-	171	(171)	59	281	(222)
Finance costs	1,081	1,217	(136)	1,422	1,622	(200)
Finance costs - leases	-	6	(6)	10	10	-
Bad and doubtful debts	263	176	87	286	232	54
Other expenses	4,555	3,330	1,225	4,445	4,307	138
Total expenditure	151,726	155,453	(3,727)	212,403	213,101	(698)
Underlying surplus / (deficit)	37,899	31,252	(6,647)	(2,309)	(4,424)	(2,115)
Contributions - capital	2,288	10	(2,278)	2,755	20	(2,735)
Government grants - capital	12,609	18,245	5,636	27,751	29,858	2,107
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	1,313	1,032	(281)	1,734	1,734	-
Surplus / (deficit) for the period	54,109	50,539	(3,570)	30,731	27,988	(2,743)

Appendix D – Consultant expenditure as at 31 March 2024

	Year to Date Actual	Full Year Adopted Budget	% of Budget Spent	Note
Corporate and Commercial Services				
Waste Circularity	165,234	276,300	60%	
Financial and Integrated Planning	36,219	68,845	53%	
Governance and Information	58,611	152,000	39%	
Procurement, Property and Risk	165,221	192,000	86%	
	425,284	689,145	62%	
Customer Innovation and Arts				
People and Culture	(208)	176,296	0%	
Business and Information Technology	9,555	380,000	3%	
Customer Experience & Transformation	57,180	430,000	13%	
Arts and Culture	27,520	101,500	27%	
Community Relations	-	-	0%	
	94,047	1,087,796	9%	
Communities				
Communities Directorate Management	1,100	13,000	8%	
Community Strengthening	8,579	18,000	48%	
Family Health Support Services	22,820	5,000	456%	1
Safer Communities	47,840	7,200	664%	2
Development Services	43,119	137,000	31%	
City Futures	151,146	465,100	32%	
	274,604	645,300	43%	
Infrastructure and Operations				
Infrastructure and Operations Directorate Management	-	-	0%	
Engineering Services	109,047	262,000	42%	
Building Infrastructure	957	10,000	10%	
Capital Works Delivery	15,148	-	0%	
Sustainable Assets	5,790	25,500	23%	
	130,942	297,500	44%	
Total expenditure	924,877	2,719,741	34%	

Notes

1. Consultants engaged with the development of the Kinder Workforce Strategy (offset by DET grant).
2. Consultants engaged to assist with the Animal Pound/Shelter business case between Frankston/Kingston/Mornington.

Appendix E – General Operating expenditure as at 31 March 2024

	Year to Date Actual	Full Year Adopted Budget	% of Budget Spent	Note
CEO				
Chief Executive Officer	464	-	0%	
	464	-	0%	
Corporate and Commercial Services				
Corporate and Commercial Services Directorate Manag	3,660	2,400	152%	1
Waste Circularity	1,689	7,050	152%	
Financial and Integrated Planning	616	6,690	9%	
Governance and Information	806	3,599	22%	
Procurement, Property and Risk	73	1,300	6%	
	6,844	21,040	33%	
Customer Innovation and Arts				
People and Culture	11,193	21,398	52%	
Business and Information Technology	3,337	7,500	44%	
Customer Experience & Transformation	4,224	9,500	44%	
Customer Innovation & Arts Directorate Managemen	8,113	1,000	811%	2
Arts and Culture	26,148	63,352	41%	
Community Relations	6,326	1,500	422%	3
	59,342	104,251	57%	
Communities				
Communities Directorate Management	1,750	-	0%	
Community Strengthening	31,369	41,018	76%	
Family Health Support Services	9,701	16,191	60%	
Safer Communities	4,931	10,845	45%	
Development Services	1,037	10,230	10%	
City Futures	3,913	48,160	8%	
	52,701	126,445	42%	
Infrastructure and Operations				
Infrastructure and Operations Directorate Managemen	9,459	7,000	135%	4
Operations	6,088	15,400	40%	
Engineering Services	130	1,000	13%	
Building Infrastructure	627	2,000	31%	
Capital Works Delivery	178	2,600	7%	
Sustainable Assets	2,914	2,432	120%	5
	19,395	30,432	64%	
Total expenditure	138,746	282,167	49%	

Notes

1. Catering associated with the Future Ready Frankston Excellence Awards.
2. Catering associated with the EMT Q&A event and CIA Lunch & Learn event.
3. Catering for Frankston Susono Friendship Association committee meetings and Wuxi delegation meeting.
4. Catering associated with the Future Ready Frankston Excellence Awards.
5. Venue hire for cross functional development of the 2024/25 capital works program.

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