



Quarterly Performance Report

2021-2025

Council Plan Year 3 Initiatives

2023-2027

Budget

Quarter Two: October – December 2023





Acknowledgement

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

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

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

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

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



Message from the Chief Executive Officer



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

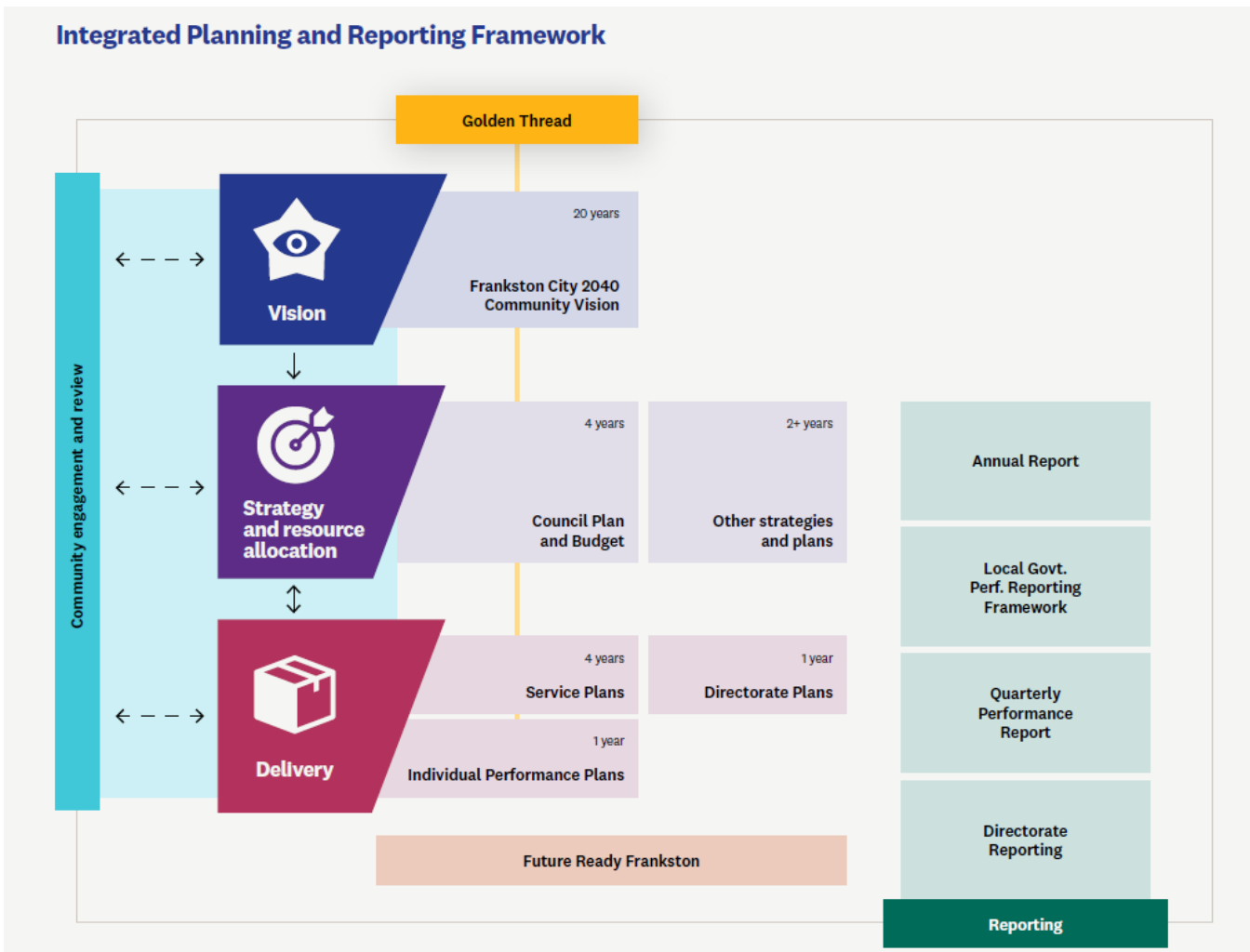
Frankston City is required under the *Local Government (Planning and Reporting) Regulations 2020* to review the performance of the Council against the Council Plan, at least every six months. Our quarterly performance report details Frankston City's progress on initiatives for 2023-2024 identified to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

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

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

Integrated Planning and Reporting

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



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

Council Plan Outcomes

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



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



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



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



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



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



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

Our performance

Directorate highlights for Quarter Two 2023-2024

Communities

It is pleasing to see that the team are on-track to complete 60 of 64 Council Plan actions by the end of Year 4.

A number of key strategies and plans were adopted this quarter, including the Year Two Annual Report for the Health and Wellbeing Plan and the Year Three Action Plan. In November 2023, Council awarded \$329,904 in grants (total) to local businesses to either expand their business offer and/or improve their premises' façade.

The much loved, dynamic Annual Seniors Festival was held in October 2023. Two thirds of the activities included in the festival were free of charge. 95% of survey respondents following the event rated it as 'very good' or 'excellent.' Half of respondents said that they attended to meet new people, highlighting the importance of social connection. The Keeping Active Directory was also updated by Council's Positive Aging Team.

In celebration of the International Day of People with Disability, Council supported a community group to run a pride event at the Orwil Street Community House. Eighty-eight people attended this event.

The Frankston City Strategic Housing and Homelessness Alliance met once this quarter, chaired by Director of Communities. Proactive communications continued, including through Council's Invest Frankston Business eNewsletter. Four editions (two regular and two special edition) were published this quarter, with 2419 active subscribers. Fifty-three business enquiries were received and actioned by Council's Business Concierge. A new 'Welcome' email for newly registered businesses was developed and sent out to newly registered local businesses to promote the

various business services and support offered by Council. The Economic Development team attended the Frankston Business Collective's Awards Conference Expo in October 2023.

Infrastructure and Operations

Infrastructure & Operations made notable progress in quarter two delivering key initiatives including completion of Jubilee Park Stadium, Ballam Park Regional Playspace and commencement of construction for the Kananook Commuter Car Park project and design works for Frankston Basketball Stadium. Preparations are also well underway for planting 20,000 additional trees this year. At the Council meeting in November 2023 Council adopted its Long Term Infrastructure Plan 2023-2033 which comprises an investment in capital works of \$616.18 million over the over the ten (10) year term. This includes \$308.83 million investment in renewing assets, \$160.42 million investment in upgrading and expanding existing assets and \$146.92 million investment in new assets which will be supported by Council's advocacy framework and priorities.

Additionally, Council's operations and facilities teams have been working diligently on higher than expected number of community enquiries relating to roads, drainage and building maintenance. Council has recently endorsed appointment of two additional graffiti patrol officers to proactively respond to graffiti management across the municipality.

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 focus will remain on leveraging current assets and investments whilst streamlining processes to enhance service delivery. Frankston is now viewed as a leader in Local Government, marked by innovation and best-in-class practices. Quarter two culminated in showcasing major events such as Frankston's Christmas Festival of Lights attracting approximately 30,000 attendees and a New Year's Eve music event was held at Kinetic Stadium. Libraries once again facilitated the Giving Tree, this year extending the donations across

Community Support Frankston and Frankston Life. New sponsorship deals have been executed including Betty's Burgers, who will be activating a Dive In Cinema and Beach Club at the Waterfront Festival.

A key priority of the Customer Experience Strategy is to "value our customer's voice", to that end new forms have been developed for customer feedback and general enquiries offering our customers a 24/7 online service.

The 'Early Light sculpture' was installed at Brunel Road, Seaford for three years as part of the Sculptures by the Sea partnership. Sculptures by the Sea is a well-known open-air exhibition of sculptures at the stunning beaches of Bondi (NSW) and Cottesloe (WA). We're pleased to be able to bring some of the striking works from this collection to the streets of Frankston.

The Frankston Business Collective (FBC) is very active in supporting businesses to develop and grow in this economic climate. FBC ran a very successful awards program in October 2024 which recognised the work being done across Frankston City by small and medium sized businesses.

Real time data is captured from various sensors across Frankston to understand foot traffic, parking, E-Bike and Electric Vehicle charging systems. Usage of E-Scooters and E-Bikes is also captured enabling better understanding of these micro-mobility solutions.

Council has identified new advocacy priority projects for 2024. These include; Len Phelps Pavilion expansion, Monterey Reserve Precinct revitalisation, Nepean Boulevard revitalisation, Kananook desilting and 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.

Corporate and Commercial Services

The Directorate has continued in quarter two to focus on Council Plan initiatives and business as usual deliverables. The 2024-2025 planning cycle was launched, and service teams worked to complete their service plans and identify any service initiatives that require additional resources next financial year. Service Governance Groups met to prioritise initiatives based on their strategic alignment, Councillor focus areas, strategic risk and/or legislative changes. Council's 10-year financial plan is currently under review and will

form part of the 2024-2028 budget cycle. The rate cap of 2.75% announced in December will be reflected in the financial assumptions.

Implementation of the Procure to Pay module of Council's Financial Management System, Technology One has continued including user acceptance testing to ensure the enhanced business rules will function in the live environment. The Property Strategy implementation continues to be rolled out with the Bathing Box Policy adopted by Council this quarter. In quarter two Governance responded to the resignation of a Councillor and a countback was scheduled by the Victorian Electoral Commission. Proposed amendments to the Governance Rules were endorsed by Council in December 2023 ready for community engagement.

Peninsula Leisure Pty Ltd has provided Council with the relevant reporting expected for quarter two. An updated Management Services Agreement was successfully negotiated, and Council endorsed the Agreement at its ordinary meeting held in December 2023. Financial and performance outcomes are tracking well with year-to-date results better than expected. The Pines Forest Pool opened its season on 1 November 2023 with excellent attendance numbers to the facility. Commencing from 1 October 2023 Peninsula Leisure Pty Ltd manage the Frankston Skate Park. This was a positive transition and will continue to focus on engagement, participation and wellbeing for the community.

The development of the 'Can Swim' program of initiatives for the children of Frankston City is progressing well. The Peninsula Leisure project team has focused on the finalisation of all program planning, public communication and enrolments for each of the pilots. The Can Swim pilots commenced during the school holidays for 3 main target groups - teens, families and infants. Entry and exit surveys are completed to determine perception of skill v actual at beginning and end to determine feasible teaching in that timeframe. The uptake for the free spaces was immediate and attracted a segment of the community that are not currently in swimming lessons.

The roll-out of a separate glass bin delivery including all single unit developments and the majority of multi-unit developments was successful with collections commencing on a four-weekly basis during quarter two. Feedback was provided from the Department of Energy, Environment and Climate Action acknowledging the Waste Circularity teams 'amazing' efforts in rolling out the bins and that Frankston was an example council for others to emulate. Households that have requested Food Organics Garden Organics (FOGO) starter kits has increased to 30 per cent of the community due to the municipal wide reach achieved with the collateral sent out with the recent separate glass service roll out. Implementation of a range of education and skill building workshops was completed in quarter two to educate the community on ways to minimise food waste.

Council Plan summary

In 2023-2024 there are 124 actions listed in the Council Plan. As at the end of December 2023, 95% per cent were considered on track or completed.

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

	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ■	Not proceeding ■
Healthy and safe communities	-	20	-	-	-	-
Community strength	-	27	-	-	-	-
Sustainable environment	-	22	1	-	-	-
Well planned and liveable city	-	10	-	1	1	-
Thriving economy	1	14	-	-	-	2
Progressive and engaged city	-	24	1	-	-	-
TOTAL %	0.8%	94.4%	1.6%	0.8%	0.8%	1.6%

Refer to Appendix A for progress updates on each action.

Financial summary










The December consolidated surplus of \$72.939 million for the underlying operating result reflects a favourable variance of \$2.426 million compared to the year to date 2023-2024 budget surplus position of \$70.513 million.

Consolidated Income Statement for December 2023




Description	Year to Date		(Fav)/Unfav Variance \$'000
	December-23 Actual \$'000	December-23 Budget \$'000	
<i>Operating</i>			
Revenue	173,912	173,749	(163)
Expenditure	101,284	103,622	(2,338)
Gain/(Loss) on disposal of assets	311	386	75
Underlying operational result	72,939	70,513	(2,426)
<i>Capital</i>			
Revenue	12,032	10,651	(1,381)
Operational surplus/(deficit)	84,971	81,164	(3,807)

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

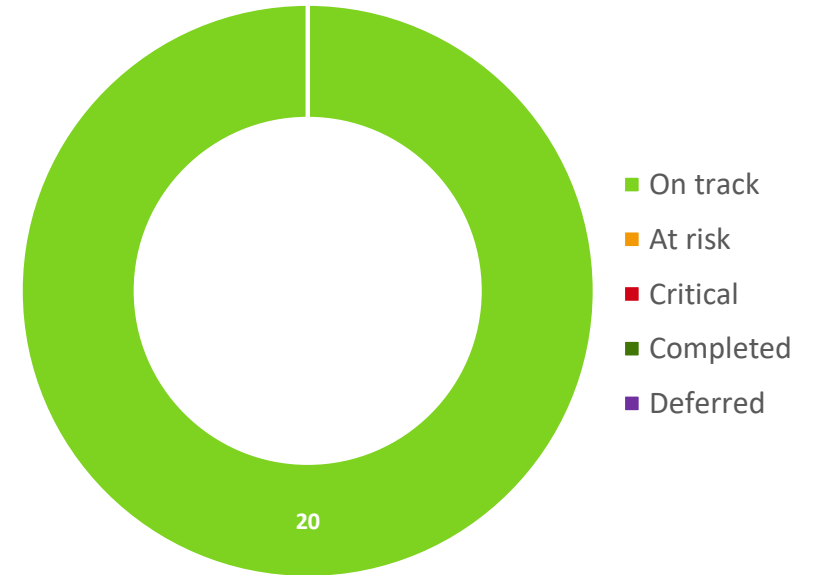
- ✓ Active and healthy lifestyles that support residents living independently longer
- ✓ Long-term health and learning outcomes established in early childhood
- ✓ Reduction of harms from family violence, gambling, alcohol and other drugs
- ✓ Value and support young people

Community Vision 2040 Theme 1
Healthy families and communities

Quarter Two Overview

How we performed

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



Highlights

- Successful confirmation of the Langwarrin Community Centre development to incorporate a kindergarten
- Successful outreach programs conducted
- Aged Care residents made gifts for the kindergarten children who graduated from kindergarten and are moving into school
- Successful delivery of the AFLW Hawthorn games at Frankston Park



Community strength

Priorities

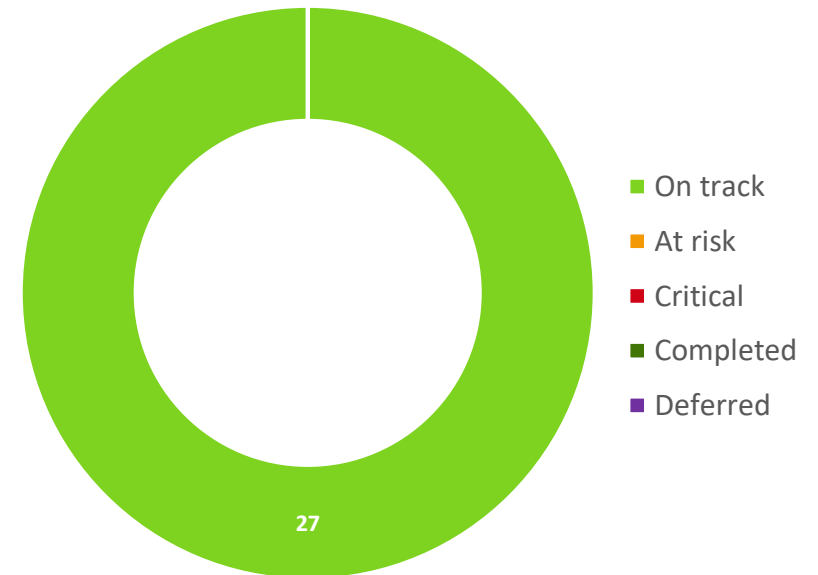
- ✓ Accessibility of services to enhance social inclusion and mental wellbeing
- ✓ Volunteering to build connections and resilience within the community
- ✓ Frankston City's arts and cultural identity

Community Vision 2040 Theme 2
Vibrant and inclusive communities

Quarter Two Overview

How we performed

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



Highlights

- Successful in securing Creative Australia funding to run Artful – the Art for Dementia program in 2024
- Successful delivery of the Seniors Festival
- New Client feedback management system has been implemented
- Stage two renovations of the Frankston library commenced
- Currently Council has over 2000 active clients across all Community Care services



Sustainable environment

Priorities

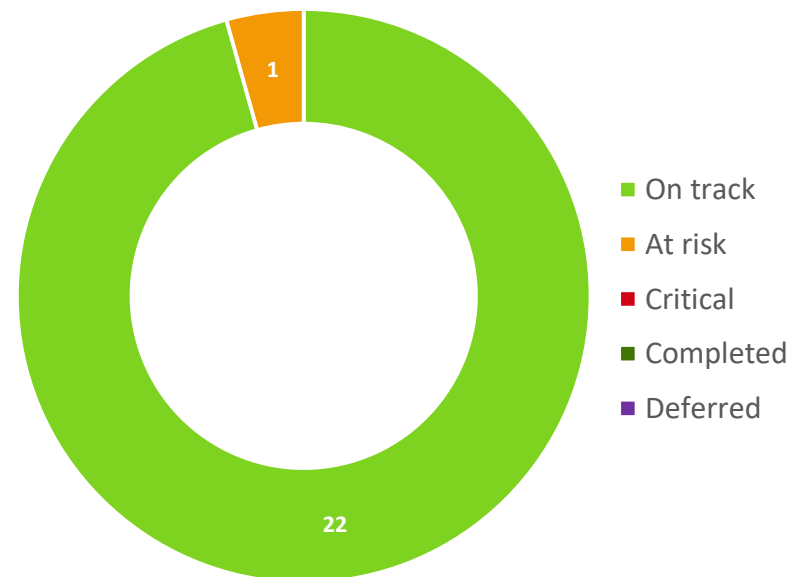
- ✓ Climate emergency response and leadership
- ✓ Green canopy cover to reduce urban heat
- ✓ Diversion of waste from landfill
- ✓ Protection, access and connection to the natural environment

Community Vision 2040 Theme 3
Natural environment and climate action

Quarter Two Overview

How we performed

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



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
- Collaborating with Melbourne Water on the Design of the Monterey Recycled Water Scheme
- Frankston Equestrian Master Plan received endorsement
- Kerbside separate glass bin collection service commenced



Well planned and liveable city

Priorities

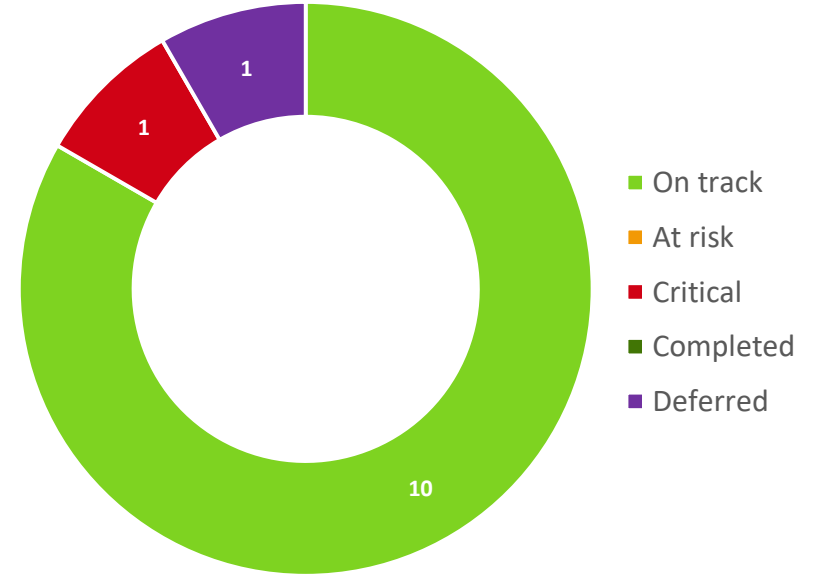
- ✓ Urban design renewal of public places and spaces
- ✓ Connected, accessible, smart and safe travel options
- ✓ Frankston City’s identity as a liveable city

Community Vision 2040 Theme 4
Connected places and spaces

Quarter Two Overview

How we performed

83% per cent of actions completed or on track (10/12)



Highlights

- Council developing a Bike Riding strategy
- Collaborating with State Government on delivery of the Multilevel carpark at Frankston train station
- Commuter car park at Kananook train station now being constructed
- The Baxter Park Open Space Master Plan and Frankston Equestrian Master Plan were both endorsed
- Planning Scheme Amendment C160fran (FMAC) completed the exhibition phase



Thriving economy

Priorities

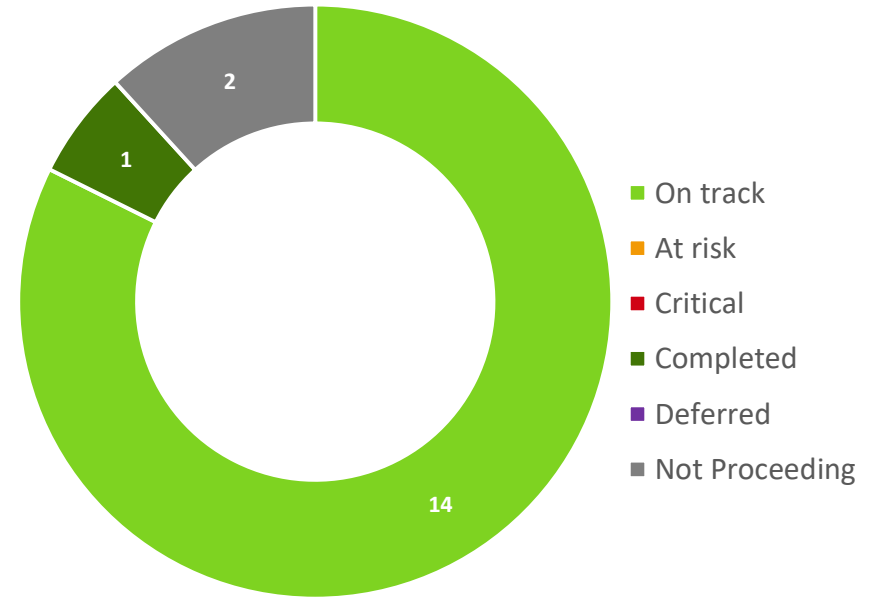
- ✓ Business and industry investment attraction
- ✓ Activity centre precincts
- ✓ Local employment, education and training opportunities for all people

Community Vision 2040 Theme 5
Industry, employment and education

Quarter Two Overview

How we performed

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



Highlights

- Statutory Planning continues to deliver business improvements to streamline processes and improve customer experience
- Discover Frankston achieved a reach of 1,881,103 across our social channels
- Celebrated 25 years of Frankston’s Christmas Festival of Lights
- Invest Frankston Business Grants and Façade Improvement Grants are now complete
- Planning Scheme Amendment C160fran (FMAC) completed its exhibition phase



Progressive and engaged city

Priorities

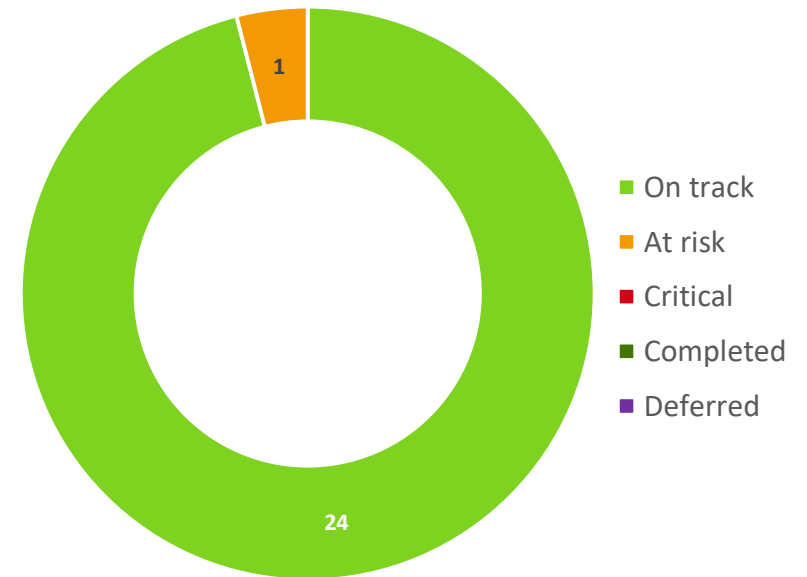
- ✓ Engagement with our community in communication and decision making
- ✓ Future ready service delivery through changes to culture, capability, connectivity and customer experience
- ✓ Sound governance to build trust in the integrity and transparency of Council

Community Vision 2040 Theme 6
Advocacy, governance and innovation

Quarter Two Overview

How we performed

96% per cent of actions completed or on track (23/24)



Highlights

- Council's Service Planning Framework has been developed and implemented
- Digitisation of all Statutory Planning forms
- Finance System upgrade to the Ci Anywhere platform
- A place naming web-page was established inviting suggestions from the community for future naming of roads, features and locations
- Requests relating to our Kerbside Bins have undergone automation



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

Financial results for Frankston City Council excluding Peninsula Leisure Pty Ltd

Description	Year to Date		(Fav)/Unfav Variance \$'000
	December-23 Actual \$'000	December-23 Budget \$'000	
<i>Operating</i>			
Revenue	166,412	166,756	344
Expenditure	94,806	96,624	(1,818)
Gain/(Loss) on disposal of assets	311	386	75
Underlying operational result	71,917	70,518	(1,399)
<i>Capital</i>			
Revenue	12,032	10,651	(1,381)
Operational surplus/(deficit)	83,949	81,169	(2,780)

The underlying operating result for December 2023 reflects a positive variance of \$1.399 million. Council's second quarter underlying operating position is indicating a surplus of \$71.917 million, this is a \$1.399 million favourable variance compared to the second quarter 2023-2024 budget position of \$70.518 million surplus.

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

The consolidated underlying result including Peninsula Leisure is a surplus \$72.939 million which is \$2.426 million favourable compared to budget.

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

A summary of the key financial data is as follows:

	Dec-23 YTD Actual \$'000s	Dec-23 YTD Budget \$'000s	Variance \$'000s	Variance %
Underlying operating result (1)	71,917	70,518	1,399	1.98%
Cash and investments	70,849	69,014	1,835	2.66%
Capital works expenditure	28,446	22,680	5,766	25.42%

() 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 December quarterly results is provided in the following report.

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

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

Description	Year to Date			Full Year		
	December-23	December-23	(Fav)/Unfav	2023-2024	2023-2024	(Fav)/Unfav
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
<i>Operating</i>						
Revenue	166,412	166,756	344	195,068	194,179	(889)
Expenditure	94,806	96,624	(1,818)	200,344	199,105	1,239
Gain/(Loss) on disposal of assets	311	386	75	712	512	(200)
Underlying operational result	71,917	70,518	(1,399)	(4,564)	(4,414)	150
<i>Capital</i>						
Revenue	12,032	10,651	(1,381)	36,021	32,412	(3,609)
Operational surplus/(deficit)	83,949	81,169	(2,780)	31,457	27,998	(3,459)

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

Council's first quarter underlying operating position is indicating a surplus of \$71.917 million, this is a \$1.399 million favourable variance compared to the expected second quarter 2023-24 budget position of a surplus of \$70.518 million.

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

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

- \$0.9 million in Arts and Culture due to the delayed receipt of the public libraries grant for 2023/24 (received in January 2024).
- \$0.6 million in Family Health Support grants due to lower targets achieved in the first six months of this financial year.
- Offset by \$0.3 million in unbudgeted grants received in Waste Circularity, \$0.1 million extra grant received in Safer Communities for the provision of School Crossing Supervision service and \$0.2 million in Family Health Support for RAT distribution.

User fees and charges – \$0.3 million favourable variance. The increase in user fees and charges relates to the following areas:

- \$0.3 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 \$0.2 million decrease in Financial and Integrated Planning for legal action recovery (offset by decrease in debt collection costs).

Other income - \$0.2 million favourable variance. The favourable position in other income is mainly due to:

- a. \$0.1 million increase in Lease income received due to new annual lease agreement for temporary car park.
- b. \$0.1 million increase in interest on investments due to higher interest rates.

Employee Costs - \$1.0 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 and Development Services.

Materials and services - \$2.2 million favourable variance. The variance in materials and services is mainly due to:

- a. \$0.9 million lower than budgeted expenditure for contracts and materials in Operations and \$0.5 million lower than anticipated expenditure for Utilities. These are expected to be fully spent by the end of the financial year.
- b. \$0.4 million lower consultant costs across the Directorates, including \$0.1 million for the VEC electoral structure review.
- c. \$0.3 million lower debt collection in Revenue (offset by decrease in legal action recovery fees).

Other Expenses - \$1.4 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 \$0.2 million lower than budgeted expenditure due to delays in training and professional development, community grants and PC equipment leases.

Operating Result: The operating result for the first six months to December 2023 indicates a surplus of \$83.949 million, this is a \$2.780 million favourable variance compared to the adopted second quarter 2023-2024 budget position of \$81.169 million surplus. This favourable variance is due to the reasons as described above plus an increase of \$1.381 million for capital grants.

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

	Year to Date			Forecast \$'000	Full Year	
	Actual \$'000	Budget \$'000	Variance \$'000		Budget \$'000	Variance \$'000
Property						
Total property	12,403	6,912	5,491	31,731	18,162	(13,569)
Plant and equipment						
Total plant and equipment	2,885	1,938	947	8,724	6,496	(2,228)
Infrastructure						
Total infrastructure	13,222	13,706	(484)	54,283	53,484	(799)
Total capital works expenditure	28,446	22,680	5,766	94,728	78,422	(16,306)
Funding:						
External						
Government grants	11,125	2,052	9,073	31,110	29,858	(1,252)
Contributions	-	20	(20)	2,361	20	(2,341)
Proceeds from sale of assets	432	470	(38)	962	962	-
Other income	-	-	-	-	-	-
Total external funding	11,557	2,542	9,015	34,433	30,840	(3,593)
Internal						
Reserve funds	1,236	704	532	9,997	5,569	(4,428)
Loan borrowings	-	4,401	(4,401)	17,400	12,707	(4,693)
Rates funding	15,653	15,033	620	32,898	29,306	(3,592)
Total internal funding	16,889	20,138	(3,249)	60,295	47,582	(12,713)
Total funding	28,446	22,680	5,766	94,728	78,422	(16,306)

After six months of the year, expenditure is \$28.447 million against a year to date adopted budget of \$22.679 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 (Frankston City Council excluding Peninsula Leisure Pty Ltd)

The balance sheet as at 31 December 2023 indicates a continued satisfactory result. Council's net assets are valued at \$2.349 billion at the end of December 2023 and are forecast to be \$2.299 billion at the end of June 2024.

A comparison of total current assets of \$178.075 million with total current liabilities of \$56.845 million (working capital ratio YTD of 3.132 to 1) depicts a satisfactory financial position.

Schedule of other reserves for December 2023

	Opening Balance 01/07/2023 \$'000	Transfer to reserve from \$'000	Transfer reserve \$'000	Closing balance 31/12/2023 \$'000
Statutory reserves				
Public resort and recreation	4,113	865	(461)	4,517
Subdivision roadworks	133	-	-	133
Infrastructure assets	74	-	-	74
Car parking	10	-	-	10
Total statutory reserves	4,330	865	(461)	4,734
Discretionary reserves				
Strategic asset reserve	3,486	-	-	3,486
MAV LGFV fund	13,537	379	-	13,916
Unexpended grant reserve	11,141	-	(10,195)	946
PARC asset management sinking fund	10,582	750	(468)	10,864
Capital projects reserve	5,349	-	(308)	5,041
Resource efficiency reserve	82	1	-	83
Waste recycling and resource recovery reserve	-	2,239	-	2,239
Total other reserves	44,177	3,369	(10,971)	36,575
Total reserves	48,507	4,234	(11,432)	41,309

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	13,423	92,941
Special rates & charges	225	215
Infringements	6,244	6,899
Provision for doubtful debts - infringements	(2,971)	(3,261)
Other receivables	2,930	7,745
Provision for doubtful debts - other debtors	(122)	(75)
	19,729	104,464
Non-current receivables		
Special rates & charges	522	446
Total receivables	20,251	104,910

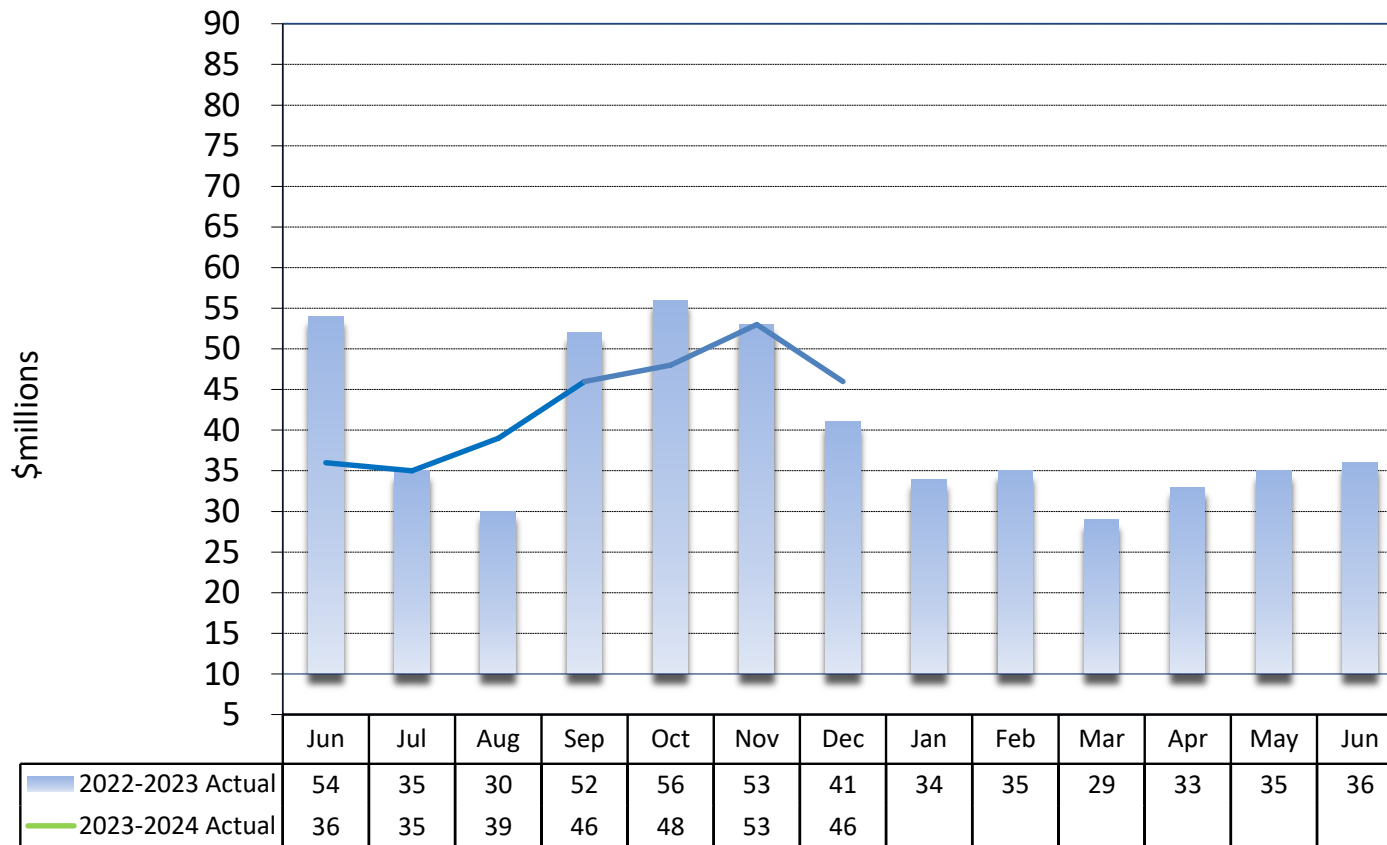
Accounts receivable balances were \$104.910 million as at 31 December 2023, up from \$84.659 million as at 31 December 2022. Note the ratepayer receivables accounting treatment changed for 2023-24 which explains the significant variation to quarter two of 2023-24.

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

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

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

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



Loans (Frankston City Council excluding Peninsula Leisure Pty Ltd)

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

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

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

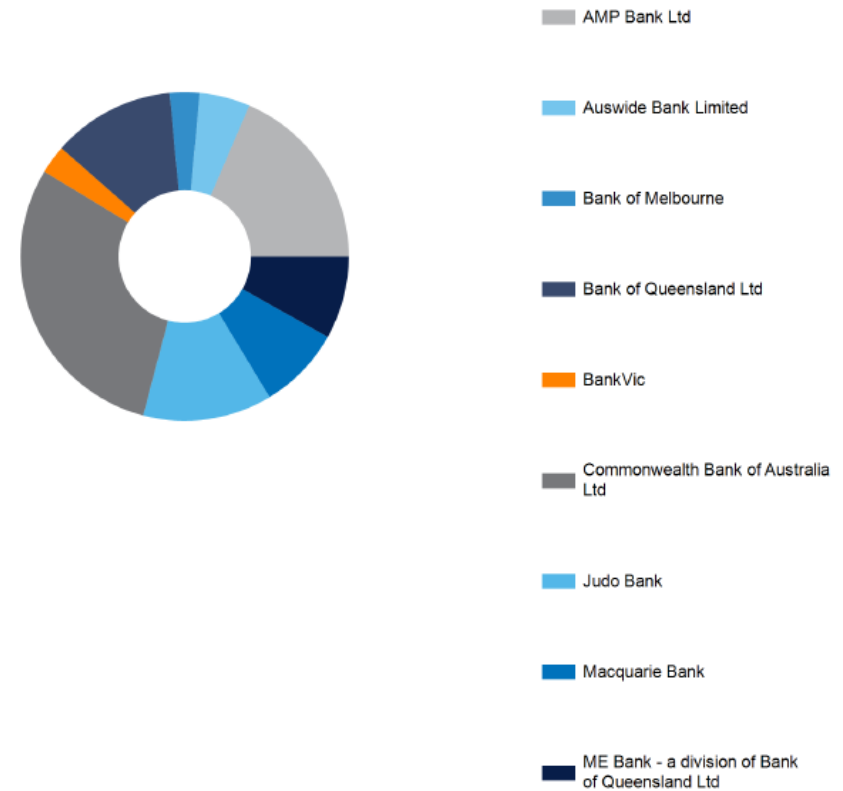
Financial institution	Debt principal @ 30-06-2023 \$'000's	Principal repaid \$'000's	New borrowings \$'000's	Debt principal @ 31-12-2023 \$'000's	Interest \$'000's	Loan repayments due over next 12 months \$'000's
National Australia Bank	11,100	211	-	10,889	384	1,183
National Australia Bank - MAV	15,542	-	-	15,542	310	-
Treasury Corporation Victoria	2,200	-	-	2,200	33	-
Total	28,842	211	-	28,631	727	1,183

Investments (Frankston City Council excluding Peninsula Leisure Pty Ltd)

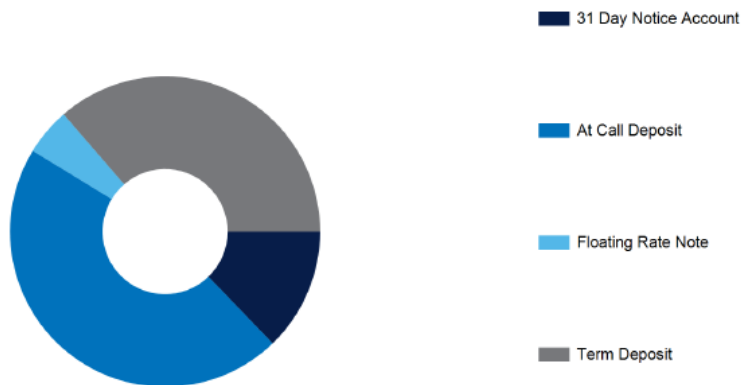
Council is complying with its Investment Policy (adopted by Council on 16 December 2019) that ensures effective and responsible utilisation of Council’s surplus cash funds within the government legislative framework and applicable Federal and State regulations. Council’s investment holdings as at 31 December 2023 were \$70.849 million.

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

Market Value by Issuer



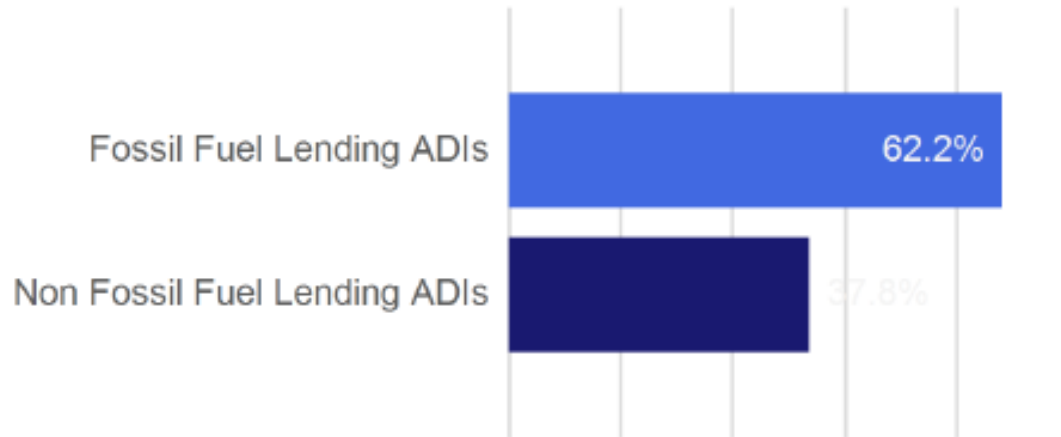
Market Value by Security Type



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

Portfolio Fossil Fuel Summary

Council's portfolio comprises 37.8% 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 Two

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 two 2023-2024)*







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

October-December 2023 Council Plan Actions

In 2023-2024 there are 124 actions listed in the Council Plan. Of which 1 was completed and 2 identified as Not Proceeding during quarter one.



From the remaining 121 actions, as at the end of December 2023, 97% per cent were considered on track or completed during quarter two.

The table below provides a summary of the current status of each of the 2023-2024 Council Plan Actions by outcome for the full period July–December 2023:

	Completed 	On track 	At risk 	Critical 	Deferred 	Not Proceeding 
Healthy and safe communities	-	20	-	-	-	-
Community strength	-	27	-	-	-	-
Sustainable environment	-	22	1	-	-	-
Well planned and liveable city	-	10	-	1	1	-
Thriving economy	1	14	-	-	-	2
Progressive and engaged city	-	24	1	-	-	-
TOTAL %	0.8%	94.4%	1.6%	0.8%	0.8%	1.6%

1 Healthy and safe communities




Initiative progress comments





Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Engage families to promote the importance of early childhood education and health	CP-1.1.1	Deliver Maternal and Child Health and early childhood services and programs including immunisation and supported playgroups	<p>In partnership with New Directions Indigenous Australians' Health Programme (City of Greater Dandenong), Maternal and Child Health (MCH) services have developed a limited tenure Aboriginal MCH Liaison role. This role enables an MCH nurse to attend New Directions Yarning Groups across three municipalities, City of Greater Dandenong, City of Casey and City of Frankston to engage with the Aboriginal and Torres Strait Islander children and families. There have been significant positive outcomes for children and families who have engaged with this service.</p> <p>The Riviera Kindergarten project in Seaford is now completed, delivering a new three-room kindergarten modular with additional space for Family Health Support Services. This infrastructure investment is the first of Council's projects providing increased places for funded three- and four-year old kindergarten children. Council is committed to striving to meet the Kinder Reform requirements for children to attend kindergarten for the maximum number of eligible hours.</p>	Communities	
	CP-1.1.2	Coordinate central registration of enrolments for community kindergartens	<p>All offers have been completed to both three and four year old registrations for 2024. For four year olds, a total of 888 offers were made of which 867 have accepted their place.</p> <p>For three year old kindergarten, a total of 569 places were offered and 536 accepted.</p> <p>Across the municipality there are still limited</p>	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Maintain systems and capacity to manage and respond to emergency events			vacancies for both three and four year old kindergarten in 2024.		
	CP-1.1.3	Implement Council's year three initiatives for Council's Early Years Plan	A fortnightly intergenerational activity at the Frankston North Community Centre has commenced in partnership with Mahogany Rise Child & Family Centre, Forest Lodge Residential Aged Care Facility and Frankston North Community Centre. The sessions include music, storytelling and craft, and engage up to eight kindergarten children and eight residents from Forest Lodge Residential Aged Care Facility. The Aged Care residents made gifts for the kindergarten children who graduated from kindergarten and are moving into school. Maternal and Child Health (MCH) service has engaged with Alpina Street Early Learning Centre and will commence outreach appointments with children who have both missed and are due MCH visits in February 2024. Recruitment has commenced for Baby Makes 3 program facilitators with planned rollout of the program in 2024.	Communities	
	CP-1.2.1	Monitor and mitigate key emergency risks to the community	Council facilitated the annual review of the Victorian Fire Risk Register - Bushfire in quarter two, bringing together all key agency stakeholders to discuss Frankston City's fire risk and appropriate mitigation strategies. The discussion identified subtle changes to our areas known as polygons where they expand and reduce depending on perceived risk and various other factors. Fire and support agency representatives came to unanimous decisions involving mitigation strategies in collaboration with Council Officers from Emergency Management, Parks and Community Safety. Annual fire hazard inspection program commenced with all actions due for completion in early January 2024.	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-1.2.2	Maintain up-to-date emergency management plans and test them to identify and mitigate capability and capacity gaps through training and awareness	The Municipal Emergency Management Plan (MEMP) is up to date and the sector is actively monitored for changes in best practice and specific risk approaches. The Catastrophic Fire Danger Day Procedure and Action Plan, an internally facing guide for work areas to discuss and have arrangements in place to maintain business and maximize the safety of staff and the community was reviewed. Familiarisation sessions with Managers and Coordinators were held of which over 70 people participated. The Coordinator Emergency Management liaised with key Council areas to mitigate specific risk and to finalize their plans for the upcoming summer season.	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	Preparedness and planning with local level partners included targeted communication with those on the Frankston Community Register informing of projects and advice to increase personal resilience. A collaboration with Frankston City libraries promoted planning and awareness via sessions aimed at improving digital literacy in emergencies for the summer season.	Communities	
	CP-1.2.4	Deliver Emergency Management training and exercise	The 'Emergency management training e-modules' project encountered delays in quarter two, as Council's new branding guidelines and intellectual property issue resolution are awaited. Project to resume in 2024 with delivery remaining on track for quarter four.	Communities	
	CP-1.2.5	Review the Domestic Animal Management Plan (DAMP)	The Domestic Animal Management Plan (DAMP) is due for review in late 2024. Council continues to undertake process and service reviews on a regular basis to ensure the actions of the DAMP are met.	Communities	
Encourage active and healthy lifestyles for people of all ages and abilities	CP-1.3.1	Improve the amenity and perceptions of safety across the municipality	Safer Communities continues to apply the relevant legislation to address amenity and safety concerns in the community. Safer Communities is currently	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			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 officers are now establishing working groups to deliver the actions.		
	CP-1.3.2	Promote and deliver more diverse play and leisure opportunities for residents of all ages to encourage active lifestyles	Council continues to upgrade and develop play spaces and these are promoted through social media, the Frankston City News and Council's website. The 100 sports clubs throughout the municipality engage over 30,000 people in active recreation. The major sports infrastructure of Frankston including the new netball and indoor cricket stadium, Frankston Park, Peninsula Aquatic Recreation Centre (PARC) and the Pines Aquatic Facility, the Centenary Park Golf Course, the Frankston Skate Park and the Kananook basketball facility all provide opportunities for residents to engage in active leisure.	Communities	
	CP-1.3.3	Work in partnership with health, education and community organisations including sporting clubs and community gardens to enhance opportunities for improved primary health and participation in passive and active recreation	Monthly Community Garden Network meetings fostered garden connections, passive and active use of open space and recreation and provided the Network members the opportunity to provide feedback on Council's Food Action Plan this quarter.	Communities	
	CP-1.3.4	Deliver three year actions for Council's Health and Wellbeing Plan	The Year Two Annual Report and Year Three Action Plan were adopted by Council at the December 2023 meeting. Highlights from quarter two included the adoption of the Safer Communities Policy and Strategy, selection of the Social Inclusion Action Group and community engagement on the Draft Family Violence Prevention Action Plan, Draft Healthy, Secure and Sustainable Food Action Plan and Bike Riding Strategy.	Communities	
	CP-1.3.5	Develop the 'Can Swim' program of initiatives for the children of Frankston City	The Peninsula Leisure project team has focused on the finalisation of all program planning, public communication and enrolments for each of the	Corporate and Commercial Services	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			pilots. The Can Swim pilots commenced during the school holidays for 3 main target groups - teens, families and infants. Entry and exit surveys are completed to determine perception of skill v actual at beginning and end to determine feasible teaching in that timeframe. The uptake for the free spaces was immediate and attracted a segment of the community that are not currently in swimming lessons.		
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	<p>A community engagement plan for the Family Violence Prevention Action Plan was devised and has since been shared with the community, stakeholder service group and services for feedback.</p> <p>The draft Family Violence Prevention Action Plan is in its early stages of development after feedback from the engagement survey.</p> <p>Victorian State Government's Family Violence Prevention Grant application has been submitted, if successful Council will conduct family violence prevention activities.</p>	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	Our Place Frankston North Providers Network has been established to form agency networks, develop awareness of referral pathways and identify service gaps. Frankston City Council officers continue to work in collaboration with stakeholders on the Frankston North Education Plan (FNEP).	Communities	
	CP-1.5.2	Deliver Youth Services outreach, in-reach and engagement programs	Frankston Youth Services have continued to deliver a broad range of youth programs to support the needs of local young people. Of particular note is the Grade Six Transition Program, which was delivered to 31 local primary schools and attended by 724 students. This program achieved an average rating of 4.2 out of 5 stars from the participants.	Communities	




Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	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 325 times in quarter two.	Communities	
	CP-1.5.4	Deliver the Work Ready Program providing work experience, traineeships and student placement opportunities	Currently have 3 Traineeships and Apprenticeships in place for 2023/24. The work experience and student placements are increasing year on year following the decrease due to the impacts of COVID-19 in 2020. Currently the program is being reviewed with the goal of defining enhancements and an evolution of the offerings over the next two years. The program is currently on track to achieve 100% utilisation of the annual designated budget this financial year.	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 is in its sixth round with 48 successful applications approved in the first 5 rounds	Communities	
	CP-1.5.6	Implement year two actions for Council's Youth Action Plan	Year two actions for the Youth Action Plan are on track. Youth Services have continued to facilitate the delivery of free training to support young people's education and employability, with quarter two training being 'Responsible Service of Alcohol'. Youth Services continue to deliver Child Youth and Inclusion Grant outcomes to young people.	Communities	




Strategic indicators




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





2 Community strength




Initiative progress comments






Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Build Frankston City's reputation as an arts, culture and tourism destination	CP-2.1.1	Implement year three actions for Council's Arts and Culture Strategic Plan	A number of events were held in the municipality throughout quarter two including a family favourite Frankston's Christmas Festival of Lights attracting approximately 30,000 attendees and a New Year's Eve music event was held at Kinetic Stadium.	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	A range of activities and activations are being planned as part of the South Side Festival 2024. These activations including installations across the Local Government Area are designed to enhance local spaces and bring creativity into new spaces. This includes a sound installation at George Pentland Botanic Gardens. The Season Launch presented performances from 'A Very Big Band Christmas', 'The Sunshine Club' and 'The Tap Pack'. The launch also highlighted the Daytime Music and Theatre Season for 2024 and other engagement opportunities such as education and access programs.	Customer Innovation and Arts	
	CP-2.1.3	Deliver festivals and events that build upon Frankston as an Arts and Culture destination	New sponsorship deals have been executed including Betty's Burgers, who will be activating a Dive In Cinema and Beach Club at the Waterfront Festival. New leads have been made with a number of potential sponsorship partners, with some registering their interest in the 2024-25 Events Season (due to budget cycle). A key focus leading into the Waterfront Festival will be in relation to data collection from attendees including post event surveys, and	Customer Innovation and Arts	





Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			potential on the day engagement at the event. Event Team have worked closely with Economic Development regarding local business engagement with Council events, with a number of businesses registering their interest to be more involved.		
	CP-2.1.4	Develop sculpture and eclectic street art culture	Big Picture Fest 24 artists programmed and Block Party programming complete. Frankston North Mosaic bakery wall repair works underway. Eco Mural has commenced. Artists for two sculptures at Sweetwater Creek, Sandfield's Reserve, Nepean Boulevard and Ballam Park have been selected. Early Light sculpture installed at Seaford Road. Lease period for Reflective Lullaby sculpture concluded sculpture sent back to McClelland Gallery.	Customer Innovation and Arts	
	CP-2.1.5	Implement year one actions of Council's Public Art Strategy	Regular Project Advisory Group meetings occurred to progress the Arts Trail project. Eight mural artists and two projection artists have been programmed for Big Picture Fest 2024 with additional elements added including a tiny sculptures trail and a competition. Indigenous artist Robert Michael Young has been engaged to create two First Nation's sculptures to be installed along Sweetwater Creek. We continue to integrate public art into Council's Capital Works Program with art elements in the Sandfield Reserve project and the Nepean Highway Master Plan.	Customer Innovation and Arts	
	CP-2.1.6	Implement year one actions of Council's Destination Events Strategy	The Event Prospectus progressed, now requiring input from stakeholder teams for drafting. 50% of Destination Events Attraction Program (DEAP) events for the 23/24 season have been delivered, with improvements made to the way we support, engage and debrief with organisers.	Customer Innovation and Arts	



Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			An annual schedule is being developed to improve the efficiency of event and tourism marketing. Additional conversations have taken place with a wider range of event organisers who could deliver events that meet the key criteria and outcomes of the DEAP. External grant and collaboration opportunities have been explored with state government support.		
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	Council's Annual Seniors festival was held during October 2023, and 101 out of 155 activities were free of charge. Of the post event evaluations received it was determined that nearly 50% of people attended an event to meet new people, highlighting the importance of social connection. 95% of evaluation respondents gave event feedback ratings as either 'excellent' or 'very good'.	Communities	
	CP-2.2.2	Support organisations that are providing valued services to older residents	The Positive Ageing team updated the Keeping Active Directory in November 2023 in partnership with Peninsula Health and Mornington Peninsula Shire and distributed to residents.	Communities	
	CP-2.2.3	Deliver year three actions Council's Disability Action Plan	Council celebrated International Day of People with Disability by supporting a local community group to host a Disability Pride event at Orwil Street Community House. 88 people attended the event which included a guest speaker, dancing to tunes (local DJ with lived experience of disability), a singalong and art competition. The Disability Access and Inclusion Committee have also provided feedback on Council's Fair Access Policy, Social Inclusion Action Group, Family Violence Prevention Action Plan and Safer Communities Strategy and Plan.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-2.2.4	Facilitate improved access for people with disabilities to services and transport options	Facilitated discussions with Life Saving Victoria, Seaford Life Saving Club, State Government of Victoria and various Council departments for the establishment of beach matting, storage facility and wheelchair access for the community at Seaford Beach.	Communities	
	CP-2.2.5	Support and promote Culturally and Linguistically Diverse (CALD) and seniors groups	The Positive Ageing team held a collaborative forum with Mornington Peninsula Shire Council for the Peninsula Ethnic Seniors Council (PESC). This forum provided an opportunity for connection and to share important and relevant information. Ongoing support and assistance are provided to these groups by the Positive Ageing Team.	Communities	
Targeting community needs through development programs and grants	CP-2.3.1	Design Community Development programs to meet resident needs	Council continue to work with Langwarrin Mosque (House of Peace) to assist with awareness of relevant services, grants and also attended the Mosque's open day. Council are also assisting community members to present mental health sessions for their community; Peninsula Health's Men's Shed with the provision of machinery and other items; Frankston Rotary Club in finding a temporary location to deliver a community program including the First Peoples Health Service whilst the development of their current site is completed.	Communities	
	CP-2.3.2	Deliver Council's grants program	The Community Grants program is tracking well, annual community grants have closed, and 34 recipients were approved. Round 6 of the Child and Youth Inclusion grants is currently open with grants for the previous 5 rounds approved and actioned. A second round of the Environmental Sustainability Grant has been approved for 2024. The Frankston Charitable Fund stage one has opened with a new two-	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			stage application process being used. Urgent grants continue to be assessed on a monthly basis.		
	CP-2.3.3	Build connections between volunteers and volunteer organisations through Impact Volunteering	Volunteering Frankston (formerly Impact Volunteering) is currently developing a website portal to improve the visibility, reach and ease of matching volunteers with volunteer opportunities. A volunteering resource is also being planned for installation at the Frankston Library.	Communities	
	CP-2.3.4	Deliver year three actions from Council's Library Action Plan	<p>Stage two renovations of the Frankston library commenced in December, with the library undergoing an exciting transformation including the addition of a glass enclosure for an innovative book sorter.</p> <p>A range of events were held across the libraries including a popular Halloween Eve Spooktacular and Melbourne author Tony Birch.</p> <p>The libraries once again facilitated the Giving Tree, this year extending the donations across Community Support Frankston and Frankston Life, and at multiple locations across the city.</p> <p>The statewide initiative to encourage children to continue to read over summer was launched. The Big Summer Read launched in early December and has once again been popular with families within the city.</p>	Customer Innovation and Arts	
	CP-2.3.5	Investigate an organisation-wide community facilities booking & matching project	Standardisation of the experience on the website to simplify the way venues for hire are displayed ensuring a more customer friendly experience. An equitable prioritisation matrix has been created. Ensuring allocation of spaces to community groups is fair and equitable.	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
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 (formerly Impact Volunteering) have delivered recent training sessions for those that support and work with volunteers. These sessions help to develop leadership and promote diverse culture and gender equality.	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	Officers continue to develop the Fair Access Policy, which is on track to be completed by June 2024. Coinciding with the AFLW match on 29 October 2023, Council and the Hawthorn Football Club hosted a free pre-game function 'Celebrating Change: The Rise of Women in Sport'. Over 100 people heard from guest speakers about the positive changes happening in sport. The four AFLW matches held in Frankston in 2023 celebrated women's sport and will encourage a new generation of girls to be active.	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 is an active member of the Critical Friends Network and has participated in training during quarter two. The Grade Six Transition Program was delivered to 31 local primary schools, which incorporated 'Respectful Relationship' curriculum as well as strong anti-bullying education.	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 two saw a total of 12 Fresh Entertainment committee meetings, and two Youth Council meetings. Fresh Entertainment held three youth-led events, with a total of 249 community members in attendance.	Communities	
Deliver essential advocacy, support and referral services for residents in need	CP-2.5.1	Monitor demographic data trends to inform service plans that meet the future needs of the local community	Monitoring of demographic data has been undertaken using the id. community profiles, informing a range of policies and plans	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-2.5.2	Provide financial support for material aid through eligible emergency relief and recovery organisations	Community Support Frankston (CSF) continues to support eligible Frankston residents with the provision of emergency relief, including direct material and financial aid assistance. CSF continues to manage the leading role in managing the Frankston Emergency Relief Providers (FERP) network, helping to provide more targeted support to significantly disadvantaged community members.	Communities	
	CP-2.5.3	Deliver Home and Community Care (HACC) and Commonwealth Home Support Program (CHSP) in home services to older residents to enable them to live safely and independently	The Community Care Team have worked to onboard and process a large portion of clients awaiting service in the My Aged Care Portal. Currently Council has over 2000 active clients across all Community Care services, this is the highest number of clients receiving service and is a significant achievement for the team. A new client feedback management system has been implemented to ensure we are always listening to our clients and are continuously improving our services to meet community need. Additionally, regular feedback is sought via phone calls to randomly selected clients and the feedback received is very positive.	Communities	
	CP-2.5.4	Partner with the housing and homelessness sector to support the Frankston City Strategic Housing and Homelessness Alliance Five-Year Strategic Plan	The Strategic Housing and Homelessness Alliance met once this quarter to provide stakeholders from across the homelessness and social housing sector with a forum to discuss local solutions to homelessness and social housing. The Strategic Alliance also established a new Rooming House Working Group as a strategic action, which had its first meeting in October 2023.	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 Two has seen 179 formal referrals made and received through Frankston Youth Services. This figure does not	Communities	





Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			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 members of our community.		
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)	The Reconciliation Working Group met twice this quarter to progress Council's Reconciliation Action Plan (RAP). Three Cultural Insightfulness training sessions were held this quarter, with 40 staff participating. Council officers attended the Aboriginal Elders Summit in Melbourne, Moorumbina Mongurnallin Ceremony and Nairm Marr Djambana book launch.	Communities	
	CP-2.6.2	Project manage the masterplan development and advocacy for the redevelopment of the Nairm Marr Djambana gathering place	The Nairm Marr Djambana (NMD) draft master plan has been completed and will be brought to Council for adoption early in quarter four. The master plan is comprehensive and includes both a buildings layout and landscape plan. There has been extensive community consultation with NMD to complete this plan. The project will require funding from both the state and federal governments and delivery will be staged as funding becomes available.	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	A report was presented to the November 2023 Council meeting providing an update on the progress of the Urban Forest Action plan. Council's 80,000 tree planting initiative was selected as a finalist for the Keep Australia Beautiful Victoria's Tidy Towns and Cities - Sustainability Award in the Environment Category. Open Space and street tree planting will be addressing priority areas in Frankston, Karingal, Frankston North and Frankston Heights. Canopy mapping for Langwarrin and Frankston South continues.	Communities	
	CP-3.1.2	Planting 20,000 additional trees as part of the annual municipal wide planning program	Priority planting locations for 2024 are confirmed, plant orders have been placed with internal nursery and external suppliers and additional requests for planting sites are being considered on an ongoing basis subject to resource availability.	Infrastructure and Operations	
	CP-3.1.3	Ensure operational resources align with growth in urban forest to address risk compliance and conduct an independent service review to ensure best practice levels of service are provided benchmarking against other Councils	Work is currently in progress.	Infrastructure and Operations	
Protect and enhance the natural and coastal environments	CP-3.2.1	Develop the Coastal and Marine Management Plan and Implement year one actions	The draft Coastal Marine and Management Plan (CMMP) was presented at the December Council meeting for approval to go to community consultation. The Department of Energy, Environment and Climate Action (DEECA) has provided initial feedback on the draft and comments will be incorporated into the plan in	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			quarter three. Bunurong Land Council Aboriginal Corporation continue to work on the preparation of a Cultural Values Report. The draft will be available for community consultation in quarter three.		
	CP-3.2.2	Implement year three actions for Council's Biodiversity Action Plan	Preparation of the Environment Significance Overlay (ESO) Mapping report for the Planning scheme amendment continued, as part of the Biodiversity Action Plan. Seasonal koala crossing signs were installed across Frankston in collaboration with Mornington Peninsula Shire Council and the Mornington Peninsula Koala Conservation group. Virtual Fencing surrounding Langwarrin Flora and Fauna reserve is due to be installed early quarter three.	Communities	
	CP-3.2.3	Deliver the Native Vegetation offset Program	Following the Council resolution on 11 December 2023 to not pursue the native vegetation offset at Wittenberg Reserve, Council officers continued to review alternative site options for the establishment of a Native Vegetation Offset Site both within Frankston through a desktop review of private land and in discussion with neighbouring Councils. A report to Council is scheduled in quarter four. It should be noted that due to the above mentioned Council resolution this action is off-track and may not be able to be delivered as originally expected.	Communities	
	CP-3.2.4	Maintain natural and coastal reserves	All conversation maintenance programs are on track with steady improvement observed in conservation value in both high quality and rehabilitation sites. Fire management works for high priority reserves were completed and audited on time and are ongoing during the fire danger period	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-3.2.5	Review and update priority master plans for Open Space	The Frankston Equestrian Master Plan, Baxter Park Open Space Master Plan and Public Toilet Action Plan were endorsed at the November 2023 Council Meeting, Gender Impact Assessments were completed and incorporated into all Master Plans. All plans are now in implementation phase and undergoing alignment with the Capital and Operational programs. Planning commenced in quarter two for Gender Impact Assessments to be undertaken for several existing Open Space plans including the Play Strategy and Local Park Action Plans.	Communities	
	CP-3.2.6	Develop and implement formalised monitoring process for park tree maintenance	Parks tree monitoring program has commenced and is on track as per schedule for 2023/24. Volume of hazards identified have decreased from 2022/23 due to proactive maintenance program 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	Council officers undertook 54 applications assessments this quarter, for new developments. Council buildings at Jubilee Park, Lloyd Park and the Pines Forest Aquatic Centre were assessed to ensure they meet the requirements of Council's ESD Policy for Council Buildings. Officers worked with the Council Alliance for Sustainable Built Environment (CASBE) to develop a suite of fact sheets available to Council	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			and applicants to assist in submitting and assessing planning application ESD reports. Officers worked to update Council's ESD Policy for Council Buildings to ensure relevant and current best practice approaches.		
	CP-3.3.3	Implement energy efficient upgrades to Council assets	Energy efficiency upgrades planned for Council facilities in 2023/24 are scheduled to commence in early 2024, 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	Collections commenced on a four-weekly basis during quarter two, following the successful delivery of bins during quarter one. Service standards clarifying correct content for each stream still 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	Work is progressing on the implementation of year one actions.	Corporate and Commercial Services	
	CP-3.4.4	Increase uptake of the kerbside food waste collection service in single-unit developments and implement the plan to extend this service to multi-unit developments	Households that have requested FOGO starter kits has increased to 30% of the community due to the municipal wide reach achieved with the collateral sent out with the recent separate glass service roll out to all residential properties in quarter one.	Corporate and Commercial Services	
	CP-3.4.5	Progress the implementation plan for the kerbside separate glass collection service	Separate Glass Bins have been delivered to all residential households in September 2023 including all single unit developments along with the majority of multi-unit developments.	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Collections commenced October 2023 for all bins.		
	CP-3.4.6	Progress the implementation of food waste minimisation initiatives	Implementation of a range of education and skill building workshops was completed in quarter two to educate the community on ways to minimise food waste	Corporate and Commercial Services	
Increase opportunities to experience native flora and fauna	CP-3.5.1	Support Frankston Environmental Friends Network	Council Officers continued to support the Frankston Environmental Friends Network (FEFN) with monthly meetings. The draft Environmental Friends Network Volunteer Manual was prepared and reviewed by internal Council stakeholders and the steering group made up of members from the FEFN volunteers. Council supported an end of year celebration with FEFN in recognition of all the work and great achievements from the friends and wildlife groups across the calendar year.	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 supported the Gardens for Wildlife Volunteers who undertook 17 gardens for wildlife visits. A Seaford Wetlands Walk was hosted by Council in October 2023 to celebrate the Aussie backyard bird count. Council facilitated a workshop by Dr Luis Mata, an entomologist with Melbourne University, on 'Surveying Backyard Pollinators' workshop in November 2023. The Environmental Sustainability Grant closed in November with four applications being received and \$8,000 awarded. The pollinator program commenced in December 2023, with 10 participants, and will conclude in quarter two.	Communities	
	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, track	Infrastructure and Operations	


Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			maintenance works are ongoing to respond to storm/erosion events.		
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	Design works are now underway and the delivery of recycled water via the scheme will commence quarter one of 2024/2025.	Infrastructure and Operations	
	CP-3.6.2	Develop a Frankston Flood and Stormwater Management Framework, and commence implementation of key actions	Development of the Draft Frankston Flood and Stormwater Management framework is progressing well. Through the development of the framework, the below works have been undertaken: <ul style="list-style-type: none"> - Major upgrades recommended in drainage studies have been reviewed and works are being programmed in the Long Term Infrastructure Plan. - Development of a Stormwater In-Lieu Contributions Scheme has commenced. - Water Sensitive Urban Design rectification works has been reviewed and prioritised for the next five years. 	Infrastructure and Operations	




Strategic indicators





If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased climate emergency response and leadership	SI3.1	Council greenhouse gas emissions (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI3.2	Community greenhouse gas emissions per capita (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI3.3	Community satisfaction with Council meeting its responsibilities towards the environment (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI3.4	Proportion of beach water quality samples at acceptable Environmental Protection Authority levels (EPA)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI3.6	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 including the completion of upgrade works in Stiebel Lane including new public safety lighting and surface treatments. 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. Without these approvals, Council cannot construct the Greenlink.	Communities	
	CP-4.1.2	Develop the Frankston Housing Strategy and commence year one implementation	Hearing of Submitters was held for those wishing to speak to their written submission following community engagement conducted in quarter one. The draft Frankston City Housing Strategy is underway and is scheduled to be taken to Council for adoption in quarter four.	Communities	
	CP-4.1.3	Develop the Frankston Metropolitan Activity Centre (FMAC) Structure Plan and commence year one implementation	Authorisation for the Planning Scheme Amendment that will implement the Structure Plan was granted by the State Government Minister of Planning in October 2023. This enabled the Amendment to be exhibited from 16 November to 18 December. Council will be briefed on the outcomes of this exhibition in quarter three.	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	The trial of the Vic3D platform has not yet commenced due some setup delays on the Department of Transport and Planning side. Whilst it is envisaged that Council will be set up on the platform this next quarter, the trial of the	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			platform will continue into the next financial year.		
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>In November 2023, consultation letters were sent to all schools in the LGA to seek Expressions of Interest in participating in an Active Paths trial and an Open Streets trial. Responses were received from two schools to progress with Active Paths trials. No interest was received for an Open Streets trial.</p> <p>Two trials are to be undertaken for the Active Paths in February and March 2024 with Skye Primary School, and Rowellyn Park Primary School.</p> <p>Initial community and stakeholder consultation as part of the development of Bike Riding Strategy was carried out from 6 October to 2023 to 22 November 2023. The draft strategy will be presented to the community for comment in March 2024.</p>	Infrastructure and Operations	
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 the completion and opening of upgrades at Willow Park in Frankston and Rosemary Reserve in Frankston North. Community Engagement has closed and designs for Play and Park upgrades finalised for East Seaford Reserve in Seaford and Monique Reserve in Langwarrin. Concept design for community engagement is anticipated for next quarter to progress upgrades at Heysen Reserve in Skye, Alicudi Reserve in Frankston South, Lucerne Reserve in Frankston and Brunel Reserve in Seaford.	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 \$93.01 million and 74% of the total program budget committed with contractors.	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Major projects are progressing as scheduled. The Healthy Futures Hub, Jubilee Park Stadium and Ballam Park Regional Playspace are complete and in use. Lloyd Park Pavilion Upgrade (70% complete), Eric Bell Pavilion (50% complete), Kananook Commuter Car Park (30% complete) and Ballam Park Storm Water Treatment & Park Improvements (30% complete) are progressing well.		
	CP-4.3.3	Develop Council's Public Toilet Action Plan and implement year one actions	Council endorsed its first Public Toilet Action Plan at the November 2023 Council Meeting. Implementation of the plan progressed with design underway for the Seaford Foreshore toilet upgrades at Seaford Road and Armstrongs Road. A review of the Capital program to ensure alignment between the Public Toilet Action Plan and planned upgrades and renewals was also undertaken in quarter two.	Communities	
	CP-4.3.4	Review maintenance and asset renewal programs to enhance safety and presentation of the City	A recruitment process is completed for the appointment of proactive graffiti patrol officers, a new initiative designed to enhance Council's capacity for graffiti management. All asset inspections are progressing as scheduled with Council's RMP, despite the recent large weather events.	Infrastructure and Operations	
Innovate with smart technology and initiatives to increase the liveability of the city	CP-4.4.1	Capture real time data to gather insights into liveability	Real Time data captured from various sensors across Frankston to understand foot traffic, parking and utilization of other assets. E-Bike charging stations and Electric Vehicle charging system data are also captured to understand the usage.	Customer Innovation and Arts	
	CP-4.4.2	Analyse Frankston Metropolitan Activity Centre (FMAC) smart parking trial to identify benefits for further implementation of smart parking technology	The data collected on the use of parking within the trial area is being analysed to identify benefits of smart parking technology. Integration of Arts Centre Parking, Well Street and Playne	Infrastructure and Operations	




Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Street, west of the Nepean Highway with trial of smart parking system being explored.		
	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	An updated vacant commercial property audit of the Frankston city centre was completed. Audit results demonstrate that from 563 Commercial Properties audited, 442 are currently occupied (75%) and 100 of these are vacant (18%). A further 41 vacant commercial properties were identified (7%), however these include properties currently under planning permit or construction processes or damaged and therefore unsuitable for tenancy at present. Council has continued to work with vacant commercial property owners and managing real estate agents to assist them to find suitable tenants. In addition, Council worked in partnership with Chisholm - School of Art and Design to deliver a 'Vacant Shopfront Decal' project. New and colourful window decals were designed by Chisholm students and installed in the windows of vacant commercial properties in the Frankston City Centre.	Communities	
Remove complexity and provide planning certainty to attract economic investment	CP-5.2.1	Promote Invest Frankston and precinct opportunities	Proactive communications to promote Invest Frankston and other precinct opportunities were regularly provided through Council's Economic Development Invest Frankston Business eNewsletter which sent out four editions (two regular and two special edition) and had 2419 active subscribers as at the end of quarter two. Other promotional activities via social media platforms included Facebook and Instagram,	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			which reached a combined 107,829k accounts with engagement at 5.8k. The most popular organic (unpaid) post was on 20 November and had 73 engagements (likes, shares and comments). Council officers also joined 33 other exhibitors at the Frankston Business Collective's Awards Conference Expo in October 2023 to showcase business support services and programs offered by Council.		
	CP-5.2.2	Continue to deliver business improvements to improve statutory planning processes and customer experience	All forms (application and request types) are now online, including the ability to request a planning compliance investigation. This planning investigation request type has "Close the Loop" functionality providing an email to the customer when the request is created and closed. Good progress has been made on the implementation of new 'workflow' processes which will improve the functionality of Council's core application system and allow for more accurate tracking of applications and reporting of live data and application statuses.	Communities	
	CP-5.2.3	Maintain and promote Councils business concierge service	53 business enquiries were received and actioned by Council's Business Concierge this quarter. A new 'Welcome' email for newly registered Frankston City Council businesses has been developed and sent to all newly registered Frankston City businesses, to promote the various business services and supports offered by Council.	Communities	
	CP-5.2.4	Foster and maintain relationships that support businesses, providing excellent customer service and building Frankston City's reputation as a place to do business	A range of services and supports were provided to business operators this quarter including seven individual business mentoring sessions; a number of outreach telephone calls to potential new business operators; a meeting with several Seaford business operators to discuss strategies for improving visitation and custom via marketing and promotional activities; a partnership with	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Mornington Peninsula Shire and the City of Casey to deliver businesses information sessions on the 'Trim Your Bin' state government funded program to provide assistance to interested businesses to reduce their commercial waste to both support environmentally friendly practices and reduce costs; and a new and improved 'Welcome to Frankston' business email which is sent quarterly to all newly registered businesses within the municipality, outlining support on offer and inviting business operators to make contact with the Economic Development team.		
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	An annual marketing schedule is being developed to improve the ability to support Major Events, including elevation of our asset library and improved quality of our content. Conversations had with key event organisers who align strongly with the desired outcomes of the Destination Event Attraction Program. Continuing to explore opportunities with major, established, state government funded and supported initiatives such as Always Live and Creative Victoria grants programs. Finalising scope and quotes from publicity agencies to amplify the main segment of the 23/24 season.	Customer Innovation and Arts	
	CP-5.3.2	Engage a diverse range of artists and creatives to enhance Frankston as an arts hub	Six grants for local artists were distributed for various arts projects to be completed in the 2023/24 Financial Year. Projects ranged from visual arts to scriptwriting and a book launch. The remaining grants projects have been planned for 2023/2024 and five projects remain to be delivered in the new year. One project working with local Indigenous writers is collaborating on a relationship with local Indigenous gathering place, Nairm Marr Djambana.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-5.3.3	Highlight Frankston as destination city through a robust marketing campaign that highlights the importance of events, development, investment in a city on the move	The strategic positioning work has begun and supports many activities across the organisation, including the events program, economic development and service delivery to enhance all of the City features	Customer Innovation and Arts	
Elevate Frankston City's identity as an innovation hub and business-friendly city	CP-5.4.1	Develop the Sustainable Economy and Skilled Community Strategy	A Draft Economic Development and Skilled Community Strategy and supporting Background Paper have been developed along with an Action Plan. Targeted business engagement is anticipated to occur next quarter.	Communities	
	CP-5.4.2	Develop the Frankston Industrial Strategy and commence year one implementation	Council to be briefed on the final Strategy and proposed Planning Scheme Amendment C148fran and a report seeking a resolution to request authorisation for the planning scheme amendment in quarter three.	Communities	
	CP-5.4.3	Support the ongoing growth and development of the Frankston Business Collective and develop an ongoing partnership model	Council continues to support the Frankston Business Collective (FBC). Membership now sits at just over 200 and is continually growing. The FBC ran a very successful awards program in October 2024 which recognised the work being done across Frankston City by small and medium sized businesses. The Business Collective Board is very active in supporting businesses to develop and grow in this economic climate.	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 the completion of Phase One in quarter two. In addition to stakeholder workshops and movement and place workshops with the Department of Transport and Planning (DTP), a site walk of the area has been completed by both internal stakeholders and the Bunurong Land Council Aboriginal Corporation. The illumination	Communities	






Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			of the Grimwade Clock has been successfully completed, Additionally, a successful tree illumination trial has been conducted which will assist with informing the lighting project along the central median strip between Davey Street and Playne Street. 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.		
	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 and this initiative is now complete and in implementation.	Communities	✓
	CP-5.5.3	Embed activation programs in key precincts	Activation activities will continue through the Destination and Events Strategy rather than the City Futures Team.	Communities	■
	CP-5.5.4	Deliver the Frankston Local Shopping Strip Action Plan through a priority program of development and renewals	As per the Local Shopping Strip Action Plan, 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. Minor improvement works including improved accessibility parking and bicycle parking have been designed for Lakewood Estate Shops and Beach Street Central in Frankston and Josephine Shops in Langwarrin to be delivered through the 2024/2025 Capital program.	Communities	●




Strategic indicators




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







6 Progressive and engaged city






Initiative progress comments




Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Ensure sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services	CP-6.1.1	Review and update Council's 10 year Financial Plan to guide budget decisions to ensure they are responsible and sustainable	Council's 10-year financial plan is currently under review and will form part of the 2024-2028 budget cycle. The rate cap of 2.75% announced in December will be reflected in the financial assumptions.	Corporate and Commercial Services	
	CP-6.1.2	Seek alternative revenue sources through service planning and engagement with relevant stakeholders	Service plans have been updated and actions identified for year four of the Council Plan. They will reflect new revenue sources where relevant.	Corporate and Commercial Services	
	CP-6.1.3	Continue implementation of the Property Strategy including asset rationalisation and leveraging investment of Council's assets, particularly in the FMAC precinct	The Bathing Box Policy was adopted at the November 2023 Council Meeting. More than 60% of licences issued under the new policy have now been executed. The Strategic Development Unit has continued to identify a number of opportunities that will support the attraction of 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	Work has continued on the implementation of the Procure to Pay module of Council's Financial Management System, Technology One. Council has commenced user acceptance testing to ensure the enhanced business rules will function in the live environment.	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 two. An updated Management Services Agreement was successfully negotiated, and Council endorsed the Agreement at its ordinary meeting held in December 2023. Financial and performance outcomes are tracking well with year-to-date results better than expected. The	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Pines Forest Pool opened its season on 1 November 2023 with excellent attendance numbers to the facility. Commencing from 1 October 2023 Peninsula Leisure Pty Ltd manage the Frankston Skate Park. This was a positive transition and will continue to focus on engagement, participation and wellbeing for the 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	The Integrated Planning & Reporting Framework document is in draft form and progressing well. Council will continue to develop the framework in consultation with the corresponding subject matter experts and aim to finalise by June 2024. The Service Governance models have been implemented and they play a key role in the oversight of the effective delivery of services.	Corporate and Commercial Services	
	CP-6.2.2	Review Council's assets to ensure they meet community needs	Council's work plan for development and renewal of its assets is detailed in the 2023-2033 Long Term Infrastructure Plan (LTIP) which was adopted by Council at the 20 November 2023 meeting. Development of the 2024-2034 LTIP and the 2024/25 Capital Works Program has commenced, with a review of future project priorities and costings nearing completion. A draft is scheduled to be ready at the end of February 2024 in preparation of Councillor workshop for the 2024/25 Budget in March 2024.	Infrastructure and Operations	
	CP-6.2.3	Continue to enhance the organisations risk maturity through embedding effective risk management and opportunity awareness	The Executive Management Team have commenced a review of the organisation's Strategic Risk Register, to ensure that any emerging or declining risks are recorded and managed appropriately. Internal business units have continued to review the operational risk environment and associated mitigation strategies.	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	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 until the new plan is endorsed and implemented.	Customer Innovation and Arts	
	CP-6.2.5	Continue with the implementation of the new child safe standards with the development of a second year action plan	The second year action plan is in development, quarter two has focused on the reportable conduct allegations and high levels of support required by the areas of the organisation in which they occurred. An audit conducted in 2023 resulted in Council achieving compliance against the new standards. The year ahead will be ensuring beginning level compliance in all areas and deepening awareness and meaningful compliance in policy and procedure, youth engagement, e-safety as well as cultural safety.	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 current position is as we move towards Progress Reporting with the GE Commission in February 2024.	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-6.2.7	Complete working with children and police checks on existing employees	88% of total staff have current Police Checks. 88% of total staff have up to date Working with Children Checks.	Customer Innovation and Arts	
	CP-6.2.8	Scope, identify and implement chemical management software (OSS-08)	Implementation was temporarily delayed due to data storage compliance requirements. Software has now been successfully procured with roll out to be completed by the end Quarter three 23-24.	Customer Innovation and Arts	
Lead advocacy engagement and enhance relationships with all tiers of government and key stakeholders	CP-6.3.1	Deliver ongoing implementation of 2021-2025 Advocacy Campaign Plan and build the profile of advocacy priorities through implementation of a communication and engagement plan	A report to Council on 20 November 2023 identified the Advocacy priority projects for 2024. Council approved these key projects and work has now begun on a campaign highlighting those projects. These include; Len Phelps Pavilion expansion, Monterey Reserve Precinct revitalisation, Nepean Boulevard revitalisation, Kananook desilting and 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.	Customer Innovation and Arts	
Enhance customer experience through the transformation of our services to ensure they are easy to access, and provide seamless transactional and interactional experiences	CP-6.4.1	Transformation of our digital platforms, ensuring that they are fully accessible for people of all abilities and cultures (OSS-06)	In quarter two we have prioritised our list of online transactions and uplifting the usability and accessibility of our online requests. Customer feedback and general enquiry forms have gone live ensuring a positive and accessible experience for our customers.	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)	Customer Experience Strategy (Foundational) second year is on track. The project team are currently focused on ensuring deliverables "value our customer's voice" and implementing process and system improvements to make it easier for customers to interact with Council.	Customer Innovation and Arts	
	CP-6.4.3	Enhance opportunities for community participation in decision making through the Community Engagement Framework	Community Engagement opportunities continue to be enhanced to ensure the community is able to contribute to the Council decision making	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			process in a variety of ways, including online, focus groups, and the ongoing development of Mini Frankston City (the community panel). Work is now beginning on planning for 2024 which will include initial work looking at the Community Vision and Council Plan.		
	CP-6.4.4	Implement year three actions from the IT Strategy to support customer experience and the transformation of processes	The Systems Review Project outcomes and recommendations have been presented to the Executive Management Team for feedback. Next steps are to socialise the recommended work packages with the management team for their information and feedback. The Pathway system continues to be enhanced through business requirements gathering and alignment of those requirements within the system.	Customer Innovation and Arts	
	CP-6.4.5	Increase efforts on cleaning and maintaining our Name and Address register	The solution Council procured is going through testing. The solution aims to enhance the accuracy of Council's Name and Address Register.	Customer Innovation and Arts	
	CP-6.4.6	Digitisation of grave site information at Frankston Memorial Park (the Cemetery)	Discovery and development phase has been completed. A consultant has been engaged and quote provided. Currently working through budget allocation 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) is conducting review of Council's electoral structure. The preparation for election will commence following the release of structural review report.	Corporate and Commercial Services	
Support transparent and evidenced based decision making through sharing council data and clear reporting on our measures of success to the community	CP-6.5.1	Monitor Council's Council Plan and Financial performance and prepare a combined Council Plan and budget performance report on a quarterly basis for the community	The quarter one July to September performance report was endorsed by Council at the 20 November 2023 meeting and is published on Council's website	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-6.5.2	Enhance the transparency hub system to improve customer experience, trust and confidence in Council	Quarter two saw a significant increase in new data sets and Council registers being uploaded on the Transparency Hub. There was a total of 20 new data sets and registers implemented this time period. One of the new data sets, Senior Officer Remuneration is already seeing good engagement.	Customer Innovation and Arts	
	CP-6.5.3	Proactively increase access to Council's open data to maximise new opportunities for release of records	A proactive pipeline of new data sets has been created along with the formation of a data management working group. Council is progressing towards a single source of truth for data management, ensuring data is readily available and of good quality. The benefit of this is Council will be able share new data sets with the community in a timely and proactive way.	Customer Innovation and Arts	
	CP-6.5.4	Progress the data protection and security plan	Initiatives to enhance Council's Cyber Security posture to provide better protection for sensitive data.	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 December 2023

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	145,756	145,867	111	146,422	146,422	-
Government grants - operating	6,180	7,036	856	21,088	19,629	(1,459)
User fees and charges	9,252	8,939	(313)	17,224	17,380	156
Statutory fees and fines	2,895	2,828	(67)	6,272	6,744	472
Other Income	2,329	2,086	(243)	4,061	4,004	(57)
Proceeds from sale of property, infrastructure, plant and equipment	311	386	75	712	512	(200)
Total income	166,723	167,142	419	195,779	194,691	(1,088)
Expenditure						
Employee costs	41,121	42,133	(1,012)	84,206	85,175	(969)
Materials and services	32,088	34,251	(2,163)	74,941	72,544	2,397
Depreciation	16,566	16,564	2	34,427	34,488	(61)
Amortisation - intangible assets	578	578	-	1,157	1,157	-
Amortisation - right of-use assets	-	61	(61)	116	281	(165)
Finance costs	727	811	(84)	1,422	1,622	(200)
Finance costs - leases	-	1	(1)	10	10	-
Bad and doubtful debts	185	119	66	257	232	25
Other expenses	3,541	2,106	1,435	3,807	3,596	211
Total expenditure	94,806	96,624	(1,818)	200,343	199,105	1,238
Underlying surplus / (deficit)	71,917	70,518	(1,399)	(4,564)	(4,414)	150
Contributions - capital	6	10	4	2,377	20	(2,357)
Government grants - capital	11,125	9,797	(1,328)	31,110	29,858	(1,252)
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	901	844	(57)	1,734	1,734	-
Surplus / (deficit) for the period	83,949	81,169	(2,780)	31,457	27,998	(3,459)

	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
Property						
Land	-	-	-	-	-	-
Buildings	12,403	6,912	5,491	31,731	18,162	(13,569)
Buildings	(64)	124	(188)	(10)	280	290
Total property	12,403	6,912	5,491	31,731	18,162	(13,569)
Plant and equipment						
Plant, machinery and equipment	1,605	732	873	3,956	2,576	(1,380)
Fixtures, fittings and furniture	163	25	138	558	375	(183)
Computers and telecommunications	711	785	(74)	3,485	2,795	(690)
Library books	406	396	10	725	750	25
Total plant and equipment	2,885	1,938	947	8,724	6,496	(2,228)
Infrastructure						
Roads	1,930	1,615	315	5,623	6,278	655
Bridges	74	8	66	1,455	150	(1,305)
Footpaths and cycleways	1,207	1,767	(560)	4,559	4,379	(180)
Drainage	451	928	(477)	2,844	3,064	220
Recreational, leisure and community facilities	3,557	2,427	1,130	7,309	5,608	(1,701)
Waste management	45	-	45	268	420	152
Parks, open space and streetscapes	2,215	1,612	603	12,935	10,785	(2,150)
Off street car parks	3,743	5,349	(1,606)	19,290	22,800	3,510
Other infrastructure	-	-	-	-	-	-
Total infrastructure	13,222	13,706	(484)	54,283	53,484	(799)
Total capital works expenditure	28,446	22,680	5,766	94,728	78,422	(16,306)
Represented by:						
Asset renewal expenditure	10,270	9,057	1,213	31,816	26,239	(5,577)
New asset expenditure	7,131	8,074	(943)	34,342	36,018	1,676
Asset upgrade expenditure	10,306	4,902	5,404	26,117	14,492	(11,625)
Asset expansion expenditure	739	647	92	2,453	1,673	(780)
	28,446	22,680	5,766	94,728	78,422	(16,306)

	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	46,534	32,017	Trade and other payables	18,568	14,052	33,183
Trade and other receivables	27,207	104,464	25,482	Trust funds and deposits	6,638	13,579	6,173
Other financial assets	32,050	25,547	44,014	Unearned income	12,826	12,457	2,381
Inventories	156	197	154	Provisions	15,844	16,278	16,336
Non-current assets held for sale	-	-	-	Lease liability	40	40	281
Other assets	4,705	1,319	2,966	Interest-bearing loans and borrowings	427	439	2,167
Total current assets	99,909	178,061	104,633	Total current liabilities	54,343	56,845	60,521
Non-current assets				Non-current liabilities			
Trade and other receivables	471	446	310	Provisions	1,274	2,074	1,329
Investment in subsidiary	300	300	-	Interest-bearing loans and borrowings	28,415	28,192	42,193
Other financial assets	3,507	3,507	-	Lease liability	45	45	12
Intangible assets	3,110	3,665	3,375	Total non-current liabilities	29,734	30,311	43,534
Right of Use	65	65	40	Total liabilities	84,077	87,156	104,055
Property, infrastructure, plant and equipment	2,154,150	2,162,499	2,190,656	Net assets	2,177,435	2,261,387	2,194,959
Total non-current assets	2,161,603	2,170,482	2,194,381	Equity			
Total assets	2,261,512	2,348,543	2,299,014	Accumulated surplus	799,961	891,111	852,231
				Other reserves	1,377,474	1,370,276	1,342,728
				Total equity	2,177,435	2,261,387	2,194,959

Attachment D Cash Flow Statement as at 31 December 2023

Description	2022-2023	Dec-23	2023-2024
	Actual	Actual	Budget
	\$'000	\$'000	\$'000
Cash Flow from operating activities			
Rates and charges	140,753	71,156	146,213
Grants - operating	26,061	7,700	20,124
Grants - capital	12,132	10,538	29,858
User fees	17,664	5,245	18,689
Statutory fees and fines	5,404	2,576	7,081
Contributions - monetary	1,825	907	1,763
Interest received	1,451	1,391	1,745
Other receipts	2,695	1,285	2,646
Net GST refund	3,615	6,941	11,924
Net movement in trust funds	740	1,093	148
Employees costs	(82,153)	(43,082)	(85,088)
Materials and services	(84,622)	(30,650)	(85,524)
Short-term, low value and variable lease payments	(416)	(171)	(296)
Other payments	(2,807)	(1,737)	(3,444)
Net cash provided by/(used in) operating activities	42,342	33,192	65,839
Cash flows from investing activities			
Payments for fixed assets	(74,823)	(28,447)	(76,922)
Proceeds from sale of assets	13,458	432	962
Payments for Investments with greater than three months maturity	616	6,503	2,500
Net cash provided by/(used in) investing activities	(60,749)	(21,512)	(73,460)
Cash flows from financing activities			
Finance costs	(1,418)	(727)	(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)	(210)	(1,238)
Net cash provided by/(used in) financing activities	88	(937)	9,796
Net increase (decrease) in cash and cash equivalents	(18,319)	10,743	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	46,534	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	145,756	145,867	111	146,422	146,422	-
Government grants - operating	6,352	7,036	684	21,088	19,629	(1,459)
User fees and charges	15,734	15,160	(574)	29,860	29,822	(38)
Statutory fees and fines	2,895	2,828	(67)	6,272	6,744	472
Other Income	3,175	2,859	(316)	5,723	5,548	(175)
Proceeds from sale of property, infrastructure, plant and equipment	311	386	75	712	512	(200)
Total income	174,223	174,136	(87)	210,077	208,677	(1,400)
Expenditure						
Employee costs	45,234	46,779	(1,545)	93,384	94,467	(1,083)
Materials and services	34,120	36,123	(2,003)	78,792	76,288	2,504
Depreciation	16,647	16,688	(41)	34,587	34,736	(149)
Amortisation - intangible assets	581	578	3	1,157	1,157	-
Amortisation - right of-use assets	-	61	(61)	116	281	(165)
Finance costs	727	811	(84)	1,422	1,622	(200)
Finance costs - leases	-	1	(1)	10	10	-
Bad and doubtful debts	185	119	66	257	232	25
Other expenses	3,790	2,463	1,327	4,482	4,308	174
Total expenditure	101,284	103,623	(2,339)	214,207	213,101	1,106
Underlying surplus / (deficit)	72,939	70,513	(2,426)	(4,130)	(4,424)	(294)
Contributions - capital	6	10	4	2,377	20	(2,357)
Government grants - capital	11,125	9,797	(1,328)	31,110	29,858	(1,252)
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	901	844	(57)	1,734	1,734	-
Surplus / (deficit) for the period	84,971	81,164	(3,807)	31,891	27,988	(3,903)

Appendix D – Consultant expenditure as at 31 December 2023

	Year to Date Actual	Full Year Adopted Budget	% of Budget Spent	Note
Corporate and Commercial Services				
Waste Circularity	129,962	276,300	47%	
Financial and Integrated Planning	23,422	68,845	34%	
Governance and Information	58,611	152,000	39%	
Procurement, Property and Risk	136,489	192,000	71%	
	348,483	689,145	51%	
Customer Innovation and Arts				
People and Culture	(4,333)	176,296	-2%	
Business and Information Technology	3,460	380,000	1%	
Customer Experience & Transformation	36,603	430,000	9%	
Arts and Culture	27,520	101,500	27%	
Community Relations	-	-	0%	
	63,250	1,087,796	6%	
Communities				
Communities Directorate Management	1,100	13,000	8%	
Community Strengthening	8,579	18,000	48%	
Family Health Support Services	15,240	5,000	305%	1
Safer Communities	27,300	7,200	379%	2
Development Services	18,519	137,000	14%	
City Futures	119,935	465,100	26%	
	190,673	645,300	30%	
Infrastructure and Operations				
Infrastructure and Operations Directorate Management	7,395	-	0%	
Engineering Services	81,990	262,000	31%	
Building Infrastructure	-	10,000	0%	
Sustainable Assets	260	25,500	1%	
	89,645	297,500	30%	
Total expenditure	692,051	2,719,741	25%	

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 December 2023

	Year to Date Actual	Full Year Adopted Budget	% of Budget Spent	Note
CEO				
Chief Executive Officer	426	-	0%	
	426	-	0%	
Corporate and Commercial Services				
Corporate and Commercial Services Directorate Mana	3,664	2,400	153%	1
Waste Circularity	1,455	7,050	21%	
Financial and Integrated Planning	317	6,690	5%	
Governance and Information	622	3,599	17%	
Procurement, Property and Risk	73	1,300	6%	
	6,131	21,040	29%	
Customer Innovation and Arts				
People and Culture	10,510	21,398	49%	
Business and Information Technology	3,337	7,500	44%	
Customer Experience & Transformation	2,795	9,500	29%	
Customer Innovation & Arts Directorate Management	6,837	1,000	684%	2
Arts and Culture	15,606	63,352	25%	
Community Relations	4,042	1,500	269%	3
	43,127	104,251	41%	
Communities				
Communities Directorate Management	1,750	-	0%	
Community Strengthening	23,012	41,018	56%	
Family Health Support Services	8,295	16,191	51%	
Safer Communities	1,009	10,845	9%	
Development Services	928	10,230	9%	
City Futures	3,093	48,160	6%	
	38,087	126,445	30%	
Infrastructure and Operations				
Infrastructure and Operations Directorate Management	8,769	7,000	125%	4
Operations	4,869	15,400	32%	
Engineering Services	130	1,000	13%	
Building Infrastructure	227	2,000	11%	
Capital Works Delivery	118	2,600	5%	
Sustainable Assets	2,074	2,432	85%	
	16,187	30,432	53%	
Total expenditure	103,958	282,167	37%	

Notes

1. Catering for 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 EMT Q&A event and Future Ready Frankston Excellence Awards

How to contact us

Online:
frankston.vic.gov.au

In person:
30 Davey Street, Frankston VIC 3199
Australia

Telephone:

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

Fax:
+61 3 9784 1094

In writing:

Frankston City Council PO Box 490
Frankston VIC 3199

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